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Housing & Health



Residents have access to affordable housing and improved health facilities that enhances livability

01 Strategy

STRATEGIES & PLANS

- › [Regional Housing Affordability Strategy](#)
- › [Regional Growth Strategy](#)
- › [Southern Gulf Islands Housing Strategy](#)
- › [Future Housing Priorities & Partnerships White Paper](#)
- › [Capital Regional Hospital District 10-Year Capital Plan](#)

CORPORATE PLAN GOALS

- 5a Increase the supply of affordable housing across the region
- 5b Protect & maintain non-market & market rental housing stock
- 5c Regional response to homelessness
- 5d Better regional housing data to support evidence-based decision making & community understanding
- 5e Provide the local share of health capital infrastructure
- 5f Support health through public health bylaws & education
- 5g Facilitate knowledge mobilization & partnerships to support community health & healthy public policy

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03 Operating Context

ACHIEVEMENTS IN 2025

Health

1. In 2025, pre-planning including design team selection and schematic designs were completed for the new Long Term Care project at Royal Bay. The 306-bed facility has a total cost of \$224M with the CRHD contributing \$67M.
2. Oak Bay Lodge Feasibility Study completed in partnership with Island Health.
3. Mount Tolmie Hospital was acquired as a long-term strategic acquisition and leased to Provincial Rental Housing Corporation for 20 years.

Housing

1. Point-in-Time Count and Survey of the region's unhoused took place in March.
2. Camas House, a 66-home development on Songhees Nation land, was completed providing affordable rental housing to Indigenous Peoples.
3. Began implementation of the Rural Housing Program Pilot Project on Southern Gulf Island and Salt Spring Island.
4. Development of subsidized housing at 926/930 Pandora Ave. was officially announced and will provide 158 affordable rental homes, 47 supportive homes, childcare services, and community programming space.
5. The redevelopment of the Caledonia property was completed and is providing 158 new affordable rental homes.
6. The redevelopment of Campus View received final approval, which will see the 12 current homes replaced with 119 new affordable rental homes.
7. The redevelopment of Village on the Green received final project approval, which will see the 38 current homes replaced with 160 new affordable rental homes.
8. The process to redevelop Swanlea was initiated, and Tenant Relocation work started.
9. The process to redevelop Willowdene and Rosewood was initiated, and Tenant Relocation work started.
10. The Capital Region Housing Corporation (CRHC) submitted a total of four applications to the 2025 intake of the Community Housing Fund.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2026 AND BEYOND

Health

- There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment throughout the capital region.
- Island Health has identified primary care, seniors and long-term care, and mental health and addictions as priorities and a major focus.
- The division needs to be able to respond to emerging opportunities, such as developing existing land holdings and new strategic land acquisition, for future health-related facilities to meet future demands across the region.
- Island Health continues to balance priorities that are broader than the Capital Regional District (CRD) including undertaking an internal review to reduce the costs of administration of the health care system with a focus on redirecting resources to the front lines.

Housing

- Changing rental housing market dynamics related to the continued negative economic impacts associated with a high cost of living (e.g., higher vacancy rates, rent increase limitations), supply chain pressures, and inflation.
- Despite recent softening, anticipate increased demand for affordable housing product due to rise of rental prices in the region over the past several years.
- Significant increases in the costs of acquiring property for affordable housing projects.
- Increased project administration and oversight.
- Increase in funding available through various streams with considerable administrative demands and pressing timelines.
- Increase in competition for available funds in support of development.
- More units coming online impact on future staffing requirements.
- Increased complexity and number of funding applications required to support increased development costs.
- Increasingly specialized roles in support of service delivery and tight employment market for specific roles.
- Difficulty in staff recruitment and retention.
- This service area is also heavily impacted by the availability and nature of provincial and federal programs as senior-level governments play a key role in funding and shaping the non-profit housing sector (e.g., [National Housing Strategy](#), [Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia](#)).

04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.

