

## Notice of Meeting and Meeting Agenda Hospitals and Housing Committee

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Wednesday, March 29, 2017

9:30 AM

6th Floor Boardroom  
625 Fisgard St.  
Victoria, BC V8W 1R7

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D. Howe (Chair), M. Tait (Vice Chair), M. Alto, D. Blackwell, J Brownoff, B. Desjardins, L. Helps, W. McIntyre, D. Screech, R. Windsor

### 1. Approval of Agenda

### 2. Adoption of Minutes

2.1. [17-204](#) Minutes of February 22, 2017, Hospitals and Housing Committee

**Recommendation:** That the minutes of the February 22, 2017, Hospitals and Housing Committee be adopted.

**Attachments:** [2017-02-22 Minutes Hospitals and Housing Committee](#)

### 3. Chair's Remarks

### 4. Presentations/Delegations

4.1. [17-266](#) Hospitals and Housing Committee Orientation 2017 (Revised)

**Attachments:** [Presentation: Hospitals and Housing Committee Orientation 2017 \(Revised\)](#)

### 5. Committee Business

5.1. [17-249](#) Motion with Notice: Structure to Create Affordable Home Ownership (Directors Helps and Howe)

**Recommendation:** To pursue setting up a financially viable and sustainable structure to create affordable home ownership in the region. Possibly exploring a separate corporate entity through partnership equity contributions (vs wholly owned subsidiary - as per CRHC).

5.2. [17-250](#) Motion with Notice: Affordable Home Ownership Pilot Project (Directors Helps and Howe)

**Recommendation:** Explore the possibility of an affordable home ownership pilot project.

### 6. New Business

### 7. Motion to Close the Meeting

7.1. [17-256](#) Motion to Close the Meeting

**Recommendation:** That the meeting be closed in accordance with the Community Charter Part 4, Division 3, 90 (1) (e) the acquisition, disposition or expropriation of land or improvements, if the board considers that disclosure could reasonably be expected to harm the interests of the regional district.

## **8. Adjournment**

Next Meeting: April 26, 2017 at 1:30 p.m.

To ensure quorum, please advise Pat Perna (pperna@crd.bc.ca) if you or your alternate CANNOT attend.

## Meeting Minutes

### Hospitals and Housing Committee

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Wednesday, February 22, 2017

1:30 PM

6th Floor Boardroom  
625 Fisgard St.  
Victoria, BC V8W 1R7

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#### PRESENT

DIRECTORS: D. Howe (Chair), R. Kasper (for M. Tait, Vice Chair), M. Alto, D. Blackwell (1:33), V. Sanders (for J. Brownoff), L. Helps (1:33), W. McIntyre, D. Screech, B. Desjardins (Board Chair, ex officio)

STAFF: R. Lapham, Chief Administrative Officer; K. Lorette, General Manager, Planning and Protective Services; M. Barnes, Senior Manager, Health and Capital Planning Strategies; C. Culham, Senior Manager, Regional Housing; P. Kitson, Manager, Major Capital Projects; B. Reems, Corporate Officer; N. More, Committee Clerk (recorder)

ABSENT: R. Windsor

The meeting was called to order at 1:31 p.m.

#### 1. Approval of Agenda

**MOVED by Director Tait, SECONDED by Director McIntyre,  
That the agenda be approved.**

**CARRIED**

#### 2. Chair's Remarks

Directors Blackwell and Helps entered the meeting at 1:33 p.m.

Chair Howe remarked on his goal for the Committee to provide a platform for social innovation in the areas of alternative forms of financing and strategic partnerships to meet housing development goals for the region, whether assisted housing or not. He remarked on the background that led to the current Committee, including the challenge of requiring the hospital designation and Island Health's budgetary restrictions and goals. He referred to resources in the community, in both people and capital, and how to best incorporate those. The idea would be to 1) identify where the greatest impacts can be made in each community and act as a catalyst for innovative housing ideas and models; 2) serve as a centre of expertise on alternative financing, innovative partnerships, social enterprise and impact investing; and 3) draw on market knowledge through an industry based advisory board. He acknowledged that while achieving the above, the corresponding impact of financial leverage on the CRD must be kept in mind, since there were significant projects on the horizon.

#### 3. Presentations/Delegations

There were none.

3.1. [17-155](#) Hospitals and Housing Committee Orientation 2017

K. Lorette informed the Committee that the presentation would not be shown due to time constraints, but for the Committee to refer to it for information. He introduced two new staff members, Michael Barnes and Paul Kitson.

Board Chair Desjardins remarked on embracing the vision for the Committee, because of innovative thinking and processes, and the opportunity for accomplishment.

