

METRO VANCOUVER REGIONAL DISTRICT HOUSING COMMITTEE

MEETING

Friday, February 3, 2023

1:00pm

Meeting conducted electronically/in-person pursuant to the Procedure Bylaw

28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia

Webstream available at <http://www.metrovancouver.org>

A G E N D A¹

1. ADOPTION OF THE AGENDA

1.1 February 3, 2023 Meeting Agenda

That the Housing Committee adopt the agenda for its meeting scheduled for February 3, 2023 as circulated.

2. ADOPTION OF THE MINUTES

2.1 January 13, 2023 Meeting Minutes

That the Housing Committee adopt the minutes of its meeting held January 13, 2023 as circulated.

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3. DELEGATIONS

4. INVITED PRESENTATIONS

5. REPORTS FROM COMMITTEE OR STAFF

5.1 Housing Trends from Metro Vancouver's Housing Data Book

Verbal Update

Designated Speaker: Diana Jeliaskova, Senior Policy & Planning Analyst, Metro Vancouver

5.2 Metro Vancouver Housing Approach to Cost Estimating & Stage Gate Approvals

That the Housing Committee receive for information the report dated January 13, 2022, titled "Metro Vancouver Housing Approach to Cost Estimating & Stage Gate Approvals".

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¹ Note: Recommendation is shown under each item, where applicable.

5.3 Names for Selected Metro Vancouver Housing New Development and Redevelopment Projects

pg. 16

That the MVHC Board receive for information the report dated January 17, 2023, titled "Names for Selected Metro Vancouver Housing New Development and Redevelopment Projects".

5.4 Manager's Report

pg. 20

That the Housing Committee receive for information the report dated January 17, 2023, titled "Manager's Report".

6. INFORMATION ITEMS

6.1 [Metro Vancouver Housing Data Book](#)

7. OTHER BUSINESS

8. BUSINESS ARISING FROM DELEGATIONS

9. RESOLUTION TO CLOSE MEETING

Note: The Committee must state by resolution the basis under section 90 of the Community Charter on which the meeting is being closed. If a member wishes to add an item, the basis must be included below.

That the Housing Committee close its meeting scheduled for February 3, 2023 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

90 (1) A part of the meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

- (e) the acquisition, disposition or expropriation of land or improvements, if the board or committee considers that disclosure could reasonably be expected to harm the interests of the regional district

10. ADJOURNMENT/CONCLUSION

That the Housing Committee adjourn/conclude its meeting of February 3, 2023.

Membership:

Locke, Brenda (C) – Surrey
Ruimy, Dan (VC) – Maple Ridge
Buchanan, Linda – North Vancouver City
Hepner, Gordon – Surrey

Kruger, Dylan – Delta
McNulty, Bill – Richmond
Meiszner, Peter – Vancouver
Pollock, Glenn – Port Coquitlam

Tetrault, Daniel – Burnaby
Towner, Teri – Coquitlam
Woodward, Eric – Langley Township

**METRO VANCOUVER REGIONAL DISTRICT
HOUSING COMMITTEE**

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Housing Committee held at 1:02 pm on Friday, January 13, 2023 in the 28th Floor Boardroom, 4515 Central Boulevard, Burnaby British Columbia.

MEMBERS PRESENT:

Chair, Mayor Brenda Locke, Surrey
 Vice Chair, Mayor Dan Ruimy, Maple Ridge
 Mayor Linda Buchanan, North Vancouver City*
 Councillor Gordon Hepner, Surrey
 Councillor Dylan Kruger, Delta
 Councillor Bill McNulty, Richmond
 Councillor Peter Meiszner, Vancouver
 Councillor Glenn Pollock, Port Coquitlam
 Councillor Daniel Tetrault, Burnaby
 Councillor Teri Towner, Coquitlam
 Mayor Eric Woodward, Langley Township

MEMBERS ABSENT:

None.

STAFF PRESENT:

Jerry W. Dobrovolny, Chief Administrative Officer
 Heather McNell, Deputy Chief Administrative Officer, Policy and Planning
 Sabrina Mann, Legislative Services Coordinator, Board and Information Services

*denoted electronic meeting participation as authorized by section 3.6.2 of the *Procedure Bylaw*

1. ADOPTION OF THE AGENDA

1.1 January 13, 2023 Regular Meeting Agenda

It was MOVED and SECONDED

That the Housing Committee adopt the agenda for its regular meeting scheduled for January 13, 2023 as circulated.

CARRIED

2. ADOPTION OF THE MINUTES

2.1 October 6, 2022 Regular Meeting Minutes

It was MOVED and SECONDED

That the Housing Committee receive for information the minutes of its regular meeting held October 6, 2022 as circulated.

CARRIED

1:07 pm Councillor Tetrault joined the meeting.

3. DELEGATIONS

No items presented.

4. INVITED PRESENTATIONS

No items presented.

5. REPORTS FROM COMMITTEE OR STAFF

1:17 pm Councillor Hepner joined the meeting.

