

Community Need

2021 Summary



Affordable Housing

Strategy

Target Outcome

We envision that residents have access to affordable housing that enhances community well-being.

Strategic Context

Strategies

- [Regional Housing Affordability Strategy](#)
- [Capital Regional Housing Corporation \(CRHC\) Strategic Plan](#)
- [Regional Growth Strategy](#)

Trends, risks and issues

- Changing rental housing market dynamics related to negative economic impacts of COVID (higher vacancy rates, declining rents)
- Potential declines in the costs of acquiring property for affordable housing projects
- Increased project administration and oversight
- Increase in funding available for investment through various streams
- More units coming online impact on future staffing requirements

Community Need



2021 Summary

Services

Core Services Levels	
Service	Levels
Housing Initiatives and Programs (HIP) 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). HIP acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP).	<ul style="list-style-type: none"> • Complete Regional Housing Needs Reports Project and initiate planning for the development of a Regional Housing Data system with municipalities and electoral areas • Review and process required Letters of Intent and proposals for the Regional Housing Trust Fund • Renew and manage Greater Victoria Coalition to End Homelessness (GVCEH) Service Agreement • Continue to manage the Reaching Home Program – Designated Communities and COVID streams to support efforts to respond to homelessness in the region. • Support the Government of Canada in its implementation of a sustained agreement to support the RHP Indigenous Communities stream. • Administer Housing Agreements.
Capital Region Housing Corporation (CRHC) 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 1,773 units of housing/49 properties and has three projects in varying stages of development.	<ul style="list-style-type: none"> • Operational management of units, adjusting service delivery needs as required • Property management of 114 units • Asset management: building envelope remediation of Carey Lane. • Contract management of Umbrella Operating Agreement with BC Housing • Development: progressing with construction of 2 redevelopment projects (Michigan and Caledonia) and one RHFP project (Hockley)
Regional Housing First Program (RHFP) A \$120m equity partnership the CRD, BC Housing Management Commission (BC Housing), Canada Mortgage and Housing Corporation (CMHC) and Island Health in delivering the RHFP. There are	<ul style="list-style-type: none"> • Issuing quarterly Request for Proposals to non-profit and private developers • Acquiring, developing and building housing in accordance with the Regional Housing First Program Framework and, where appropriate,

Community Need



2021 Summary

Core Services Levels	
Service	Levels
currently eight projects/907 units that have been approved under the RHFP.	<p>transitioning CRD owned housing to the CRHC for operations.</p> <ul style="list-style-type: none"> • A CRD Alternative Approval Process has been approved to request authority for an additional \$10m CRD long-term borrowing for the RHFP.
<p>Planning & Development and Capital Construction</p> <p>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 also supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.</p>	<ul style="list-style-type: none"> • Fulfills 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. • Furthers 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 environmentally, 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.

Community Need



2021 Summary

Core Services Levels	
Service	Levels
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	<ul style="list-style-type: none"> Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
1a-1	Affordable Housing per Regional Growth Strategy (RGS)	Create & deliver more affordable housing across the region in a manner aligned with the RGS in order to address the needs of a diverse & growing population, including vulnerable residents	2019 – 2022	In progress	
1a-2	Housing Investment through the CRD/CRHC	Invest in/build Provincial Income Assistance rate, market rate and affordable housing units through the RHFP and operate housing projects through the CRHC	2020 – 2022	NEW additional request for 2021	6.5 Ongoing 2 Term
1a-3	Housing Investment through CRHC	Invest in/build affordable housing through the CRHC	2019 – 2022	In progress	
1a-4	Housing Continuation beyond RHFP	Determine continuation of housing supply program beyond RHFP implementation	2020 – 2022	In progress	
1a-6	Housing Asset	Optimize management of housing assets	2019 – 2022	In progress	
1a-7	Greater Victoria Coalition to End Homelessness Support & Aboriginal Coalition to End Homelessness	Fund and participate as leaders in GVCEH; provide three year funding of \$150K per year to Aboriginal Coalition to End Homelessness	2020 – 2022	In progress	

Community Need



2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
1a-9	Housing System Improvement	Lead & participate in regional, provincial & federal affordable housing system improvement & planning initiatives	2019 – 2022	In progress	
1a-10	Reaching Home *	Reaching Home Program Administer Designated and COVID funding through 2021 and Indigenous funding according to Government of Canada direction. Complete planning and implementation of coordinated access service to comply with Government of Canada directives.	2019 – 2024	NEW additional request for 2021	0.8 FTE
1a-11	Southern Gulf Island Housing Strategy	Develop a Strategy that aligns with the CRD's Regional Housing Affordability Strategy and will focus on housing solutions that are tailored to the context of the Southern Gulf Islands.	2021	NEW Not started	

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 1a-5 – Housing Affordability Measurement
- 1a-8 – Municipal Housing Support

Community Need



2021 Summary

Business Model

Funding

Who contributes

- 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

Reporting Structure

- | | |
|--|---|
| • Capital Regional District Board | • Canadian Mortgage and Housing Corporation |
| • Capital Region Housing Corporation Board | • Employment and Social Development Canada |
| • Hospitals and Housing Committee Board | • Tenant Advisory Committee |
| • Regional Housing Trust Fund Commission | • Regional Housing Advisory Committee |
| • BC Housing Executive Committee | • District Planning Advisory Committee |

Community Need



2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Increase directly managed affordable housing for low to moderate income households to 2,000 units by 2022 Definition and source: total number of affordable units directly owned and managed by the CRHC.	1,418 (CRHC)	1,773 (CRHC)	1,893 (CRHC)
Metric 2: Meet the terms of the RHFP Definitive Agreement by December 31, 2022 of having 400 shelter rate units under construction or completed, with 300 of the 400 under construction or completed by December 31, 2021. Definition and source: total number of approved RHFP units that are under construction or completed.	80	132	300
Metric 3: Invest 2020-2024 \$11m (\$2.5m annually) in improving the current existing CRHC housing stock Definition and source: total annual investment (\$m); data from CRHC Capital Budget	2.9	1.6	4.5
Metric 4: Ensure turnover of CRHC units is no greater than 30 days. Definition and source: average number of days to turnover a unit after is has been vacated; data from CRHC operations.	34	39	30
Metric 5: Decrease chronic homelessness Definition and source: TBC Point in Time metric; data from Point in Time Count; data from Homeless Individuals and Families Information System (under development)	TBC	TBC	TBC

Community Need



2021 Summary

Discussion

[Link to Target Outcome](#)

Discussion

- Metric 1: CRHC is currently meeting its target.
- Metric 2: the RHFP is currently meeting its target for 2020. Need to approve additional projects to meet 2021 target.
- Metric 3: CRHC is currently not meeting this target due to the inability to enter units due to COVID-19 restrictions.
- Metric 4: CRHC is currently not meeting this target due to the inability to enter units due to COVID-19 restrictions.
- Metric 5: Point-in-Time count numbers and annual shelter use data. Metric is currently under development with the implementation of Government of Canada's preferred Housing Management Information System (HMIS) software – the Homeless Individuals and Families Information System (HIFIS). This system is not expected to be operational on a region wide basis until 2022.