#### 4. Committee Business

4.1. [17-68](#) 2017 Board Standing and Select Committees - Terms of Reference (Hospitals and Housing Committee)

Chair Howe introduced the item. Staff projected a version of the terms of reference with proposed revisions highlighted on the screen, with the following tracked changes under Section 1.0 Purpose:

- the words "region-wide" added before "functions:"
- paragraph c), the words "and financing" added before "capital and development projects"
- paragraph c), the words "formation of strategic partnerships and the" added before "creation of"
- paragraph e), the words ", including alternative sources of capital," added before "relating to"
- a new stand-alone paragraph added at the end of section 1.0 : "The following committees will report through the Hospitals and Housing Committee:
  - a) Housing Action Team; and
  - b) Any other advisory body established by the Committee."

R. Lapham spoke to the terms of reference and the proposed revisions as outlined above, which were the result of discussions with the Chair once the original had been circulated. All subsequent discussion and motions to amend the terms of reference were directed to the proposed new version.

The Committee discussed the scope for rental housing and affordable home ownership within the terms of reference.

**MOVED by Director Helps, SECONDED by Director Blackwell,  
That the proposed terms of reference be revised under section 1.0, paragraph b) Housing Matters to include "exploring affordable home ownership models".  
CARRIED**

The Committee sought clarification on the roles and relationship between the Committee and the Capital Region Housing Corporation. R. Lapham clarified that the Capital Region Housing Corporation had its own articles of incorporation, board of directors and corporate powers and could make decisions without CRD Board approval or authority. It operated independently. However, as the owner of the Corporation, the CRD had facilitated various activities of the Corporation. For example, the CRD had leased or granted land to the Corporation. One objective the Committee would have was towards land assembly and housing development opportunities, possibly on lands owned or

enabled by the CRD and then leased or granted to the Corporation for development or partnerships. The Committee might incubate those opportunities and then hand them off to the Corporation, or the Corporation might ask the CRD through the Committee to help the Corporation with some gaps in advancing its aims and purposes.

The Committee discussion included the following points:

- the broadness of the term "housing matters"
- to add flexibility for medical partnerships
- the broadness of the term "hospital matters"
- to narrow the purpose down and avoid overlap with other CRD entities

**MOVED by Director Desjardins, SECONDED by Director Alto,**

**That the terms of reference be revised as follows:**

- 1. delete paragraph 1.0 a) Hospital matters**
- 2. paragraph b) becomes a); paragraph c) becomes b)**
- 3. in the newly numbered paragraph b), add a comma and the words "health care" after "hospitals"**

The Committee discussed the broadness of the term "housing matters" in the paragraph now numbered a). For example, if the Housing Corporation decided to remediate one of its properties, that would not be relevant to the Hospitals and Housing Committee purpose.

**MOVED by Director Helps, SECONDED by Director Alto,**

**That the main motion be amended to include the following changes to 1.0 of the terms of reference:**

- 1. move "including exploring affordable home ownership models" from paragraph a) to paragraph b)**
- 2. delete entire paragraph a) Housing matters**
- 3. paragraph b) becomes paragraph a)**
- 4. revise paragraph a) as follows: "Alternative models for managing and financing capital and development projects related to hospitals, health care and housing including exploring affordable home ownership models, the formation of strategic partnerships and the creation of alternative corporate entities;"**

R. Lapham spoke of the work going on with the Regional Housing First Project under agreement between Island Health and BC Housing and the reason for including the Regional Housing Trust Fund in the paragraph about housing matters.

K. Lorette provided clarification that, within the Regional Housing division, the Capital Region Housing Corporation was the operational entity for the 45 buildings, but distinct from that, the Regional Housing division was responsible for the planning, policy and programming work, which in the past had been advanced through the Planning, Transportation and Protective Services Committee. For example, the data book and gap analysis research done to assist the municipalities was reported through that Committee, and the current work on updating the Regional Affordable Housing Strategy would need to be reported at the Committee level.

The Committee acknowledged the reason for including housing matters in some form.

The question was called on the amendment and the main motion.

