

AGENDA

COUNCIL WORKSHOP

Monday, September 27, 2021

5:00 p.m.

Council Chamber, Municipal Hall

355 West Queens Road

North Vancouver, BC

Watch at <https://dnvorg.zoom.us/j/65345321120>

Council Members:

Mayor Mike Little

Councillor Jordan Back

Councillor Mathew Bond

Councillor Megan Curren

Councillor Betty Forbes

Councillor Jim Hanson

Councillor Lisa Muri



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COUNCIL WORKSHOP

5:00 p.m.
Monday, September 27, 2021
Council Chamber, Municipal Hall,
355 West Queens Road, North Vancouver
Watch at <https://dnv.org.zoom.us/j/65345321120>

AGENDA

1. ADOPTION OF THE AGENDA

1.1. September 27, 2021 Council Workshop Agenda

Recommendation:

THAT the agenda for the September 27, 2021 Council Workshop is adopted as circulated, including the addition of any items listed in the agenda addendum.

2. ADOPTION OF MINUTES

2.1. June 14, 2021 Council Workshop

p. 7-11

Recommendation:

THAT the minutes of the June 14, 2021 Council Workshop meeting are adopted.

2.2. July 12, 2021 Council Workshop

p. 13-18

Recommendation:

THAT the minutes of the July 12, 2021 Council Workshop meeting are adopted.

3. REPORTS FROM COUNCIL OR STAFF

3.1. Final Report from the Rental, Social and Affordable Housing Task Force p. 21-64 File No. 01.0360.20/078.000

Report: Community Planner, September 1, 2021

Attachment 1: Final Report to Council to address rental, social and affordable housing issues

Attachment 2: Status Update on Response to the Task Force's Interim Report Recommendations

Recommendation:

THAT the September 1, 2021 report of the Community Planner entitled Final Report from the Rental, Social and Affordable Housing Task Force is received for information;

AND THAT staff is directed to report back to Council on the action items recommended in the September 1, 2021 report of the Community Planner entitled Final Report from the Rental, Social and Affordable Housing Task Force.

4. PUBLIC INPUT

(maximum of ten minutes total)

5. ADJOURNMENT

Recommendation:

THAT the September 27, 2021 Council Workshop is adjourned.

MINUTES

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DISTRICT OF NORTH VANCOUVER COUNCIL WORKSHOP

Minutes of the Council Workshop for the District of North Vancouver held at 7:00 p.m. on Monday, June 14, 2021. The meeting was held virtually with participants appearing via video and telephone conference.

Present: Mayor M. Little
Councillor J. Back
Councillor M. Bond
Councillor M. Curren
Councillor B. Forbes
Councillor J. Hanson
Councillor L. Muri

Staff: Mr. D. Stuart, Chief Administrative Officer
Mr. S. Ono, Deputy General Manager – Engineering, Parks & Facilities
Mr. D. Milburn, General Manager – Planning, Properties & Permits
Ms. S. Walker, General Manager – Corporate Services
Mr. A. Wardell, General Manager – Finance/CFO
Mr. R. Danyluk, Manager – Business Planning & Decision Support
Mr. J. Gordon, Manager – Administrative Services
Mr. S. Carney, Acting Section Manager – Facilities
Ms. G. Lanz, Deputy Municipal Clerk
Ms. C. Archer, Confidential Council Clerk
Ms. S. Ferguson, Committee Clerk
Ms. T. Guppy, Facilities Planner
Mr. M. Schofield, Facilities Project Manager

RESOLUTION TO HOLD PUBLIC MEETING WITHOUT THE PUBLIC IN ATTENDANCE

MOVED by Councillor BACK

SECONDED by Councillor CURREN

WHEREAS:

- the Minister of Public Safety and Solicitor General has issued Order M192; and,
- Order M192 requires British Columbia municipalities to use best efforts to allow members of the public to attend open meetings of council in a manner that is consistent with the applicable requirements or recommendations of the *Public Health Act* and Public Health Officer orders; and,
- the District has assessed its ability to allow members of the public to attend open meetings of council in a manner that is consistent with the applicable requirements or recommendations of the *Public Health Act* and Public Health Officer orders; and,
- the District has taken into consideration its Covid-19 Safety Plan as required by Worksafe BC; and,

- the District has determined that, at this time, it cannot safely allow members of the public to physically attend open meetings of council in a manner that is consistent with the applicable requirements or recommendations of the *Public Health Act* or its Covid-19 Safety Plan;

THEREFORE, this meeting of the Council for the District of North Vancouver is to be held virtually and without members of the public, or Council, being physically present;

AND THAT the principles of openness, transparency, accessibility and accountability are being ensured through:

- Providing an online subscription service for residents to sign up and be apprised of upcoming meetings and the post-meeting availability of meeting minutes and meeting videos;
- Providing advance notice of this meeting in accordance with the *Community Charter* and advising the public on how they may participate in the meeting by providing public input;
- Providing the availability of the agenda for this meeting on the District's webpage six days in advance of the meeting;
- The live streaming of this meeting via a link readily available on the District's webpage;
- Maintaining the thirty minute public input opportunity at each regular meeting and the discretionary public input opportunity at each workshop;
- The ability of the public to provide input on agenda items by full two-way audio and video means;
- Adhering the rules of procedural fairness and acting with respect and courtesy at all times when hearing the public;
- Conducting meetings in a manner that resembles in-person meeting as much as possible;
- And reminding the public that they may contact Mayor and Council at any time on any topic via its council@dnv.org email address.