Housing and the Capital Region Housing Corporation

SERVICE BUDGET REFERENCES¹

- › 1.30 Land Banking & Housing (Regional Housing)
- › 1.311 Regional Housing Trust Fund

1. CAPITAL REGION HOUSING CORPORATION (CRHC)

Description

Wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low- and moderate-income families, seniors and persons living with disabilities. The CRHC currently owns and operates more than 2,000 affordable rental homes with more than 1,000 currently under development.

What you can expect from us

- ▶ Operational management of units, adjusting service delivery needs as required.
- ▶ Asset management: ongoing delivery of Routine Capital Plan and Building Envelope Remediation of Carey Lane.
- ▶ Contract management of Umbrella Operating Agreement with BC Housing.

Staffing Complement

Regional Housing Division: **62 FTE (includes Managers and Administrative Support) + leadership support**

2. PLANNING & DEVELOPMENT AND CAPITAL CONSTRUCTION

Description

Supports all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies. Facilitates the capital construction of all CRHC projects and supervises the construction of Regional Housing First Program (RHFP) projects that will be acquired by the CRD/CRHC for operations.

What you can expect from us

- ▶ Fulfill the CRHC mission to develop affordable housing within the capital region through review and analysis of existing residential assets to identify opportunities for redevelopment or renewal.

¹ Service budget(s) listed may fund other services.

- ▶ Further the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is socially and financially responsible.
- ▶ Responsible for early feasibility, site analysis, conceptual design development and coordination of municipal approvals required to progress new affordable housing developments to the construction stage.
- ▶ Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region.
- ▶ Evaluates and recommends to the CRD/CRHC Board of Directors opportunities for new land acquisitions or air space parcel leases to further the vision and mission of the CRHC to provide additional affordable housing to low- and moderate-income residents of the capital region.
- ▶ Supporting the ongoing delivery of all new homes under development and construction.

Staffing Complement

Regional Housing: **11 FTE (includes Managers and Administrative Support) + leadership support**

3. HOUSING PLANNING, POLICY & PROGRAMS (HP3)

Description

Facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS). HP3 acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP), administers funds under the Rapid Housing Initiative (RHI), Regional Housing First Program (RHFP), and the Regional Housing Trust Fund (RHTF), stewards applications to the Canada Mortgage and Housing Corporation (CMHC) Affordable Housing Innovation Fund (Innovation Fund), and manages/supports the region's Housing Agreement Program (HAP) and Service Agreements with non-profit societies.

What you can expect from us

- ▶ Support continued implementation of the RHAS and Southern Gulf Island Affordable Housing Strategy.
- ▶ Continued support of a two-year Rural Housing Pilot Project in 2025 to support housing affordability in the Southern Gulf Islands and Salt Spring Island.
- ▶ Supports efforts to advance the Future Housing Priorities and Partnership work.
- ▶ Review and process required Letters of Intent and proposals for the RHFP and RHTF.
- ▶ Ongoing administration/reporting of the RHI as required.
- ▶ Renew and manage Aboriginal Coalition to End Homelessness Service Agreement.
- ▶ Administer Housing Agreements.
- ▶ Manage and administer the RHP – Designated Communities Funding Stream to support efforts to respond to and prevent homelessness in the region.
- ▶ Advance efforts to implement a Coordinated Access and Assessment Process (CAA) and a Homeless Management Information System (HMIS).

Staffing Complement

Regional Housing: **7 FTE (includes Manager and Administrative Support) + leadership support**

Health and the Capital Regional Hospital District

SERVICE BUDGET REFERENCES²

- › 1.018 Health and Capital Planning Strategies
- › 1.224 Community Health

4. CAPITAL REGIONAL HOSPITAL DISTRICT (CRHD)

Description

Provides the local taxpayers' share of capital infrastructure to expand, improve and maintain health care facilities in the region. Island Health is responsible for the delivery of health care services in the region.