**MOVED by Director Helps, SECONDED by Director Alto,**

**That the main motion be amended to include the following changes to 1.0 of the terms of reference:**

- 1. move "including exploring affordable home ownership models" from paragraph a) to paragraph b)**
- 2. delete entire paragraph a) Housing matters**
- 3. paragraph b) becomes paragraph a)**
- 4. revise paragraph a) as follows: "Alternative models for managing and financing capital and development projects related to hospitals, health care and housing including exploring affordable home ownership models, the formation of strategic partnerships and the creation of alternative corporate entities;"**

**CARRIED**

**MOVED by Director Desjardins, SECONDED by Director Alto,**

**That the terms of reference be revised with changes to section 1.0 as follows:**

- 1. delete paragraph 1.0 a) Hospital matters**
- 2. paragraph b) becomes a); paragraph c) becomes b)**
- 3. in the newly numbered paragraph b), add a comma and the words "health care" after "hospitals"**
- 4. move "including exploring affordable home ownership models" from paragraph a) to paragraph b)**
- 5. delete entire paragraph a) Housing matters**
- 6. paragraph b) becomes paragraph a)**
- 7. revise paragraph a) as follows: "Alternative models for managing and financing capital and development projects related to hospitals, health care and housing including exploring affordable home ownership models, the formation of strategic partnerships and the creation of alternative corporate entities;"**

**CARRIED**

**MOVED by Director Helps, SECONDED by Director Screech,**

- 1. That a new paragraph 1.0 a) be inserted as follows: a) Regional housing matters.**
- 2. That the former paragraph a), which begins with "Alternative models", becomes paragraph b)**

**CARRIED**

**MOVED by Director Alto, SECONDED by Alternate Director Kasper**

**That in paragraph 1.0 c), which begins with the word "Options", the words "health care" be inserted before "and housing".**

**CARRIED**

In satisfaction of the Committee's question, N. Chan clarified that the paragraph on options referred to dealing directly with the procurement or acquisition of capital and non capital expenditures, whereas the following paragraph related to the financing portion of that; i.e., how it would be paid for.

**By consent of the Committee,**

**That the words "health care", as inserted into paragraph 1.0 b), also be inserted into paragraphs c), d) and e).**

The Committee sought clarification on the relationship of land-banking and

housing compared to real estate matters spoken of in paragraph 1.0 d). R. Lapham clarified CRD land-banking authority and the established service for land-banking and housing. Under the land-banking function, the Committee could recommend strategic acquisitions of lands that might ultimately be used for housing or hospitals or a health care facility, and that would be the reference to real estate matters in the terms of reference, whether towards a lease, a partnership or an acquisition.

**MOVED by Director Helps, SECONDED by Director Alto,  
That it be recommended to the Capital Regional District Board:  
That the terms of reference for the 2017 Hospitals and Housing Committee as  
attached in Appendix A be approved as amended.  
CARRIED**

K. Lorette clarified that, based on CRD authority, the references to "health care" would more appropriately refer to health care facilities, specific to the facility versus to general health care.

**MOVED by Director Helps, SECONDED by Director Alto,  
That in paragraphs 1.0 c), d) and e), the word "facilities" be added after "health  
care".  
CARRIED**

**4.2.**     [17-55](#)

Capital Regional District Housing Action Team Membership 2017

K. Lorette provided highlights of the report. In the past, the recommendation for membership on the Housing Action Team was reported to the now-defunct Planning, Transportation and Protective Services Committee for approval, but the approval would now rest with the Hospitals and Housing Committee. In Appendix B, the name Gordon English from Genco Construction would be removed from the list, as the member had resigned from the Action Team.

**MOVED by Director Blackwell, SECONDED by Director Helps,  
That Jim Hartshorne of the West Shore Developers Association be appointed to  
the Housing Action Team.  
CARRIED**

Staff was directed to contact J. Hartshorne from the West Shore Developers Association to confirm his interest in being on the Housing Action Team.

Chair Howe clarified that the revised terms of reference for the Committee included the words "any other advisory body established by the Committee" in paragraph 1.0 d), which was meant to provide the opportunity to create a more focused industry advisory board for the Committee.

The Committee discussed the matter of representation from the west shore and peninsula areas of the region to balance the number of members from the core area municipalities on the Housing Action Team.

The discussion included:

- the history and purpose of the Housing Action Team since its establishment in 2007 in relation to the Regional Housing Affordability Strategy
- the potential for a separate and more industry-focused advisory board to the Committee for the region

**MOVED by Director Helps, SECONDED by Director Alto,  
That the slate of candidates for the 2017 Housing Action Team as presented in the revised Appendix B, with Jim Hartshorne replacing Gordon English, be approved.**

The Committee discussed the need for sensitivity in the wording of material to include the electoral areas, as part of the effort and the funding for housing.

Staff made the distinction between land holdings of the Capital Regional Hospital District and those of the Capital Regional District.

The Committee discussed a concern for the number of subcommittees and the need to explore an integrated approach.