5.1 2023 Housing Committee Orientation

Heather McNell, Deputy Chief Administrative officer, Policy and Planning, provided Committee Members a presentation for Committee Orientation highlighting, the Metro Vancouver Housing portfolio, who MVH serves, mixed-income model, the MVH 10-year plan including vision and guiding principles, overview of 2023 budget and 5 year financial plan, partnerships, an overview of MVH's different service areas including: planning and policy, capital maintenance, capital development, and housing operations, and innovation and continuous improvement with an aim to maximizing impact to address the affordable housing crisis in the region.

Presentation material titled "2023 Housing Committee Orientation – 2023" is retained with the January 13, 2023 Housing Committee agenda.

5.2 2023 Housing Committee Meeting Schedule and Work Plan

Report dated January 3, 2023 from Michael Epp, Director, Housing Planning and Development providing the Housing Committee with its Terms of Reference, the 2023 work plan, and the annual meeting schedule.

Committee members were provided with a presentation highlighting, the Housing Committee terms of reference, priorities, capital maintenance, rehabilitation projects including status updates, development and redevelopment priorities, Kingston Gardens – phase 1, Welcher Ave, Heather Place B, Eastburn Square, Southwynde Ave, Pitt Meadows Civic Centre, and Malaspina village – phase 1.

Presentation material titled “2023 Housing Committee Meeting Schedule and Work Plan 2023” is retained with the January 13, 2023 Housing Committee agenda.

It was MOVED and SECONDED

That the Housing Committee:

- a) receive for information the Housing Committee Terms of Reference and the 2023 Annual Meeting Schedule, as presented in the report dated January 3, 2023 titled “2023 Housing Committee Meeting Schedule and Work Plan”; and
- b) endorse the 2023 work plan, as presented in the report dated January 3, 2023, titled “2023 Housing Committee Meeting Schedule and Work Plan”.

CARRIED

5.3 CMHC’s National Housing Co-Investment Fund - Renewal and Repair Portfolio Funding

Report dated January 3, 2023 from Amanda Hrgovic, Program Manager, Housing Finance and Jade Hume, Division Manager, Capital Maintenance and Development Regional Planning and Housing Services, seeking to obtain approval from the MVHC Board to execute and deliver the portfolio funding agreement, its associated schedules, and any other documents as required by CMHC, for the purposes of receiving a portfolio funding contribution of up to \$5.6M to repair and renew 560 units (8 projects) across MVHC’s portfolio within the next 3 years.

It was MOVED and SECONDED

That the MVHC Board authorize any two officers or directors of MVHC, for and on behalf of MVHC, to execute and deliver the portfolio funding agreement, its associated schedules and any other documents as reasonably required by the Canada Mortgage and Housing Corporation (CMHC), on substantially similar business terms as included in the offer letter from CMHC provided to the MVHC Board, with such changes as MVHC may deem necessary or advisable, for the purposes of receiving a portfolio funding contribution from CMHC of up to \$5.6M to support the repair and renewal of a minimum of 560 units (8 projects) from MVHC's portfolio within the next 3 years.

CARRIED

5.4 Manager's Report

Report dated January 3, 2023 from Heather McNell, Deputy Chief Administrative Officer, Policy and Planning providing members with an update on rent-geared-to-income update and the Housing Supply Act.

Committee members were provided with a presentation on Housing Operations, highlighting tenant program and services, tenant associations, community gardens, free food program, extreme makeover days, and decorative wraps.
Video showing New Westminster, London Square.

Presentation material titled "Housing Operations Tenant Programs & Services – 2023" is retained with the January 13, 2023 Housing Committee agenda.

It was MOVED and SECONDED

That the Housing Committee hold hybrid meetings for 2023.

CARRIED

It was MOVED and SECONDED

That the Housing Committee receive for information the report dated January 3, 2023, titled "Manager's Report".

CARRIED

6. INFORMATION ITEMS

No items presented.

7. OTHER BUSINESS

No items presented.

8. BUSINESS ARISING FROM DELEGATIONS

No items presented.

9. RESOLUTION TO CLOSE MEETING

No items presented.

10. ADJOURNMENT/CONCLUSION

It was MOVED and SECONDED

That the Housing Committee conclude its regular meeting of January 13, 2023.

CARRIED

(Time: 1:51 pm)

Sabrina Mann,
Legislative Services Coordinator

Brenda Locke,
Chair

To: Housing Committee

From: Jade Hume, Division Manager Housing Maintenance and Capital Projects,
Regional Planning and Housing Services

Date: January 25, 2023

Meeting Date: February 3, 2023

Subject: **Metro Vancouver Housing Cost Estimating & Stage Gate Approvals**

RECOMMENDATION

That the Housing Committee receive for information the report dated January 25, 2022, titled “Metro Vancouver Housing Cost Estimating & Stage Gate Approvals”.

EXECUTIVE SUMMARY

Metro Vancouver Housing (MVH) uses a standard approach to estimate project costs, account for risk, and establish stage gates for Committee/Board approval throughout the housing development process. MVH currently has five affordable housing (re)development projects advancing through design and development approvals and these will be returning to Committee/Board to review active project budgets at project stage gates. This report provides an overview of cost estimating and outlines project stage gates.