What you can expect from us

- ▶ Health facilities planning.
- ▶ Strategic property acquisition and planning of property development to increase health facility capacity within the capital region.
- ▶ Property management of health facilities and land holdings.
- ▶ Research, analyze and coordinate with Island Health in preparation of the CRHD's 10-Year Capital Plan and minor capital and equipment funding requests.
- ▶ Monitor expenditures and administration of payments to Island Health and other partners annually, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRHD funds are spent according to approved project scope, schedule and budget.

Staffing Complement

Health & Capital Planning Strategies: **2.0 FTE (includes 1 Senior Manager, 1 Administrative Support)**

5. COMMUNITY HEALTH

Responsible for public health bylaws and enforcement contracts with Island Health, and healthy community planning and service coordination.

What you can expect from us

Public Health

- ▶ Enact and enforce public health bylaws
- ▶ Contract with Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws and provide oversight of public health bylaws enforcement

² Service budget(s) listed may fund other services.

Community Health

- ▶ Coordinating the Community Health Network to support healthy communities planning through research and partnership development
- ▶ Filling community health and wellness gaps through consultation, coordination, hosting of forums, action planning and collective implementation of programs and services

Staffing Complement

Health & Capital Planning Strategies: **1.0 FTE**

05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs). For an overview of the financial impacts, including cost of staffing, please refer to the Provisional Budget report.

Initiative	Implementation year(s)
5a Goal: Increase the supply of affordable housing across the region	
5a-1 Increase supply of affordable, inclusive and adequate housing across the region	Ongoing
▶ IBC 5a-1.1 Capital Project Delivery	2023-2028
▶ IBC 5a-1.2 Maintaining CRHC Operations	2024-ongoing
▶ IBC 5a-1.3 Increasing Housing Supply & Rural Pilot Program	2025-2026
▶ IBC 5a-1.4 Maintaining CRHC Operations	2025-ongoing
▶ IBC 5a-1.5 Capital Project Delivery	2025-2029
▶ IBC 5a-1.6 Manager Finance Regional Housing	2025-2029
▶ NEW IBC 5a-1.7 Housing Capital Project Delivery Terms	2026-2030
5a-2 Pursue funding opportunities and matching funds to deliver more housing	Ongoing
▶ IBC 5a-2.1 Housing Opportunity Innovation & Outcomes Analysis	2024-ongoing
5b Goal: Protect & maintain non-market & market rental housing stock	
5b-1 Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units	Ongoing
▶ IBC 5b-1.1 Improving Existing Housing Stock	2023-2028
▶ IBC 5b-1.2 CRHC's Digital Transformation	2025-2026
5b-2 Protect existing market rental housing to preserve affordability	2024-ongoing

Initiative	Implementation year(s)
5c Goal: Regional response to homelessness	
5c-1 Support a coordinated, regional and collaborative response to homelessness	Ongoing
▶ IBC 5c-1.2 Reaching Home Term Extensions	2024-2029
▶ Board Directed: 5c-1.1 Aboriginal Coalition to End Homelessness Core Funding	2024-2026
▶ Board Directed: 5c-1.3 Alliance to End Homelessness in the Capital Region Funding	2024-2026
5d Goal: Better regional housing data to support evidence-based decision making & community understanding	
5d-1 Data collection and research analysis capacity dedicated to housing data	<i>Advanced through 5a-2.1</i>
▶ IBC 5d-1.1 Regional Data System & HIFIS	2025-2026
5e Goal: Provide the local share of health capital infrastructure	
5e-1 Provide major and minor capital investment, equipment, land holdings, property management, and development	Ongoing
▶ IBC 5e-1.2 Health Capital Planning (Term)	2025-2028
5f Goal: Support health through public health bylaws & education	
5f-1 Work with Island Health to ensure public health bylaws are responsive to changing needs and legislation	Ongoing
▶ IBC 5f-1.1 Health Communities Planner	2024-2027
5g Goal: Facilitate knowledge mobilization & partnerships to support community health & healthy public policy	
5g-1 Through the Community Health Network, support knowledge and partnership development to fill identified gaps in community health initiatives	Ongoing