Staff reviewed the history and purpose of the Housing Action Team and its relation to the operational area of the Regional Housing division of the CRD Planning and Protective Services department, as well as the Regional Housing Affordability Strategy. Staff made the distinction that the Housing Action Team was an advisory committee to the CRD Board, and had no relation to the Capital Region Housing Corporation. The Housing Action Team would now report through the Hospitals and Housing Committee, since the Committee took over those areas from the past Planning, Transportation and Protective Services Committee.

The Committee discussed whether the focus of the Housing Action Team would be on achieving the Regional Housing Affordability Strategy or whether it would include in its scope the innovation which the Committee sought, and would thus need a membership framework with more representation from within the region and industry.

**MOVED by Board Chair Desjardins, SECONDED by Director Blackwell,  
That the matter be postponed pending a discussion of the Chair and staff to clarify the objectives of this Committee and how they might be integrated with the Housing Action Team or other sub-committees.**

**CARRIED**

**4.3. [17-147](#)**

Homelessness Partnering Strategy - Sub-Project Funding Approval

**MOVED by Director Helps, SECONDED by Director Screech,  
That it be recommended to the Capital Regional District (CRD) Board:  
That funding in the amount of \$516,788 from the Homelessness Partnering Strategy Designated Communities funding stream to Pacifica Housing Advisory Association be approved and the CRD Chair and Corporate Officer be authorized to execute the Sub-project Funding Agreement between Pacifica Housing Advisory Association and the CRD.**

**CARRIED**

**5. New Business**

The Committee requested that staff bring forward a report if it was determined that there was anything in the new Provincial budget to be considered for a forthcoming meeting.

**6. Motion to Close the Meeting**

6.1. [17-113](#) Motion to Close the Meeting

**MOVED** by Director Helps, **SECONDED** by Board Chair Desjardins,  
That the meeting be closed in accordance with the Community Charter Part 4,  
Division 3, 90 (1) (e) the acquisition, disposition or expropriation of land or  
improvements, if the board considers that disclosure could reasonably be  
expected to harm the interests of the regional district.  
**CARRIED**

The Committee moved to the closed session at 2:29 p.m.  
The Committee rose from the closed session at 2:56 p.m. without report.

**7. Adjournment**

**MOVED** by Director McIntyre, **SECONDED** by Director Helps,  
That the meeting be adjourned at 2:56 p.m.  
**CARRIED**

\_\_\_\_\_  
**CHAIR**

\_\_\_\_\_  
**RECORDER**



# Capital Regional District

- **Capital Regional Hospital District (CRHD)**
- **Regional Housing**

**Hospitals and Housing Committee**

**February 22, 2017**

- Health and Capital Planning Strategies is the administrative Division
- Provides local contribution of healthcare infrastructure capital with Island Health under Provincial Statute
- Primary legislation is *Hospital District Act* and *Hospital Act*
- 10 year capital plan updated annually
- Capital plan aligns with Island Health capital plan for the South Island

**CRHD provides oversight and review of facility projects and expenditures for the following:**

- Major capital projects (greater than \$2 million)
- Minor capital projects (\$100,000 to \$2 million)
- Healthcare equipment
- Non-traditional projects

## Major Projects (greater than \$2M; CRHD 30%)

- RJH - Boiler Plant Replacement (\$4.7M)
- VGH - Endoscopy Unit Renovation (\$2.2M)
- RJH – Unit Dose Medication Distribution Hub (\$9.9M)
- The Summit at Quadra Village – Residential Care Facility (\$86.4M)

## Minor Projects (\$100,000-\$2M; CRHD 40%)

- \$3.75M = 40% of projects totaling \$9.375M.

## Equipment & Planning/Research

- \$2.955M Bio-medical and diagnostic equipment

## Non-Traditional Projects

- \$1M for Non-Traditional Projects (NTP)
- Ongoing work with community agencies to identify potential projects that meet the NTP guidelines
- Currently working with Nigel House, Victoria Hospice, and Galiano Health Care Society.

## Current Land Holdings:

- 950 Kings Rd.
- 955 Hillside (Summit)
- 2251 Cadboro Bay Rd. (Oak Bay Lodge)
- 3814 Carey Rd. (Heights)
- 3810 Carey Rd.

The Hospital District plays an important role in housing.

*This includes:*

- Mount View Heights, The Summit (residential and dementia care services)
- Health Designated facilities for persons with mental illness or addiction
- Providing grant funding to Greater Victoria Coalition to End Homelessness



## housing ends homelessness

= 50 units



# Regional Housing Division

CRD

## Legal Authority: Land Banking and Housing (1974)

- Land Banking – the acquisition of land to develop public housing
- Housing – the development and operation of public housing units.