PURPOSE

To provide information to the Housing Committee on Metro Vancouver’s approach to cost estimating and Committee/Board oversight of housing development project budgets.

BACKGROUND

In 2020, Metro Vancouver’s Project Delivery Department commissioned Deloitte to develop a *Project Estimating Framework* to improve decision making and cost certainty for large capital projects. MVH uses this framework to apply a standardized approach to cost estimating to bring greater consistency and transparency for its housing development projects.

PROJECT ESTIMATING FRAMEWORK FOR MVH’s CAPITAL PROJECTS

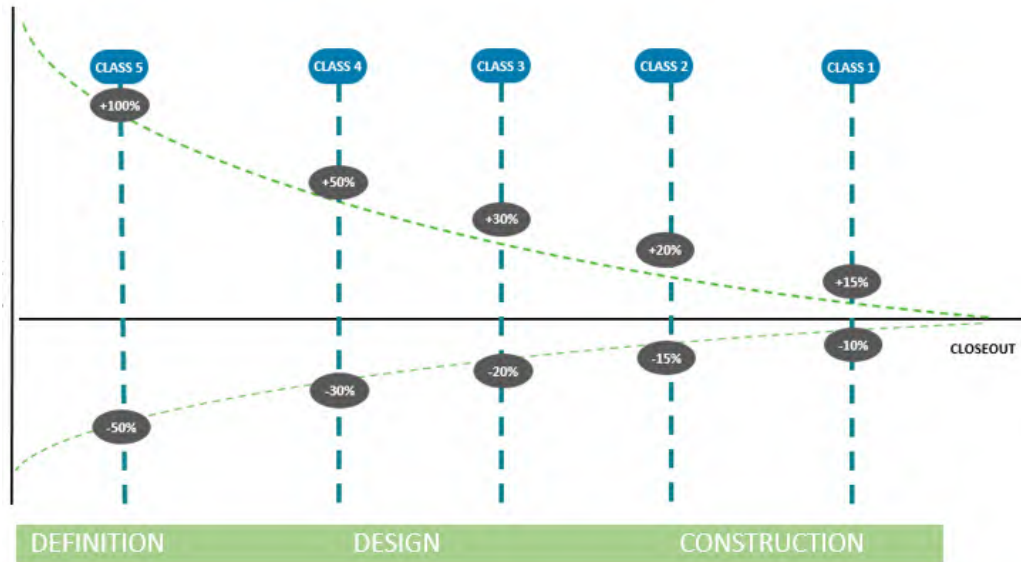
Metro Vancouver’s *Project Estimating Framework* is built on four pillars:

- Standardized cost categorization
- Consistent guidelines throughout the project lifecycle
- Formalized cost and scope stage gate process
- Internal database used for benchmarking and knowledge transfer

Cost Estimating and Level of Accuracy

Figure 1 outlines the estimated accuracy of cost predictions at each Class cost estimate. As shown, cost certainty varies greatly in the earlier project phases and is reduced as the design is finalized. Therefore, project contingencies are higher at earlier phases to allow for this increased risk and uncertainty.

Figure 1: Cost Estimating and Expected Accuracy Range



* Class 1-5 is equivalent to Class A-E

Cost Categorization

The diagram below (Figure 2) outlines Metro Vancouver's cost categorization and identifies how project contingencies are built in to account for a range of risk factors.

Figure 2: Cost Categorization

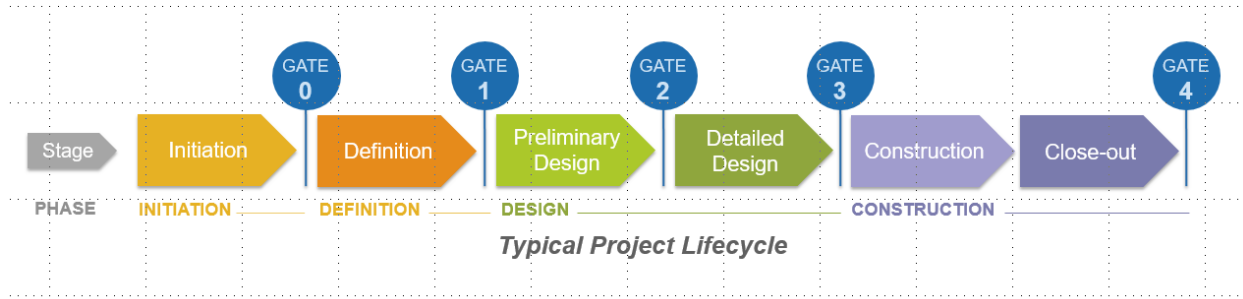


Metro Vancouver's Stage Gate Framework

Stage gates are key decision points in the project's lifecycle. Metro Vancouver's Stage Gate Framework is a structured and transparent process for review and oversight of key project deliverables at each stage of a project lifecycle. Key stage gates include the conclusion of: project initiation, project definition, preliminary design, detailed design, and project close-out. Stage gates include project specific requirements that need to be met before receiving approval to progress to the next stage of the project. Once key decisions have been made and projects are advanced to the subsequent stages it is generally not advisable to go back to previous stages unless there are

extenuating circumstances. Where there are changes to the scope and/or budget, the project team will present the rationale to the Committee/Board and will explain how cost increases are being mitigated and how risks are being managed.