CARRIED

1. ADOPTION OF THE AGENDA

1.1. June 14, 2021 Council Workshop Agenda

MOVED by Councillor BACK

SECONDED by Councillor CURREN

THAT the agenda for the June 14, 2021 Council Workshop is adopted as circulated.

CARRIED

2. ADOPTION OF MINUTES

2.1. May 3, 2021 Council Workshop Minutes

MOVED by Councillor BACK

SECONDED by Mayor LITTLE

THAT the minutes of the May 3, 2021 Council Workshop are adopted.

CARRIED

3. REPORTS FROM COUNCIL OR STAFF

3.1. Strategic Facilities Planning Framework

File No.

Mr. Steve Ono, Deputy General Manager – Engineering, Parks & Facilities provided an overview of the Strategic Facilities Planning Framework (SFPF), noting that it was created in response to Council direction regarding capital asset management. Mr. Ono advised that a \$200 million funding gap has been identified through the ten-year Financial Plan process, which will need to be addressed, and that there are opportunities to renew facilities in coordination with community renewal projects. He noted that new buildings will be highly efficient and operate with reduced greenhouse gas (GHG) emissions.

Ms. Tamsin Guppy, Facilities Planner provided background on the SFPF project, noting that staff evaluated all District-owned buildings from the perspective of location and how they can work better in the future. Ms. Guppy reviewed the date of construction of the approximately 100 District-owned buildings by decade, noting that older structures are more likely to require replacement, not simply due to age but because the community and its needs have changed. She added that seismic requirements came into effect in the 1970's and accessibility requirements in the 1980's, therefore buildings constructed before then may not meet current standards.

Ms. Guppy reviewed the SFPF guiding principles for managing District buildings:

1. Implement the District's goals and user group strategic plans as endorsed by Council
 - This principle helps facilities meet the needs of the District and user groups as well as the District's larger overall goals and objectives.
2. Locate services where most needed and most easily accessed
 - Putting facilities and services where they will be used and accessible to transit helps ensure greater fairness and inclusion and reduces GHG's and traffic congestion.
3. Consolidate uses into shared buildings or sites
 - Reducing the number of buildings reduces operating costs, land costs and energy use and creates opportunities to use District-owned land for other purposes.
4. Optimize energy efficiency and reduce GHG emissions, achieving zero emissions well in advance of the 2050 target
 - This principle helps address climate change as well as operating costs.

5. Invest in building maintenance and refurbishment to extend the life cycle of buildings and improve the economic, environmental, and social sustainability of facilities
 - Maintenance and refurbishment of existing buildings can bring older buildings up to a higher standard and delay the need to replace buildings that are still meeting the needs of the community.
6. Plan for the closure of buildings reaching the end of their useful life
 - The community is very attached to some public buildings but they must be decommissioned when refurbishment will not meet the District's goals.
7. Plan ahead – thereby allowing time to plan for improved service and reduced net costs
 - More time to plan provides better opportunities to plan for capital costs, combine uses into new spaces and leverage amenity contributions from development.

Ms. Guppy advised that upcoming workshops on financial planning, child care needs and the budget process will inform future decisions on facilities planning.

Council discussion ensued and the following comments and concerns were noted:

- Expressed support for the seven principles presented by staff;
- Commented on the sense of place public buildings create for the community;
- Recommended considering the biophilic design principle for future District facilities, noting lower operating costs over time, and positive physical and mental health impacts; and,
- Commented on the need for more indoor and outdoor green spaces to allow recreation during future pandemics.

Councillor Curren left the meeting at 7:27 p.m. and returned at 7:29 p.m.

Mayor Little left the meeting at 7:29 p.m. Councillor Hanson assumed the chair.

In response to a question from Council, staff advised that the useful lifespan of most public buildings is approximately 50 years. By that age, a building may no longer serve the purposes of a community that has changed considerably over that time. If the facility continues to be useful in its form and location, it may be refurbished. If not, replacement would be considered.

Mayor Little returned to the meeting at 7:31 p.m.