Regional Housing has two services:

1. Capital Region Housing Corporation
2. Housing Planning and Programs

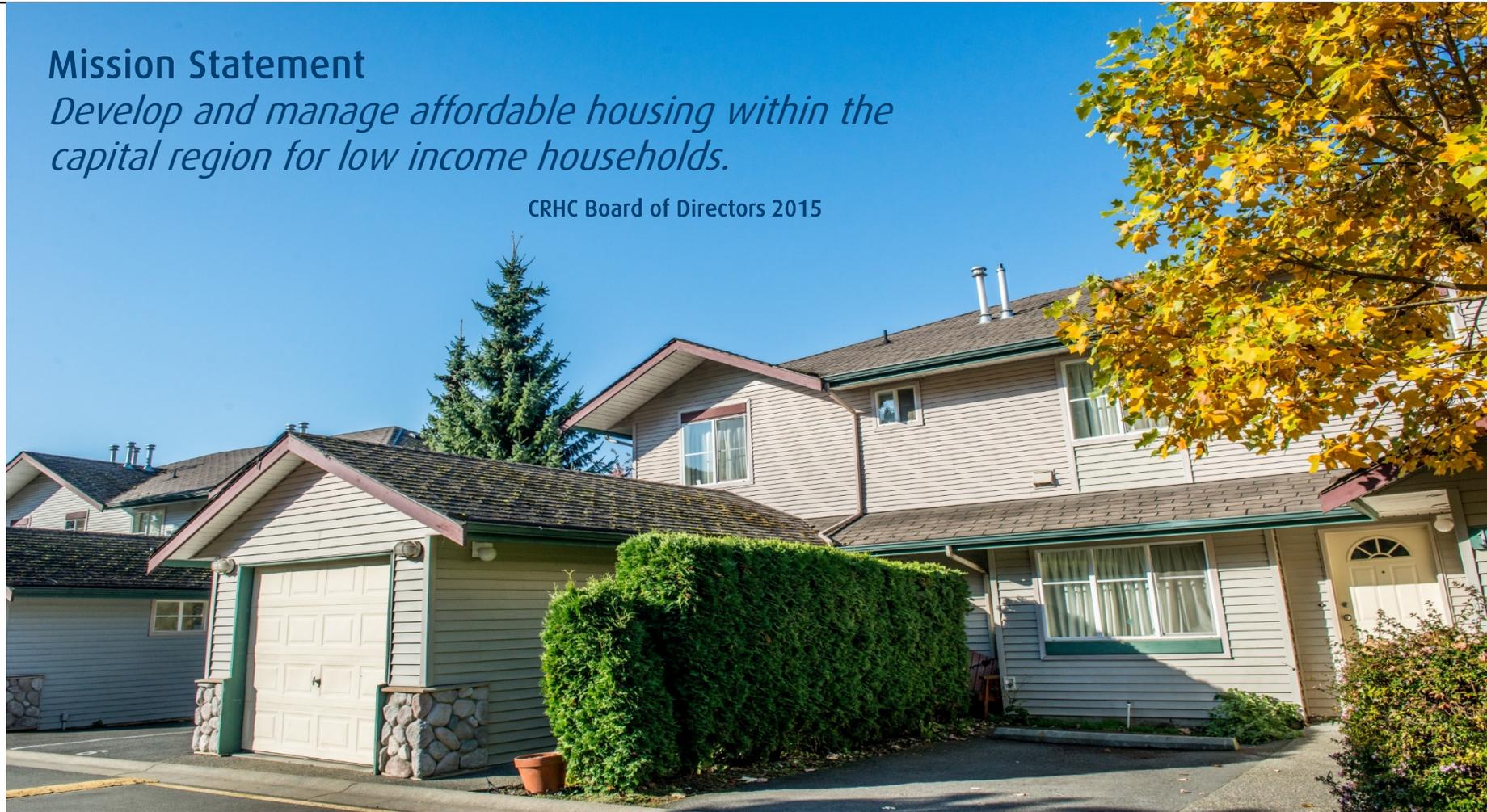
Rosewood, 1988, 44 units



## Mission Statement

*Develop and manage affordable housing within the capital region for low income households.*

CRHC Board of Directors 2015



**Brock Place, Langford  
30 Townhouse Units, 1999**

# CRHC Board of Directors



The **Capital Region Housing Corporation (CRHC)** is a wholly-owned, non-profit corporation of the CRD that provides affordable housing.

## Shareholder Representatives

There are four Directors appointed annually from the CRD Board to the CRHC Board of Directors.

## Community Representatives

The three remaining members of the CRHC Board are community appointments. One community member is a tenant representative.