Figure 3: Metro Vancouver Capital Projects Stage Gates



ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

There are no direct financial implications for this report. MVH's Capital development project budgets are integrated into Metro Vancouver's annual budgeting process and brought for Committee/Board review and approval at key stage gates throughout each project's lifecycle.

CONCLUSION

Metro Vancouver Housing (MVH) uses a standard approach to estimate project costs, account for risk, and establish stage gates for Committee/Board approval throughout the process. MVH currently has five affordable housing (re)development projects advancing through design and development approvals and will be returning to Committee/Board to review active project budgets at project stage gates. This report provides an overview of the approach to cost estimating and outlines project stage gates for Committee/Board approval.

Attachments

1. "Project Delivery Best Practice Response – Capital Project Governance & Stage Gate Framework", dated, May 03, 2021

References

1. [Presentation to the Finance and Intergovernment Committee dated November 18, 2020, titled "Best Practice Response - Project Estimating Framework"](#)

To: Finance & Intergovernment Committee

From: Cheryl Nelms, General Manager, Project Delivery

Date: May 3, 2021 Meeting Date: May 12, 2021

Subject: **Project Delivery Best Practice Response – Capital Project Governance & Stage Gate Framework**

RECOMMENDATION

That the MVRD Board receive for information the report dated May 3, 2021 titled “Project Delivery Best Practice Response – Capital Project Governance & Stage Gate Framework.”

EXECUTIVE SUMMARY

Metro Vancouver is implementing best practices related to governance and oversight on capital projects. A key deliverable is to implement a formalized stage gate framework, with the goal of supporting the Metro Vancouver Board and Committees in achieving greater insight and clarity into highest value, risk and consequence projects, including more consistent information with which to make decisions over the lifecycle of a project. A stage gate is a point in time where the governing body makes go/no-go decisions at defined points throughout the project lifecycle. The implementation of stage gates as a key measure to improve project governance is based on a KPMG review of Metro Vancouver project delivery practices and a review of governance practices and stage gate frameworks used by other jurisdictions.

PURPOSE

This report is the fifth in a series of updates on implementation of best practices for capital projects at Metro Vancouver as requested by the Board. It is focused on improvement areas related to project oversight and governance following an interjurisdictional review of practices by organizations delivering large capital programs and the introduction of a stage gate process for key decision points over the lifecycle of capital projects.

BACKGROUND

In the fall of 2019, the Board expressed interest in undertaking a review of Metro Vancouver’s capital project delivery practices in order to ensure value for our residents. Since the formation of the Project Delivery Department in February 2020, Metro Vancouver has been conducting a high level review of practices related to project delivery. This work started with a review by an independent consultant (KPMG) and continues to progress with input from external advisors who bring expertise in reviewing, overseeing and constructing multibillion dollar projects.

These reviews are critical to responding to the complex challenges presented by the unprecedented scale of Metro Vancouver’s capital projects, the layers of complexity, and market influences. The reviews have identified opportunities for improvement within the areas of leadership, governance, commercial practices, stakeholder engagement, and technical knowledge.

Updates on best practice framework to the Metro Vancouver Board to date have included:

- April 15, 2020 – KPMG review of capital project delivery challenges and best practice response.

- October 2, 2020 – Progress update on activities undertaken by the Project Delivery Department.
- November 18, 2020 – Capital project cost estimating best practices introduced.
- February 10, 2021 – Governance update and draft terms of reference for an external expert advisors panel for highest value, risk, consequence projects.

This fifth update to the Board provides information on project governance and oversight in other jurisdictions and the introduction to a stage gate process for Metro Vancouver. The annual budget and contract approval process is currently being used as a surrogate for a stage gate process in the organization and there are limited guidelines for staff to standardize information presented to the Board for decision making on highest value, risk, consequence projects. The intent of this work is to draw upon inter-jurisdictional best practices for the governance of highest value, risk, consequence projects to improve the processes and information provided for decision making by the Board using current approval mechanisms.

KEY TAKEAWAYS FROM CAPITAL PROJECT GOVERNANCE PRACTICES REVIEW

From December 2020 to February 2021, six North American jurisdictions were interviewed to learn how they governed and managed their capital projects. Jurisdictions were chosen by Metro Vancouver based on the size and complexity of their water and wastewater capital programs. The jurisdictions were: Toronto, Victoria Capital Regional District, San Francisco, Halifax, District of Columbia (Washington, DC), and Edmonton.

The comparator jurisdictions employ a broad range of governance frameworks to operate and manage water and wastewater (and in some cases other) utilities and related capital projects. At one end of the spectrum, Toronto manages and operates its utilities and capital projects internally. At the other end of the spectrum, Edmonton has privatized the ownership and operation of their water and wastewater utilities and the delivery of capital projects required to support it.