Council discussion continued and the following comments and concerns were noted:

- Commented that the services and spaces at the new recreation centre opening soon will benefit visitors as well as residents;
- Recommended consulting District committees for their input on the future of facilities planning;
- Commented on the value of public spaces;
- Noted that the SFPF principles will allow Council and staff to look at future District buildings through a variety of lenses;
- Commented on the value of learning from past designs to find what does and does not work;

- Recommended building to a higher standard to allow buildings to last longer than 50 years;
- Noted that the funds reserved for building replacement rarely cover the actual costs;
- Recommended building structures for uses that will grow over time so they are not immediately at or over capacity on completion;
- Queried why District buildings have not been constructed with solar panels;
- Commented on the need to build in flexibility for multiple uses;
- Cautioned against taking risks with facility design;
- Commented on community needs; and,
- Commended staff for strong capital replacement planning and the dedicated allocation of funds for this purpose.

Public Input:

Mr. Peter Teevan:

- Commented on the need for facilities to be in proximity to schools and residential neighbourhoods.

Mr. Hazen Colbert:

- Recommended amalgamation of the municipalities in the region into one large municipality to reduce redundancy and the total number of buildings required.

MOVED by Mayor LITTLE

SECONDED by Councillor HANSON

THAT the Strategic Facilities Planning Framework, as detailed in the May 31, 2021 report of the Facilities Planner entitled Strategic Facilities Planning Framework, is endorsed in principle and is referred to a future Regular Meeting of Council.

CARRIED

4. ADJOURNMENT

MOVED by Councillor BACK

SECONDED by Mayor LITTLE

THAT the June 14, 2021 Council Workshop is adjourned.

CARRIED
(8:23 p.m.)

Mayor

Municipal Clerk

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DISTRICT OF NORTH VANCOUVER COUNCIL WORKSHOP

Minutes of the Council Workshop for the District of North Vancouver held at 5:03 p.m. on Monday, July 12, 2021. The meeting was held virtually with participants appearing via video and telephone conference.

Present: Mayor M. Little
Councillor J. Back
Councillor M. Bond
Councillor M. Curren (6:28 p.m.)
Councillor B. Forbes
Councillor J. Hanson
Councillor L. Muri

Staff: Mr. D. Milburn, General Manager – Planning, Properties & Permits
Ms. S. Walker, General Manager – Corporate Services
Ms. J. Paton, Assistant General Manager – Development Planning & Engineering
Ms. T. Atva, Manager – Community Planning
Mr. R. Danyluk, Manager – Business Planning and Decision Support
Mr. J. Gordon, Manager – Administrative Services
Ms. C. Jackson, Manager – Climate Action, Natural System & Biodiversity
Ms. C. Grafton, Manager – Strategic Communications & Community Relations
Ms. G. Lanz, Deputy Municipal Clerk
Ms. S. Dale, Confidential Council Clerk
Ms. N. Foth, Planner
Ms. K. Hebron, Committee Clerk

Also in

Attendance: Mr. Brian Bydwell, Consultant
Ms. Allison Clavelle, Urban Systems Ltd.

RESOLUTION TO HOLD PUBLIC MEETING WITHOUT THE PUBLIC IN ATTENDANCE

MOVED by Councillor MURI

SECONDED by Councillor BACK

WHEREAS:

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- Order M192 requires British Columbia municipalities to use best efforts to allow members of the public to attend open meetings of council in a manner that is consistent with the applicable requirements or recommendations of the *Public Health Act* and Public Health Officer orders; and,
- the District has assessed its ability to allow members of the public to attend open meetings of council in a manner that is consistent with the applicable requirements or recommendations of the *Public Health Act* and Public Health Officer orders; and,

- the District has taken into consideration its Covid-19 Safety Plan as required by Worksafe BC; and,
- the District has determined that, at this time, it cannot safely allow members of the public to physically attend open meetings of council in a manner that is consistent with the applicable requirements or recommendations of the *Public Health Act* or its Covid-19 Safety Plan;

THEREFORE, this meeting of the Council for the District of North Vancouver is to be held virtually and without members of the public, or Council, being physically present;

AND THAT the principles of openness, transparency, accessibility and accountability are being ensured through:

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- Conducting meetings in a manner that resembles in-person meeting as much as possible;

And reminding the public that they may contact Mayor and Council at any time on any topic via its council@dnv.org email address.

CARRIED

1. ADOPTION OF THE AGENDA

1.1. July 12, 2021 Council Workshop Agenda

MOVED by Councillor BACK

SECONDED by Councillor HANSON

THAT the agenda for the July 12, 2021 Council Workshop is adopted as circulated.

2. ADOPTION OF MINUTES

Nil

3. REPORTS FROM COUNCIL OR STAFF

3.1. Draft Targeted Official Community Plan Review Action Plan 2021-2030

File No. 13.6480.35/001.000

Mr. Dan Milburn, General Manager – Planning, Properties & Permits, advised that the purpose of the workshop is to present the draft Targeted Official Community Plan (OCP) Review Action Plan 2021-2030 and provide a summary of the Spring 2021 community engagement.