# Articles of Incorporation

The logo for the Canadian Real Estate Development (CRD) organization, featuring the letters 'CRD' in a stylized, white, sans-serif font on a teal background.

The articles of Incorporation outline responsibilities regarding shares, borrowing, governance, roles, procedures, dividends, accounting and company restrictions.

The CRHC is restricted from carrying on any business except:

- (a) the purchase, lease, acquisition, sale, management, mortgaging and rental of real and personal property to be used in connection with public housing;
- (b) the carrying out of activities of housing research, housing planning, community liaison and participation in joint public and private partnerships for the purpose of financing housing projects; and
- (c) the establishment and maintenance of a Statutory Reserve Fund to provide funding for housing initiatives.

# CRHC Locations



Victoria, 19 communities

Langford, 1 community

Saanich, 21 communities

North Saanich, 1 community

Esquimalt, 1 community

Sidney, 1 community

View Royal, 1 community

The CRHC has 45 communities in seven municipalities:

# CRHC Unit Breakdown

CRD

1286 Units  
70% subsidized  
30% non-subsidized

923 family units  
363 single units



# 2017 Budgets

## 2017 Operating Budget

	2016 Budget	2016 Estimates	2017 Approved
Total Revenue	14,469,491	14,836,252	14,854,720
Total Expenditures	13,597,166	13,496,782	13,713,460
Operating Surplus/(Deficit)	872,325	1,339,470	1,141,260

## 2017 Capital Budget

	2016 Budget	2016 Estimates	2017 Approved
Expenditures	3,609,570	2,867,246	2,729,150

# Long Term Financial Plan and Asset Management Strategy 2016-2030

CRD

Undertook a long term financial plan and asset management strategy to provide insight into future financial capacity so that strategies can be developed to achieve long-term sustainability.

Provide context to the CRHC Board of Directors of the CRHC's financial capacity to achieve the strategic priorities.

A guide for future planning.



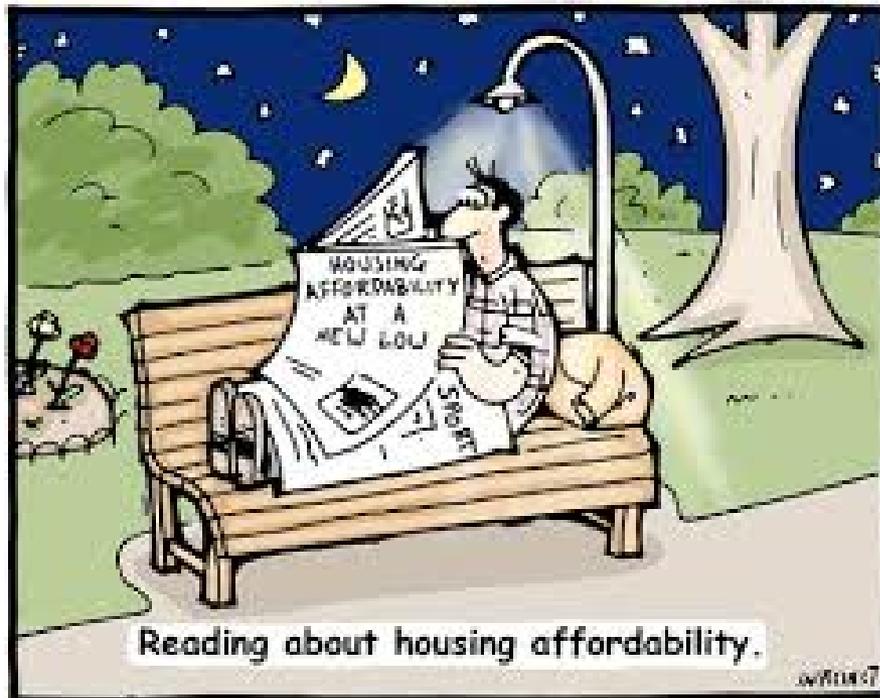
# Housing Planning & Programs

CRD



- Regional Housing Affordability Strategy
- Regional Housing Trust Fund
- Homelessness Partnering Strategy
- Regional Housing First Program
- Community Development

- Strategy 1: Secure More Funding for Non-Market and Low End of Market Housing
- Strategy 2: Establish and Enhance Pro-Affordability Local Government Policies and Regulations Across the Region
- Strategy 3: Facilitate Community-Based Affordability Partnerships and Initiatives
- Strategy 4: Build Neighbourhood-Level Support for Housing Affordability
- Strategy 5: Expand the Scope of the Victoria Homelessness Community Plan to the Region as a Whole