Table 1: Capital Project Governance Practices

Toronto	Capital Regional District	San Francisco	Halifax	DC	Edmonton
In-house city management	Project board for core area wastewater treatment project	Independent commission	Crown corporation	Multi-state independent authority	Privatized

Elements of good capital project governance¹

A rigorous governance framework guides capital project owners in effective decision making and lays the groundwork for project success. Project owners who implement robust governance practices that are specifically designed to meet the demands of the capital project delivery process are the ones most likely to achieve their cost, schedule, performance, and quality goals. Good capital project governance generally has the following characteristics:

1. Clearly defined objectives
2. Robust project oversight

¹ Informed by: PWC: Successful capital project delivery: The art and science of effective governance
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3. Clear roles, responsibilities, and authorities
4. Effective risk management
5. Rigorous project reporting and communication

The five criteria above were used to evaluate the maturity of project governance for successful project delivery.

GOVERNANCE PRACTICE REVIEW RECOMMENDATIONS FOR MV

The review of governance practices across these various jurisdictions has resulted in the following recommendations with respect to highest value, risk, consequence capital project governance at Metro Vancouver.

Clearly Defined Objectives

- Identify and recommend clear project objectives and associated performance targets for capital projects for endorsement by the Board. These objectives should include cost, scope, schedule, and potentially other objectives that the Board wants to achieve through its projects.
- Collect data to track and measure project progress against performance targets.

Robust Project Oversight

- Establish an expert project oversight group with the skills and experience required to effectively oversee projects.
- Consider using project outcomes to manage projects instead of relatively low value dollar approval limits and contract approvals.
- Formalize a process for the Board to review highest value, risk, consequence projects at stage gates with the benefit of input from an expert project oversight board.

Clear Roles, Responsibilities, and Authorities

- Continue with implementation of a centralized project management organization for highest value, risk, consequence capital projects. The core responsibilities of this group should be to:
 - Develop a clear project charter to define roles and responsibilities and authorities for efficient management and decision making;
 - Develop standardized processes, procedures, tools, and methodologies for managing and monitoring projects and for progress reporting;
 - Define KPIs and targets for projects;
 - Define project management oversight and support needs;
 - Recommend and assist with implementation of specific project management processes, procedures, and tools for individual projects;
 - Provide project management and contract administrative support through advice or through dedicated or shared staff; and,
 - Develop a database for key project information and lessons learned to improve future delivery practices.
- Operations and maintenance groups that identify the need for a project should work together with the capital construction group throughout the project lifecycle, including when seeking approvals where changes in requirements or performance metrics occur.

Effective Risk Management

- Focus attention early in the development of any capital project on assessing risks associated with construction and other project risks, and develop plans to continually assess, monitor and mitigate them should they arise.

- Evaluate a range of forms of construction contracts for projects to allocate risk and incentivize innovation and ensure the team has the skills and experience to manage the contract models being used.

Rigorous Project Reporting and Communication

- Ensure there are clear project success criteria in place that are reported against.
- Implement an external oversight group and have project managers present their results to them.
- Develop a consistent project and progress reporting structure that is reviewed at each level of oversight using the same data.

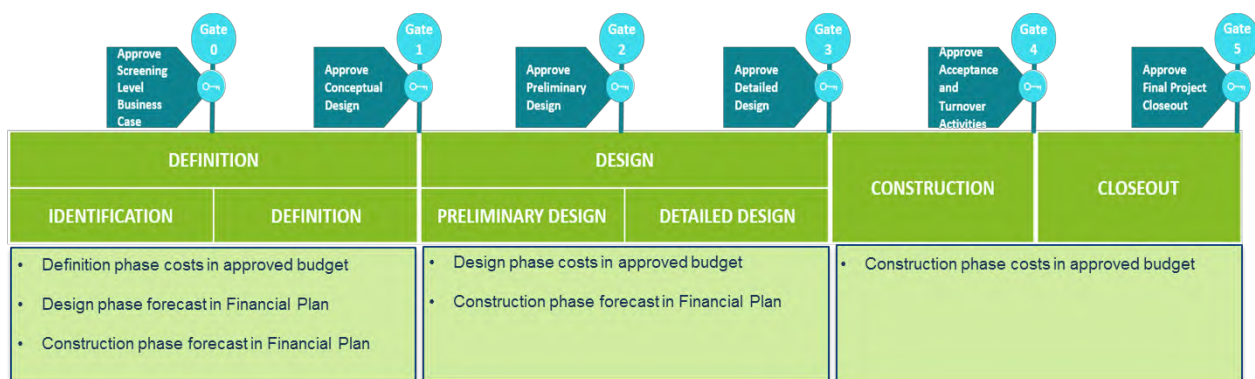
Each of these recommendations is now being planned for and/or implemented. Those recommendations that affect the way the MV Board oversees projects will be brought forward for the Board's consideration. One of these is that the MV Board should review highest value, risk, consequence projects at stage gates with the benefit of input from an expert advisors panel.