Ms. Tina Atva, Manager – Community Planning, introduced the consultants and provided a brief overview of the Targeted OCP Review to date. Ms. Atva advised that the draft Action Plan is a result of a two-year process that involved extensive research, analysis, and stakeholder and community engagement from across the District.

Ms. Nicole Forth, Planner, advised that the final phase of engagement took place in the Spring of 2021 seeking input on the broad set of actions being considered for the Action Plan. This community-wide engagement built on previous feedback on issues, opportunities, and potential actions. Due to the continuing public health constraints, the selected communications and engagement tools ensured safe opportunities for the community to participate.

Ms. Atva advised that the draft Action Plan identifies ways to make the biggest strides towards achieving the vision and goals identified in the 2011 OCP for the topic areas of transportation, housing, economy and employment lands, and climate emergency. The draft Action Plan includes eight priority actions, twenty-one supporting actions, and two implementing lenses.

The eight priority actions include:

1. Achieve Town and Village Centres that deliver low-carbon, compact and diverse housing, transportation choices, and supportive public amenities and employment space;
2. Advocate for infrastructure and service improvements, such as Rapid Transit, to get key transportation networks moving better;
3. Prioritize rental, social, and supportive housing projects to increase the range of housing options;
4. Make transit faster and more reliable on major routes;
5. Increase housing diversity to support a range of incomes, household types, and accessibility needs within and close to Town and Village Centres;
6. Create a continuous and connected network of walking and cycling routes to encourage more people of all ages and abilities to walk and cycle;
7. Strengthen the resiliency of natural and built environments to adapt to a changing climate; and,

8. Reduce greenhouse gas emissions from buildings, transportation, and waste to address the climate emergency.

The draft Action Plan also includes two implementing lenses:

1. Social equity lens: Include social equity considerations in District decision-making to strive for a more inclusive and equitable community; and,
2. Climate change lens: Include climate change considerations in decision-making to increase the District's climate leadership.

Staff advised that the Action Plan, if approved, would guide staff resources and work to continue to implement the OCP over the next nine years to 2030.

Councillor Forbes left the meeting at 5:33 p.m. and returned at 5:34 p.m.

Council discussion ensued and the following comments and concerns were noted:

- Opined that the draft Action Plan reflects Council's priorities;
- Commented that more multi-generalization housing is needed;
- Spoke to the challenges of the transportation system;
- Noted that both public and active transportation needs to be improved to be consistent and viable options;
- Stated that housing on the North Shore is not affordable;
- Opined that the climate emergency is a threat to the community and needs to become a top priority;
- Acknowledged that Council controls land use in the District;
- Suggested lobbying different levels of government for assistance;
- Suggested prioritizing development in Town Centres;
- Commented that the draft Action Plan is missing a sense of urgency and needs to be more aggressive with its' timelines;
- Suggested focusing on rapid implementation;
- Questioned if there will be more opportunities for Council discussion;
- Recognized the work of District staff and the consultants;
- Noted that addressing local economy and small businesses needs to be made a priority;
- Suggested looking at housing diversity within the single-family communities in the District;
- Commented that more development will not lower the cost of housing;
- Spoke to the loss of employment lands;
- Commented on the need to be flexible as the OCP is a living document and it is subject to change;
- Acknowledged that the community wants the pace of development to slow down;
- Commented on the need for more diverse housing options;
- Commented on the importance of communicating with the public;
- Expressed concern with the cost of implementing the Action Plan;
- Expressed concern regarding the safety of bike lanes;
- Opined that the draft Action Plan does not represent the greater community;

Councillor CURREN arrived at this point in the proceedings (6:28 p.m.).

Council discussion ensued and the following comments and concerns were noted:

- Acknowledged that ongoing communication with the public is needed;
- Highlighted the connection between improved housing and transportation issues and the benefits it will have to support local businesses;
- Questioned if the community is willing to pay higher taxes to support these goals;
- Suggested having a workshop with owners of small local businesses;
- Commented on the need to protect light industrial lands;
- Suggested making big bold moves and finding new way to engage with the community;
- Noted that climate change is an area where there is broad consensus within the community; and,
- Commented that using Zoom increases the opportunity for more public input.

Public Input:

Mr. Herman Mah:

- Opined that the community has been engaged;
- Suggested that progress made towards achieving the goals in the Action Plan be incorporated into the Annual Report;
- Suggested creating a third implementing lens entitled priority actions; and,
- Stated that change is needed.

Mr. Peter Teevan:

- Commented on the need for more social and market rental housing;
- Noted that better infrastructure is needed;
- Questioned why more density is needed; and,
- Questioned why single-family homes on Lynn Valley Road have loading zones.