06 Performance

GOAL 5A: INCREASE THE SUPPLY OF AFFORDABLE HOUSING ACROSS THE REGION

Targets & Benchmarks

Ensuring that residents have access to affordable housing and enhancing community well-being requires a multi-pronged approach. Increasing supply and maintaining affordable housing broadly is a critical measure of effort made in support of this outcome. However, for those individuals potentially requiring additional support in increasing or maintaining their stability, ensuring there are enough units available to them that are affordable on income assistance while also being linked to available community-based support services is the foundation of their recovery from homelessness.

Measuring Progress

Ref	Performance Measure(s)	Type	2024 Actual	2025 Forecast	2026 Target	Desired trend
1	Increase directly managed affordable housing for low to moderate income households to 2,000 ¹	Quantity	2,028	2,136	2,136	→
2	Meet the terms of the RHFP Definitive Agreement by December 31, 2025, of having up to 400 shelter rate units under construction or completed ²	Quantity	363	363	363	→

¹ Total number of affordable units directly owned and managed by the CRHC; data from Regional Housing Division

² Total number of approved RHFP units that are under construction or completed; data from Regional Housing Division

Discussion

- At the end of 2024, the CRHC owned and operated a total of 2,028 affordable rental homes. With the completion of the 158 home Caledonia Redevelopment in Q3 2025, and the decommissioning of properties due to redevelopment, the CRHC will operate a total of 2,136 affordable rental homes at the end of 2025. For more information, please refer to the CRHC Quarterly Updates, which are available [here](#) and are published in June and September.
- The CRHC has been under considerable growth and is working toward significant systems improvements to increase productivity, which is to help prepare for high numbers of new homes being onboarded starting in 2027 and therefore, there are no planned new building openings in 2026.
- The final three buildings under the RHFP are in the development process and once they all receive Final Project Approval, a final summary report will be produced that closes off the program.

GOAL 5B: PROTECT & MAINTAIN NON-MARKET & MARKET RENTAL HOUSING STOCK

Targets & Benchmarks

- TBC

Measuring Progress

Ref	Performance Measure(s)	Type	2024 Actual	2025 Forecast	2026 Target	Desired trend
1	Maintain existing housing through achieving annual investment targets as outlined in the Routine Capital Plan.	Quantity	4.7M	4.0M	TBD ¹	→
2	Ensure turnover of CRHC units is no greater than 30 days ²	Quantity	96	60	30	↘

¹ 2026 Target to be approved by the CRHC Board in November, 2025.

² Average number of days to turnover a unit after it has been vacated; data from CRHC Operations.

Discussion

- The CRHC concluded 2024 with a total Routine Capital Plan spend of 4.7M and budgeted a total of \$4.0M in 2025. The CRHC is on track to expend all funds under the Routine Capital Plan as authorized through its 2025 Financial Plan. For more information, please refer to the CRHC Quarterly Updates, which are available [here](#) and are published in June and September.
- Unit turnover times are reporting as higher than target due to a range of factors including contractor availability, holding of units as vacant due to tenant rehoming efforts for those impacted by redevelopment and increased vacancy rates and new housing supply being added.
- Staff are working on returning to the 30-day target in 2026, but this will remain challenging due to increased vacancy as buildings are decanted to make way for redevelopment. However, increased Average Days Vacant has a direct impact on the CRHC's bottom line so staff will continue to work toward this target as quickly as possible.

GOAL 5C: REGIONAL RESPONSE TO HOMELESSNESS

Targets & Benchmarks

As the Community Entity responsible for Reaching Home: Canada's Homelessness Strategy, CRD Regional Housing is working collaboratively with the Province, the Government of Canada and local service providers and agencies, to expand the use of the Homeless Individuals and Families Information System (HIFIS). The system tracks information about vulnerable individuals experiencing chronic homelessness and allows for the coordination of housing and supports to address these individuals' needs.