STAGE GATE FRAMEWORK AND CAPITAL PROJECT GOVERNANCE

To continue to improve project delivery across Metro Vancouver's portfolio of highest value, risk, consequence capital projects in line with the findings identified above, a project management framework will be developed that will provide the overarching foundation for the planning and delivery of highest value, risk, consequence capital projects. The project management framework will consist of processes, systems, and controls, anchored in project management best practices. A cornerstone element of this project management framework will be a formalized stage gate process for highest value, risk, consequence projects which can then be scaled for other projects across the organization.

As outlined in the attached white paper, a stage gate process provides decision makers with the opportunity to make informed decisions at key points through the entire project lifecycle.

Figure 1: Indicative Stage Gate Process



The stage gate process is used to determine whether a project is situated to meet objectives and therefore continues to warrant investment. When a decision is made to proceed to the next phase, the project team is authorized to spend the funds that were allotted for the next set of planned work activities. Stage gate reviews provide key communication opportunities as projects move through the project lifecycle. They also provide a formal means of controlling project risk, monitoring scope changes, and maintaining stakeholder interest. These reviews are also a means of ensuring implementation of standardized project management processes.

Metro Vancouver's current approach uses the annual budget and contract approval processes as a surrogate for stage gating. This report introduces the implementation of a formalized stage gate process to improve consistency and provide guidance to staff for checks and balances across the life cycle of a project. In addition, the new process will ensure that communication and decision making for the highest value, risk, consequence projects are not limited to the annual budget and contract approval processes.

The following are the lenses that are used to assess the information provided during the stage gate reviews.

- Alignment with organizational strategic goals
- Structure of the project/program
- Value proposition
- Risk mitigation plan
- Organizational implementation capacity
- Impact/ outcome measurement

At stage gate reviews, the project will either be endorsed to proceed for budget approval of the next stage/phase, terminated, or required to reconsider/revise all or part of the current stage/phase.

A stage gate process can be applied to all projects regardless of their classification (scale, risk, and complexity). How it is applied, the level of documentation, and the composition of decision makers are all scalable. Many organizations assess projects based on risk and complexity in addition to the project budget (scale) to determine the level of project governance and oversight required. The Project Management Office will be developing a project classification approach to determine which projects are considered highest value, risk, consequence projects in the organization.

Next Steps for Implementing the Stage Gate Process

The Project Delivery department is developing and implementing a stage gate process for highest value, risk, consequence capital projects that fall under the oversight of the Finance and Intergovernment Committee. An external expert advisors panel will provide input for the consideration of the Finance and Intergovernment Committee's at stage gates for highest value, risk, consequence capital projects. Upcoming projects that are coming to Finance and Intergovernment Committee for stage gate reviews include: Iona Wastewater Treatment Plant Project Definition; Coquitlam Water Supply Project Definition; and construction for Langley Wastewater Treatment Plant Project.

ALTERNATIVES

No alternatives are provided. This is an information report.

FINANCIAL IMPLICATIONS

There are no specific financial implications from this report.

CONCLUSION

This report is the fifth in a series of updates on implementation of best practices for capital projects at Metro Vancouver as requested by the Board. In order to support the Metro Vancouver Board and Committees in achieving greater insight and clarity into highest value, risk, consequence projects, including more consistent information with which to make decisions over the lifecycle of the project. Formalizing a stage gate process for Metro Vancouver and implementing it across the organization

will significantly improve the effectiveness of decision making and likelihood of success for capital projects for the organization. Processes under development will be consistent with best practices across other similar jurisdictions delivering large capital programs.

Attachments

1. “Capital Project Governance Practices in Selected Jurisdictions and Recommendations for Metro Vancouver”, dated February 2021 by Dana Hayden (*Doc# 44611172*)
2. White paper “How a stage gate process enables informed decision making”, dated March 2021 by Catherine Ella (*Doc# 44553865*)

44553967

To: Housing Committee

From: Jessica Hayes, Senior Planner, Regional Planning and Housing Services

Date: January 17, 2023 Meeting Date: February 3, 2023

Subject: **Names for Selected Metro Vancouver Housing New Development and Redevelopment Projects**

RECOMMENDATION

That the MVHC Board receive for information the report dated January 17, 2023, titled “Names for Selected Metro Vancouver Housing New Development and Redevelopment Projects”.

EXECUTIVE SUMMARY

The *Metro Vancouver Housing Naming Framework* (2022) is intended to provide guiding principles and a process to support decision-making when naming new development sites, or renaming existing housing sites. In Spring 2022, staff initiated naming/renaming processes for a selection of Metro Vancouver Housing new development and redevelopment projects. This report summarizes the research and engagement undertaken to support this process, and communicates the names that have ultimately been chosen for each of the four housing sites.

PURPOSE

To communicate the names chosen for selected Metro Vancouver Housing sites to the Housing Committee and MVHC Board.