Mr. Hazen Colbert:

- Requested a Public Meeting be held for further discussions; and,
- Commented on the need for more diversity in the community.

MOVED by Councillor FORBES

SECONDED by Mayor LITTLE

THAT the Committee of Council supports the Targeted Official Community Plan Review Action Plan 2021-2030 and refers it to a Public Meeting for discussion.

DEFEATED

Opposed: Councillors BACK, BOND, CURREN and HANSON

MOVED by Councillor HANSON

SECONDED by Councillor BACK

THAT the Committee of Council supports the Targeted Official Community Plan Review Action Plan 2021-2030 and refers it to a Regular Meeting of Council for consideration.

CARRIED

Opposed: Mayor LITTLE and Councillors FORBES and MURI

4. ADJOURNMENT

MOVED by Councillor HANSON
SECONDED by Councillor BACK

THAT the July 12, 2021 Council Workshop is adjourned.

CARRIED
(7:40 p.m.)

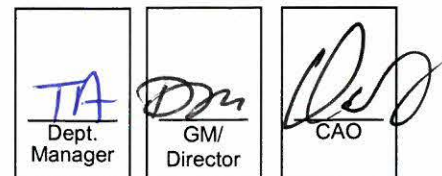
Mayor

Municipal Clerk

REPORTS

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AGENDA INFORMATION	
<input type="checkbox"/> Regular Meeting	Date: _____
<input checked="" type="checkbox"/> Other: Workshop	Date: September 27, 2021



The District of North Vancouver REPORT TO COUNCIL

September 1, 2021
File: 01.03620.20/078.000

AUTHOR: Joshua Cairns, Community Planner

SUBJECT: Final Report from the Rental, Social and Affordable Housing Task Force

RECOMMENDATION:

THAT Council receives the report titled "Final Report from the Rental, Social and Affordable Housing Task Force" of the Community Planner dated September 1, 2021 for information;

AND THAT staff be directed to report back to Council on the action items recommended in the Task Force's final report, titled "Final Report to Council to address rental, social and affordable housing issues".

REASON FOR REPORT:

To provide Council with the final report of the Rental, Social and Affordable Housing Task Force ("Task Force") for consideration and to provide information as it relates to the recently updated Residential Tenant Relocation Assistance Policy (RTRAP). In addition, this report includes a summary of actions taken to date arising from the Task Force's September 2020 interim report.

SUMMARY:

The Rental, Social and Affordable Housing Task Force ("Task Force") was established with a mandate to explore housing solutions and make recommendations for Council's consideration. An interim report with recommendations was presented to Council on September 28, 2020. The Task Force has now completed their final report, which reflects the culmination of their combined efforts over the past two years and includes recommendations for Council's consideration (**Attachment 1**).

BACKGROUND:

The Rental, Social and Affordable Housing Task Force ("Task Force") was struck by Council on June 17, 2019 for a two-year term. The Task Force is comprised of 11 members representing a cross-section of District of North Vancouver residents and representatives from the non-profit housing sector, BC Housing, and the development/construction industry.

The purpose of the Task Force, as outlined in their terms of reference, is to explore and identify housing issues and make recommendations to Council on innovative local government housing solutions.

On September 28, 2020, the Task Force presented to Council an interim report, which focused on recommendations for immediate action along with suggestions on how to strengthen the Residential Tenant Relocation Assistance Policy (RTRAP). A subsequent staff report was presented to Council on December 7, 2020, which proposed a series of actions in response to the interim report recommendations as well as a recommendation to prepare a revised RTRAP. Implementation of the actions is underway, with several either complete or in progress. An update on the status of these actions is provided in **Attachment 2**.

Residential Tenant Relocation Assistance Policy (RTRAP)

One of the Task Force's interim report recommendations for immediate action was to update the RTRAP. In response to suggestions offered by the Task Force and Council direction at the December 7, 2020 meeting, staff subsequently conducted best practice research and stakeholder engagement to identify potential changes to the policy that would further strengthen supports for tenants being displaced through rezoning. A revised RTRAP was adopted by Council on May 31, 2021, and Council expressed a desire for a subsequent workshop with the Task Force to discuss the updated policy. The report to Council, titled "Residential Tenant Relocation Assistance Policy – Proposed Amendments", can be downloaded on the District's [website](#) (Item 8.8 of the May 31, 2021 agenda package). Some of the areas of discussion on the RTRAP during the May 31, 2021 Regular Meeting of Council included the offering of rent top-ups and the potential for unintended consequences arising from onerous requirements.

EXISTING POLICY:

Official Community Plan (2011)

The District's Official Community Plan (OCP) includes the following goals which are applicable to rental, social and affordable housing:

- Goal 2:** Encourage and enable a diverse mix of housing types and tenure and affordability to accommodate the lifestyles and needs of people at all stages of life; and
- Goal 3:** Foster a safe, socially inclusive and supportive community that enhances the health and well-being of all residents.