Measuring Chronic Homelessness

Ref	Performance Measure(s)	Type	2020	2023	2025	Desired trend
1	Decrease number of people experiencing homelessness ¹	Quantitative	1,523	1,665	1,749	↘

¹ Data from Point-in-Time (PiT) count. No inference or suggestion of a trend should be drawn due to changing PiT Count methodology.

Discussion

- A Point-in-Time (PiT) count was conducted in March 2025, finding that at least 1,749 people were experiencing homelessness in Greater Victoria. While this number is higher than the count completed in 2020 (1,523), and 2023 (1,665) it is noteworthy that trends should not be inferred due to the methodology of the PiT counts themselves, which is intended to identify, on a single night, how many individuals and families are experiencing homelessness in emergency shelters, transitional housing, and on the street without permanent housing.
- The CRD continues to work closely with the Government of Canada and the Province of British Columbia to expand the use of HIFIS which will better determine community-level trends and occurrences of homelessness.

GOAL 5D: BETTER REGIONAL HOUSING DATA TO SUPPORT EVIDENCE-BASED DECISION MAKING & COMMUNITY UNDERSTANDING

Targets & Benchmarks

CRD Regional Housing to collaborate with Regional Planning to use the Housing Needs Reports for municipalities and electoral areas within the capital region to support greater evidence-based decision-making and improved community understanding, which includes an update to the Regional Affordability Strategy due to be completed in 2026.

GOAL 5E: PROVIDE THE LOCAL SHARE OF HEALTH CAPITAL INFRASTRUCTURE

Targets & Benchmarks

New, improved or upgraded health facilities contribute to better health and well-being outcomes for the region. The ongoing investments made in major and minor capital projects are an indicator of improved health facilities offering.

Measuring Progress

Ref	Performance Measure(s)	Type	2024 Actual	2025 Forecast	2026 Target	Desired trend
1	Meet the annual contribution of health infrastructure to minor capital projects and equipment ¹	Quantity	\$6.7M	\$6.7M	\$6.7M	→
2	Meet the annual contribution of health infrastructure to major capital projects ²	Quantity	\$19.6M	\$24.3M	\$27.9M	→

¹ Projects with total value 100K<\$2.0M (breakdown: Projects \$3.8M; Equipment \$2.9M). Data from Schedule B of 2025 Capital Expenditures (approved by Board March 12, 2025)

² Projects with total value >\$2.0M. Data from Schedule B of 2025 Capital Expenditures (approved by Board March 12, 2025) and Schedule B of 2025 Capital Expenditures (approved by Board March 12, 2025) and draft 2026 Capital Plan (provisional/unapproved).

Discussion

The CRHD provides the local share of health capital infrastructure through major and minor capital, equipment, and land holdings. Major capital projects are cost shared at 30 percent with Island Health and minor capital is cost shared at 40 percent. Equipment is supported through grants with an annual contribution of \$2.9 million.

GOAL 5F: SUPPORT HEALTH THROUGH PUBLIC HEALTH BYLAWS & EDUCATION

Targets & Benchmarks

Annual report from Island Health to the Board providing updates on:

- Number of students who participated in educational programs
- Number of complaints responded to
- Number of Clean Air Bylaw patrols conducted
- Number of tattoo and tanning facility inspections conducted
- Monthly update from CRD Bylaw providing information about complaints responded to and result of response

Measuring Progress

Ref	Performance Measure(s)	Type	2024 Actual	2025 Forecast	2026 Target	Desired trend
1	Compliance and enforcement - number of people engaged	Quantity	>800	>800	>800	→
2	Complaint and inspections	Quantity	80	80	80	→
3	Proactive patrols	Quantity	30	30	30	→

Discussion

- The CRD has an annual Service Agreement with Island Health to enforce the Public Health Bylaws. Island Health takes a progressive enforcement approach and responds largely o
- Island Health partners with local sports clubs and events to inform youth about the health impacts of smoking and provide information about the Public Health Bylaws. More recently, Island Health has been focusing on anti-vaping education as youth cigarette use decreases but is being replaced with vaping. The Healthy Communities Planner works closely with Island Health to provide public information about public health issues related to the bylaws.
- In addition to the Clean Air Bylaw, Island Health enforces CRD public health bylaws related to tanning and tattoo facilities as well as the anti-idling bylaw. In progressively enforced cases, Island Health works with CRD Bylaw to search license places and/or issue tickets.