BACKGROUND

On January 28, 2022, the MVHC Board endorsed the *Metro Vancouver Housing Naming Framework*, to provide guiding principles and a process to support decision-making when naming new development sites, or renaming existing housing sites (where appropriate). The Naming Framework outlines key steps in the naming/renaming process such as research and engagement, the establishment of a Naming Advisory Committee, consultation, and communication.

In Spring 2022, staff initiated naming/renaming processes for four Metro Vancouver Housing projects being newly developed, or undergoing redevelopment (Eastburn Square, Civic Centre, Southwynde Avenue, and Welcher Avenue).

RESEARCH AND ENGAGEMENT

In accordance with the Naming Framework, staff carried out historical and archival research, with the support of the Metro Vancouver Library and Indigenous Relations Department, to identify features of local significance on the selected sites (e.g. geographical, historical, and/or cultural characteristics). As outlined in the Naming Framework, Indigenous naming is to be considered in support of reconciliation in specific contexts (e.g. partnership with an Indigenous housing provider, culturally-significant sites), and accompanied by meaningful consultation with the appropriate First Nation or

First Nations in order to adhere to appropriate Indigenous practices or protocols for proposed names of housing sites.

In addition, staff led internal and external engagement activities with tenants and staff (e.g. contests and surveys) to develop preliminary name suggestions that reflected each housing site's unique characteristics, history, and location. Tenant surveys were delivered to each household, and included instructions for how to submit naming suggestions online or by mail. 45 tenants participated and were entered into a draw for grocery store gift cards. Metro Vancouver staff also submitted naming suggestions via targeted internal engagement activities.

Naming Advisory Committee

As outlined in the Naming Framework, an ad hoc Naming Advisory Committee (comprised of representatives from Metro Vancouver Housing Services divisions) considered feedback received from the research and engagement phases, and identified final naming recommendations for each of the four housing sites.

NAME SELECTIONS

The Naming Advisory Committee (NAC) has selected a name for each of the four housing sites, as outlined below. The selection process considered all name suggestions received, and evaluated these to ensure that any shortlisted names were informed by the research and engagement undertaken. The NAC also proposed new names for consideration that aligned with research findings and the Naming Framework's guiding principles. The naming themes that guided decision making for each housing site have been identified below, as well as a short description of each housing site's location and important characteristics, and the selected name's meaning.

Eastburn Square

Naming theme: Transportation, Innovation

Selected name: "The Connection"

Eastburn Square is an existing Metro Vancouver Housing site undergoing redevelopment, located at 7730 6th Street in Burnaby. Existing tenants and staff were the priority engagement audience for the renaming of this housing site, given the importance of the housing to the existing tenant community, many of whom may choose to return to live in the new building. The location has a historic relationship to the Central Park Line, the first interurban electric streetcar system in the region. The original route of the Central Park Line traveled in close proximity to this site and connected New Westminster, Burnaby and Vancouver. The selected name, "The Connection", honours the relationship to transportation innovation in this area of East Burnaby.

Civic Centre

Naming theme: Family, Intergenerational (Children, Seniors)

Selected name: "Heron's Nest"

This is a new development site located on a city-owned plot at 19085 119B Avenue in Pitt Meadows, where Metro Vancouver Housing is preparing to build a new family-oriented, non-market rental housing project. The project is located in the heart of the city's civic centre, and will be an ideal location for families and seniors. The building will include a large non-profit childcare facility, and is directly adjacent to the family recreation centre, elementary school, and seniors centre, as well as the City's municipal hall, library, and other amenities. The selected name, "Heron's Nest" reflects the central location and family-oriented nature of the development. The heron is also an iconic symbol and emblem in Pitt Meadows, honouring the City's rich riverside nature.

Southwynde Avenue

Naming theme: Natural environment, Forest, Wildlife

Selected name: "The Steller"

This new development site is located on vacant city-owned land at 7388 Southwynde Avenue in Burnaby. The project will create 120 new homes and includes a non-profit childcare centre. Centrally located in the heart of Burnaby's Edmonds Town Centre, the site is located next to Byrne Creek Ravine Park and the Central Valley Greenway, and has abundant access to nature and recreation. The area is lush and forested, and home to local wildlife such as coyotes, squirrels, barred owls, and various bird species, including Cooper's hawk and Steller's Jay. The selected name, "The Steller" can be interpreted to have a dual meaning; the written meaning relates directly to the Steller's Jay (BC's provincial bird), and phonetically, the name can also informally relate to the sentiment of being an exceptional ("stellar") place to live.

Welcher Avenue

Naming theme: Water, Sustainability

Selected name: "Salal Landing"

This project will be an affordable, family-oriented, rental housing building located at 2481 Welcher Avenue in Port Coquitlam. The project is a five-story apartment building with 63 homes, and has been thoughtfully designed to consider the existing neighbourhood context, views, and access to the adjacent park. The building is designed to meet BC Energy Step Code 4 ('Net Zero ready'), balancing affordability with energy-efficient design to support tenant comfort and support climate action. The housing site is located near the Coquitlam river, within the traditional and ancestral territory of the Kwikwetlem First Nation, known as the Coquitlam watershed. The selected name, "Salal Landing" honours the native plant that grows in coastal areas of British Columbia, as well as the proximity of the site to the water's edge.