OCP Action Plan (2021)

The OCP Action Plan, approved by Council on July 26, 2021 and the result of the Targeted OCP Review, provides a guide for the District for realizing the 2011 OCP vision and goals in four key topic areas. The OCP Action Plan includes the following housing-related priority actions:

- Priority Action 1:** Achieve Town and Village Centres that deliver low-carbon, compact, and diverse housing, transportation choices, and supportive public amenities and employment space

Priority Action 3: Prioritize rental, social, and supportive housing projects to increase the range of housing options

Priority Action 5: Increase housing diversity to support a range of incomes, household types, and accessibility needs within and close to Town and Village Centres

Rental and Affordable Housing Strategy (2016)

The Rental and Affordable Housing Strategy (RAHS) includes goals and strategies to achieve the District's housing objectives with a focus on low and moderate-income households.

Residential Tenant Relocation Assistance Policy (2021)

The Residential Tenant Relocation Assistance Policy seeks to minimize the impacts faced by renters who are displaced by development proceeding through a rezoning. The policy was recently updated in response to recommendations in the Task Force's Interim Report.

ANALYSIS:

The Task Force's final report, titled "Final Report to Council to address rental, social and affordable housing issues" builds upon the interim report presented to Council on September 28, 2020. The report is the result of two years of work by the Task Force, and contains their final set of recommendations to Council for consideration as the District continues to work towards addressing emergent and current housing issues. The final report reaffirms the importance of the six rental and affordable housing goals outlined in the existing Rental and Affordable Housing Strategy (RAHS), and is structured according to these goals. Within each of the six goals, several recommendations are provided that may be used to inform future policy development, programs, planning and decision-making. In total, more than 50 recommendations are made across the six RAHS goal areas.

The final report offers several main recommendations in the Executive Summary. The Task Force believes these recommendations will most greatly assist the District in efforts to create affordable housing opportunities as well as protect existing affordable housing and tenants:

1. Support the Housing Planner's role as being oversight of the implementation of recommendations from the RAHS and the Task Force's reports;
2. Identify and inventory any and all available land that can be used for affordable housing projects;
3. Create partnerships to support affordable housing projects;
4. Develop policies, procedures, and programs to protect or promote rental housing; and,
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 RAHS.

In addition, the final report offers several recommendations that the Task Force deems helpful for the District to provide and maintain a comprehensive understanding of the status of the housing stock. The recommendations suggest the District should:

- Provide staff resources and leadership to work with partners, develop creative solutions, and identify funding opportunities;
- Ensure environmental sustainability of housing to reduce long-term operating costs;
- Access and allocate funding to the creation of affordable housing;

- Improve citizen engagement on matters of land use and community planning;
- Confirm assumptions on housing demand and affordability; and,
- Monitor progress to increase transparency and assess future needs.

Similar to the interim report and pending direction from Council, the recommendations of the final report will require comprehensive review from staff. A subsequent report back to Council with potential next steps is recommended. The recommendations of the final report and potential District actions will need to be assessed with consideration to the Corporate Plan, OCP Action Plan, Council's Strategic Directions, Housing Needs Report (Fall 2021), available resources, and current work plan. Several of the final report's recommendations may be complementary to the breadth of housing-related initiatives currently underway—some of which were initiated in response to the interim report recommendations. A detailed overview of the housing initiatives underway was provided in the July 19, 2021 report to Council titled "Housing Program Update" (Item 8.2 of the [agenda package](#)).

Financial Impacts:

Financial impacts of the Task Force's final report recommendations have not been evaluated by staff. Any subsequent actions in response to the recommendations that may require funding will be considered through the District's financial planning process.

Social Policy Implications:

Rental, social and affordable housing is an essential part of a complete community. It supports the needs of a diverse socio-economic population and helps to ensure the well-being of many District residents.

Conclusion:

The Rental, Social and Affordable Housing Task Force is concluding their term and has prepared the attached report on their work and final set of recommendations for Council consideration. The final report includes more than 50 recommendations that can help inform the District's continued efforts to prepare for and respond to housing issues as they arise and evolve over time. Following Council direction, staff are prepared to report back on the recommendations outlined in the report.

Options:

1. THAT Council receives the report titled "Final Report from the Rental, Social and Affordable Housing Task Force" of the Community Planner dated September 1, 2021 for information;

AND THAT staff be directed to report back to Council on the action items recommended in the Task Force's final report, titled "Final Report to Council to address rental, social and affordable housing issues" (staff recommendation)

OR

2. THAT Council provide staff with alternative direction.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'JC' followed by a long horizontal stroke.

Joshua Cairns
Community Planner

Attachment 1: Document titled "Final Report to Council to address rental, social and affordable housing issues"

Attachment 2: Table titled "Status Update on Response to the Task Force's Interim Report Recommendations"

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

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 Ibid., Immediate Action 3b.