GOAL 5G: FACILITATE KNOWLEDGE MOBILIZATION & PARTNERSHIPS TO SUPPORT COMMUNITY HEALTH & HEALTHY PUBLIC POLICY

Targets & Benchmarks

- Host community engagement sessions throughout the year to share health and wellness information and facilitate partnership development with different levels of government, non-profit organizations, academic institutions and Island Health.
- Respond to health and wellness gaps identified by the community through subgroup activities such as research projects and community programs delivered through partnerships.
- Support a contract to conduct a feasibility study that identifies the potential role the CRD can play in regional violence prevention and wellness promotion work.

Measuring Progress

Ref	Performance Measure(s)	Type	2024 Actual	2025 Forecast	2026 Target	Desired trend
1	Community engagement sessions held to share health and wellness information and facilitate partnership development ¹	Quantity	16	16	16	↗
2	Research projects and community programs delivered through partnerships ²	Quantity	2	3	4	↗
3	Complete feasibility study to identify potential role the CRD can play in regional violence prevention and wellness promotion work ³	Quality	Future measure to be determined upon completion of feasibility study			N/A

¹ Community engagement sessions hosted by CRD. Data from Health & Capital Planning Strategies Division.

² Total number of research projects and community programs completed. Data from Health & Capital Planning Strategies Division.

³ Feasibility study on potential CRD role in violence and prevention was completed in 2025, as directed by CRD Board.

Discussion

The Community Health Network (CHN) brings together non-profit service providers, Island Health, academics and other governments to identify gaps in community health and determine the best approach to filling those gaps. One gap that has been recently identified is a lack of awareness about community resources amongst service providers. To fill this gap, the CHN has been hosting information and discussion forums to educate service providers and improve referrals. Recent topics have included: literacy resources, mental health and substance use supports, service directories, and research and data sources.

In spring 2023, the Board directed staff to invest \$50,000 to support research into the potential role the CRD could play in violence prevention and wellness promotion in our region. In 2025, the Canadian Centre for Safer Communities completed their research report which was presented to the Hospitals and Housing Committee. Staff were directed to re-visit the report recommendations following research conducted by CRD's Housing Team around the CRD's role in supportive housing and sheltering.

07 Business Model

Housing

PARTICIPANTS	All municipalities and electoral areas participate in some aspect of these services All local First Nations Non-profit housing and private housing providers BC Housing, CMHC, Employment and Social Development Canada
FUNDING SOURCES	Requisitions, operating agreements subsidies, fee-for-service (tenant rent and housing agreements) and grants
GOVERNANCE	Capital Regional District Board Capital Region Housing Corporation Board Hospitals and Housing Committee Board Regional Housing Trust Fund Commission BC Housing Executive Committee Canadian Mortgage and Housing Corporation Employment and Social Development Canada Tenant Advisory Committee Regional Housing Advisory Committee Development Planners Advisory Committee

Health

PARTICIPANTS	CRHD: All municipalities, electoral areas, First Nations, non-profit providers, community, Island Health, school districts, and other community planning and funding partners and numerous community foundations. Community Health Service: All municipalities, electoral areas, First Nations, non-profit, community, Island Health, school districts, and other community planning and funding partners, such as the United Way, and numerous community foundations.
FUNDING SOURCES	Capital projects, requisition (CRHD and CRD)
GOVERNANCE	Capital Regional Hospital District Board Capital Regional District Board Hospital & Housing Committee