# Regional Housing Trust Fund

CRD



## Creating Housing



- \$10.7 million invested
- \$1 million per year - requisition
- 13 participating municipalities/  
electoral areas



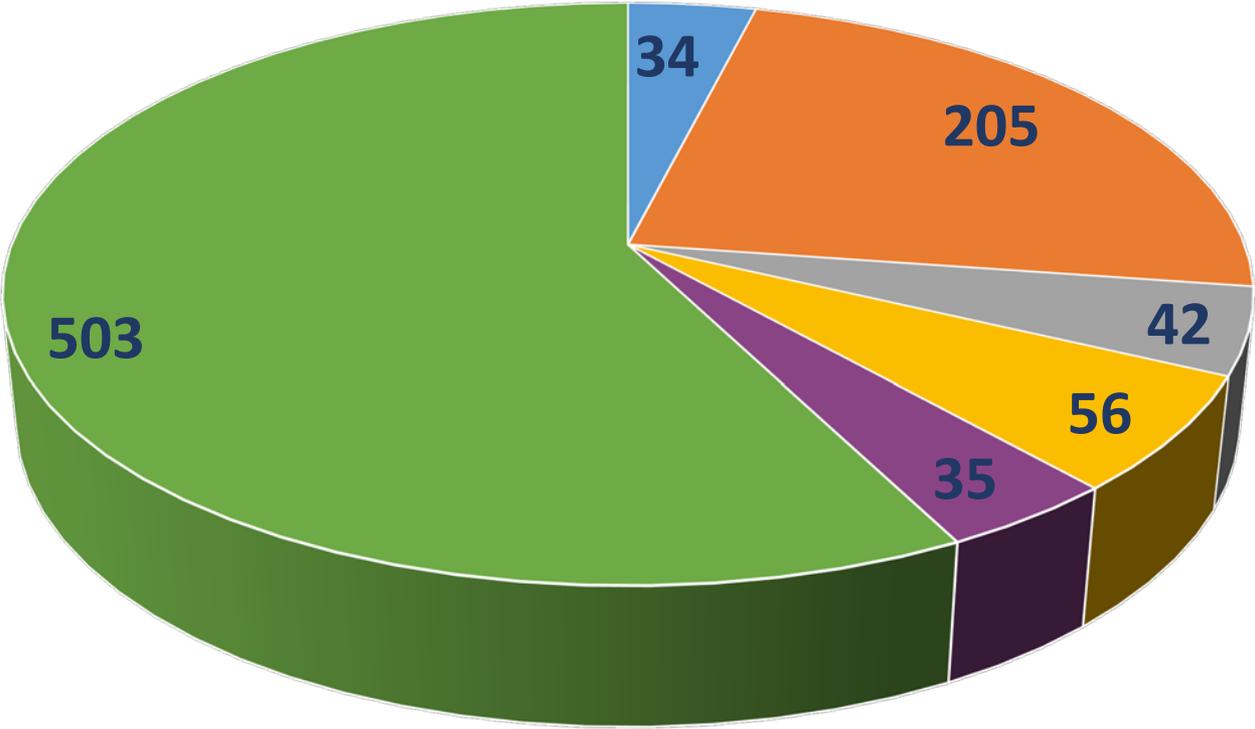
## 875 Units

### Types of Units

- 486 Affordable Rental
- 389 Supportive Housing



# RHTF Projects by Municipality



■ Esquimalt   ■ Saanich   ■ Salt Spring   ■ Sidney   ■ Sooke   ■ Victoria

# Homelessness Partnering Strategy

CRD

THE STATE OF HOMELESSNESS IN CANADA 2014

**235,000** Canadians experience homelessness EACH YEAR

Prevention Systems Response Early Intervention

Unacceptable.