²¹ Ibid., Immediate Action 3a.

²² Ibid., 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

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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Status Update on Response to the Task Force's Interim Report Recommendations

Interim Report Recommendations & Staff Response (Dec. 2020)			Update (Sept. 2021)
Recommended Priority Actions	District Approach	Opportunities	Current Status
1. Staff Resources			
a) <i>Establish a new position(s) responsible for rental, social and affordable housing</i>	<ul style="list-style-type: none"> The housing portfolio is currently distributed amongst several staff members in the District's Community Planning department. 	<ul style="list-style-type: none"> Refer request to the 2021 budget process for a dedicated housing planner position. 	<ul style="list-style-type: none"> New Housing Planner (Planner II) hired within Community Planning in July 2021
2. Lands and Process			
a) <i>Source lands for rental, social and affordable housing including District lands.</i>	<ul style="list-style-type: none"> Focus on District-owned sites subject to BC Housing Memorandum of Understanding (MOU). Partner with private land owners and non-profits on proposals (e.g. Kiwanis Lynn Manor). 	<ul style="list-style-type: none"> Accelerate planning on District sites and bring back to Council in 2021. Continue to work with non-profit societies, BC Housing, senior levels of government, and owners of public assembly lands to increase affordable housing in appropriate locations and densities. Continue to explore ways to identify and evaluate sites suitable for acquisition by the District. 	<ul style="list-style-type: none"> Three successful projects recently approved on District-owned lands, including West 16th Street Supportive Housing, Delbrook Lands, and the Sanford Oxford Proposal at 267 Orwell Street. Technical analysis of several District-owned sites is underway with the support of an interdepartmental working group. Staff anticipate a workshop with Council in late 2021 to review and discuss the technical analysis of the properties. Community engagement may take place in the months following, pending direction from Council. In response to a Council motion on July 26, 2021, staff are preparing to bring forward one or more potential sites for Council consideration in Fall 2021 for purposes of applying to Metro Vancouver for partnership to develop new affordable housing. Pending Council direction, this may result in District-initiated rezoning of the site.

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Recommended Priority Actions	District Approach	Opportunities	Current Status
b) <i>Speed up development approvals for rental, social and affordable housing.</i>	<ul style="list-style-type: none"> • Undertake District-initiated rezoning of District sites suitable for affordable housing. • Expedite review process and waive fees and charges (permit fees, community amenity contributions, and development cost charges). 	<ul style="list-style-type: none"> • Continue to initiate rezoning of suitable District-owned sites. • Lobby senior levels of government to expedite their review and/or contribution to supportive housing projects. 	<ul style="list-style-type: none"> • Technical analysis of District-owned sites for purposes of affordable housing and potential District-initiated rezoning is underway (<i>see response to Item 2(a) above</i>). • Continue to expedite review processes and waive fees and charges to support projects (e.g., W 16th Street Supportive Housing) • Continue to lobby senior levels of government on housing-related matters, including a call with the Province in June 2021 requesting supports including an expansion of housing programs and grants.

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3. Funding & Partners			
a) <i>Access federal and provincial funding to support rental, social and affordable housing. Advocate for increased supply-side financing for the District but also for reduced demand for District financial housing support; for example, by asking the Province to require post-secondary institutions to provide housing solutions for their international students.</i>	<ul style="list-style-type: none"> BC Housing MOU established a partnership to obtain funding for the delivery of social and supportive housing. Identify and respond to current and future funding opportunities (e.g. Metro Vancouver Housing on municipal lands) Expedited review of Capilano University student housing proposal. 	<ul style="list-style-type: none"> Continue to identify and ready sites to take advantage of current and future funding opportunities. Continue to work with Capilano University on student housing proposals. 	<ul style="list-style-type: none"> Technical analysis of District-owned sites for the purpose of affordable housing is underway (<i>see response to Item 2(a) above</i>) The District continues to work with partners to ensure new housing meets the needs of the community. In June, 2021, the District issued a development permit for 2055 Purcell Way (Capilano University) for a six-storey, 207 room (362 bed) student housing building.
b) <i>Partner with Indigenous groups and non-profits for delivery of rental, social and affordable housing.</i>	<ul style="list-style-type: none"> Currently partnering with: <ul style="list-style-type: none"> Non-profits societies on DNV lands including Oxford Street, West 16th Street, and Delbrook Lands. Non-profits societies on private lands including Kiwanis Seniors in Lynn Valley, Trellis Seniors Living, Pacific Arbour. Private developers on private lands including Denna Homes, Mosaic, Fannie, Anthem, Redic, and Bosa. 	<ul style="list-style-type: none"> Encourage professional advice/support (third party) for non-profits to assist in negotiations with private developers. Explore opportunities to partner with Indigenous groups on the North Shore. 	<ul style="list-style-type: none"> Three successful projects recently approved on District-owned lands, including West 16th Street Supportive Housing, Delbrook Lands, and the Sanford Oxford Proposal at 267 Orwell Street. The District is a member of the North Shore Homelessness Action Initiative (NSHAI), along with Tsleil-Waututh Nation, Squamish Nation, the District of West Vancouver and the City of North Vancouver. The NSHAI, launched in 2021, is a cross-jurisdictional committee created to enhance coordination across the North Shore with the goal of preventing and alleviating homelessness in our communities.

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c) <i>Allocate a percentage of community amenity contributions received as cash-in-lieu on every rezoning directly to a housing reserve fund.</i>	<ul style="list-style-type: none"> District's CAC Policy allows for cash-in-lieu contributions to offsite community amenities including social and supportive housing. Corporate Plan calls for update to CAC framework in line with community priorities. 	<ul style="list-style-type: none"> Continue to allocate cash CACs towards social and supportive housing and explore a defined percentage amount. Investigate policy options for density bonusing to achieve rental, social and affordable housing. 	<ul style="list-style-type: none"> Since OCP adoption in 2011 to mid-2021, more than \$88,000,000 has been directed to housing, of which approximately \$60,040,000 of this amount has secured below-market housing units. The practice of allocating CACs towards affordable housing will continue. Explorations are underway regarding a defined contribution amount for housing. Staff anticipate a Report to Council on this item in the coming months. The District is currently researching the viability of providing affordable housing as a component of new market residential development. This work will provide the District with a comprehensive understanding of the costs of providing affordable housing in different forms of development and at different below-market rates, which will be used to inform new housing policy.
d) <i>Be prepared with rental, social and affordable housing projects and infrastructure plans to take advantage of new funding from the Federal government due to the Pandemic.</i>	<ul style="list-style-type: none"> District-initiated rezoning of sites for social and supportive housing including those identified in the MOU. 	<ul style="list-style-type: none"> Continue to identify and ready District sites for future funding opportunities (e.g. Rapid Housing Initiative). 	<ul style="list-style-type: none"> Technical analysis of District-owned sites for purposes of affordable housing and potential District-initiated rezoning is underway (<i>see response to Item 2(a) above</i>)

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4. Regulations			
a) <i>Conduct a technical analysis on implementing rental-only zoning within the next four to six months.</i>	<ul style="list-style-type: none"> District currently achieves full replacement of existing rental and secures new rental (targeting low-to-moderate income households) in perpetuity through use of housing agreements. 	<ul style="list-style-type: none"> Undertake research and analysis on the potential economic implications of rental zoning on existing rental. 	<ul style="list-style-type: none"> Staff are exploring options for residential rental tenure zoning in conjunction with other housing program items, and are working with partners to improve access to data in support of this effort. Options to be brought forward for Council consideration.
b) <i>Lobby the provincial government for changes to the Residential Tenancy Act to accommodate the important differences between secondary suites and purpose-built rental buildings.</i>	<ul style="list-style-type: none"> Secondary suites in a single-family dwellings limited in size up to 90m² (968 sq ft) in size or 40% of the area of the home. No regulatory framework for short-term rentals to protect long-term rentals. 	<ul style="list-style-type: none"> Review secondary suites regulations. Bring back draft regulations on short-term rentals for Council's consideration. 	<ul style="list-style-type: none"> Staff are currently exploring how to take advantage of BC Building Code changes to promote secondary suites. Work includes reviewing existing Zoning Bylaw regulations and exploring local best practices. A report to Council with potential Zoning Bylaw amendments is anticipated for fall 2021. In alignment with the OCP Action Plan, staff will be exploring incentive programs for secondary suites in upcoming work plans for 2022 and are developing a work plan for resuming policy review on short-term rental regulations.
5. Tenant impacts			
a) <i>Create a policy to minimize tenant impact and lobby the Province for more power to enforce tenant protection.</i>	<ul style="list-style-type: none"> Residential Tenant Relocation Assistance Policy provides assistance for tenants who have been displaced through demolition to find suitable alternative accommodations. 	<ul style="list-style-type: none"> Revise Residential Tenant Relocation Assistance Policy based on Task Force input and a review of local best practices and bring forward for Council consideration. 	<ul style="list-style-type: none"> Council approved an updated Residential Tenant Relocation Assistance Policy in May, 2021 following best practice review and stakeholder engagement. A workshop to consider potential for further changes to the policy was requested by Council.

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a) <i>Partner with developers to create measures to accommodate people in need of housing where development has ceased.</i>	<ul style="list-style-type: none"> No experience to date. 	<ul style="list-style-type: none"> Work with developers to identify opportunities for temporary housing, if appropriate, and with acknowledgement that longer term solutions are preferred. 	<ul style="list-style-type: none"> The District is open to working with developers as opportunities arise for the exploration of temporary housing.