greater victoria coalition to end homelessness  
hope has found a home

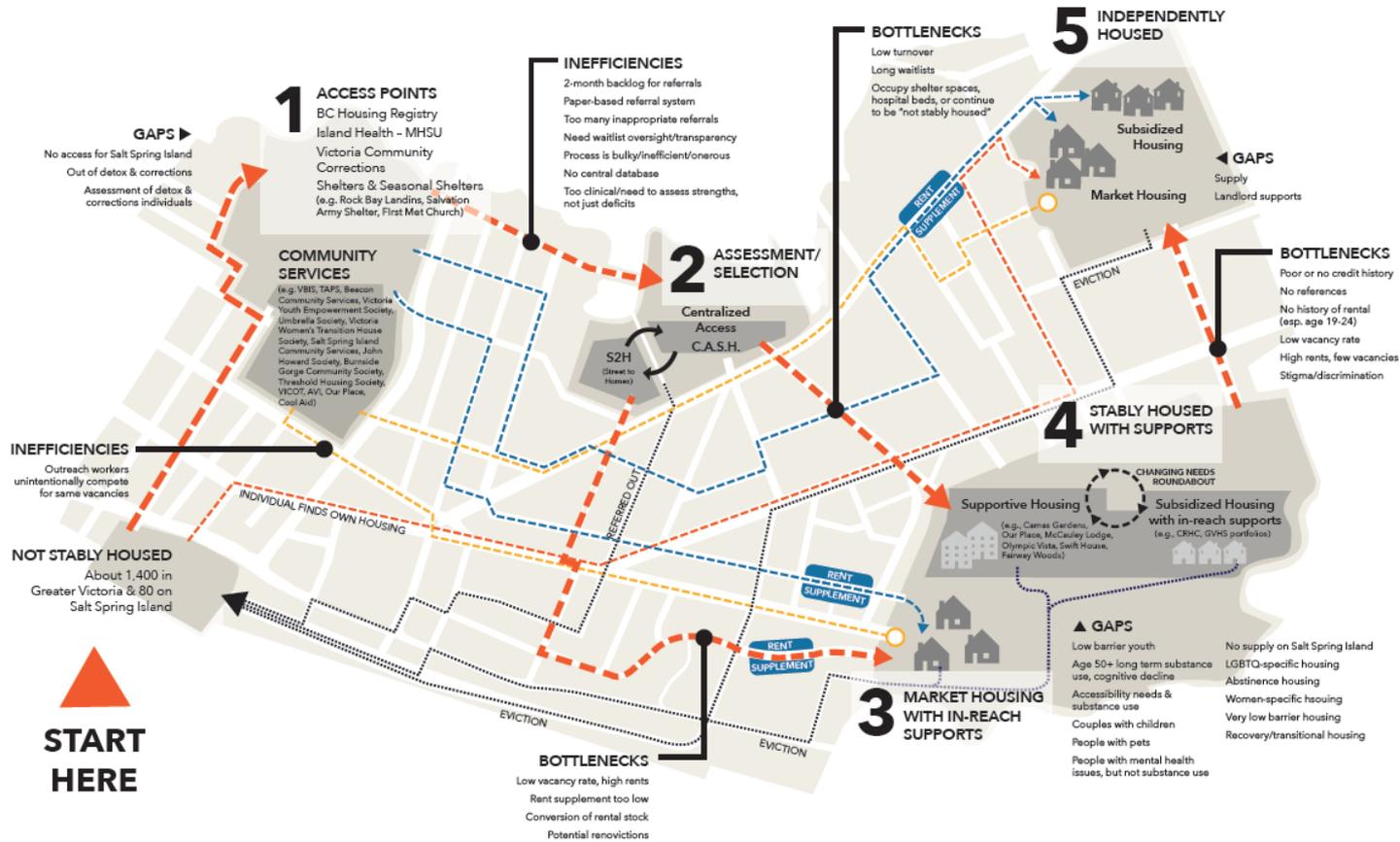
- Government of Canada program
- CRD is Community Entity
- Community Advisory Board: Greater Victoria Coalition to End Homelessness (Coalition)
- \$3.9 million over 5 years
- 2016-17 program funding
  - Aboriginal Stream \$337,000
  - Designated Stream \$685,000

# Process Mapping Project

CRD



## Not Stably Housed → Stably Housed (with Supports)



# Regional Housing First Program



- \$60 million for capital development - \$30 million each from CRD and BC Housing
- Partnership Agreement with BC Housing and Island Health
- Coalition as community partner
- Focus on chronic homelessness
- Mixed market model – affordable and market
- Minimum of 268 units at shelter rates
- RHTF to fund at least 175 affordable units

# RHFP Mixed Market Model



**Note:** Proportions may vary depending on economic factors associated with each project

- **Local housing needs assessments**
  - Peninsula – Central & North Saanich, Sidney
  - Southern Gulf Islands – Galiano, Mayne, Pender & Saturna
- **Community organization capacity building**

- **24 CRHC leased properties**
- **161 Drake Road**

# 2015 Financial Statements (\$M)



## Statement of Financial Position

	CRD	CRHC	CRHD
Assets	257	78	18
Liabilities	(361)	(64)	(151)
Equity	992	0	9
<b>Net Position</b>	<b>889</b>	<b>15</b>	<b>(124)</b>

## Statement of Operations

	CRD	CRHC	CRHD
Revenue	193	16	34
Expenses	(147)	(15)	18
<b>Net Position</b>	<b>47</b>	<b>1</b>	<b>15</b>

**Thank you**