NEXT STEPS

Communication plans will be developed for each project, in collaboration with municipal staff, to support the transition from the development/redevelopment project name, to the new building name as the projects near completion and occupancy. Selected names may also inform decisions relating to building art and signage.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

There are no direct financial implications resulting from this report. Costs associated with research and engagement related to housing site naming or renaming is considered as part of each new development or redevelopment's business plan.

CONCLUSION

This report communicates the names chosen for four Metro Vancouver Housing (MVH) development/redevelopment projects selected for naming or renaming. The *Metro Vancouver Housing Naming Framework* outlines the principles and process that MVH follows when naming its housing sites. Meaningfully naming new or redeveloped housing sites is an opportunity to recognize the unique history and diversity of the region as it is reflected in MVH's tenant communities.

References

1. [Report to Housing Committee dated January 13, 2022, titled "Metro Vancouver Housing Naming Framework"](#)

57643049

To: Housing Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning

Date: January 17, 2023

Meeting Date: February 3, 2023

Subject: **Manager's Report**

RECOMMENDATION

That the Housing Committee receive for information the report dated January 17, 2023, titled "Manager's Report".

HOUSING COMMITTEE 2023 WORK PLAN

The Housing Committee's Work Plan for 2023 is attached to this report (Attachment 1). The status of work program elements is indicated as pending, in progress, ongoing or complete. The listing is updated as needed to include new issues that arise, items requested by the Committee, and changes to the schedule.

ATTENDANCE AT 2023 STANDING COMMITTEE EVENTS

Participation at external events provides important learning and networking opportunities. The following events that fall under the purview of the Housing Committee were included in the 2023 Leadership and Engagement budget. Both in-person and virtual attendance will be considered depending on any restrictions due to the COVID-19 pandemic. If Housing Committee Members are interested in attending any of the following events, please notify the Committee Chair or Committee Manager by no later than February 24, 2023. While these events were included in the approved budget, final approval on attendance rests with the Board Chair.

Canadian Housing and Renewal Association Congress 2023

- Date: April 18 – 20, 2023
- Place: Winnipeg, MB
- Number of attendee(s): 2
- The Canadian Housing and Renewal Association is the national voice for the full range of affordable housing and homelessness issues and solutions across Canada.

American Planning Association National Planning Conference 2023

- Date: April 1 – 4, 2023
- Place: Philadelphia, Pennsylvania
- Number of attendee(s): 1
- The American Planning Association is a professional organization representing the field of urban planning. Its main function is to serve as a forum for the exchange of ideas between people interested in the field of urban planning. The association holds an annual conference.

Housing Central Conference 2023

- Date: November 20 – 22, 2023

- Place: Sheraton Wall Centre Hotel, Vancouver, BC
- Number of attendee(s): 3
- The annual Housing Central Conference, delivered by the BC Non-Profit Housing Association, in partnership with the Aboriginal Housing Management Association and the Co-operative Housing Federation of BC, is Canada's leading professional development event for the community housing sector. Each year offers an exciting and inclusive mix of keynote speakers, education sessions, tradeshow exhibitors and special events designed to bring the sector together for three days of sharing knowledge, ideas, and strategies for success.

Attachments

1. Housing Committee 2023 Work Plan

57627554

Housing Committee 2023 Work Plan
Report Date: January 17, 2023

Priorities

1st Quarter	Status
Housing 2023 Work Plan Adoption	Complete
Housing Site Naming - Update	In progress
Metro Vancouver Housing Cost Estimating Framework	In progress
RPAC Housing Subcommittee Annual Work Plan - Update	Pending
MVHC Subsidy Program - Update	Pending
Tenant Programs & Services - Update	Pending
Capital Rehabilitation Projects - Update	Pending
Capital Development & Redevelopment Projects - Update	Pending
Funding Progress - Update	Pending
Development Partnership Sites - Update	Pending
2nd Quarter	Status
MVHC Subsidy Program - Update	Pending
Tenant Programs & Services - Update	Pending
Capital Rehabilitation Projects - Update	Pending
Capital Development & Redevelopment Projects - Update	Pending
Development Partnership Sites - Update	Pending
Affordable Housing Policy Learnings & Best Practices	Pending
3rd Quarter	Status
MVHC Subsidy Program - Update	Pending
Tenant Programs & Services - Update	Pending
Capital Rehabilitation Projects - Update	Pending
Capital Development & Redevelopment Projects - Update	Pending
Funding Progress - Update	Pending
Development Partnership Sites - Update	Pending
Affordable Housing Policy Learnings & Best Practices	Pending
4th Quarter	Status
2024 Budget and 5-year Financial Plan – Approve	Pending
MVHC Subsidy Program - Update	Pending
Tenant Programs & Services - Update	Pending
Capital Rehabilitation Projects - Update	Pending
Capital Development & Redevelopment Projects - Update	Pending
Development Partnership Sites – Update	Pending
Affordable Housing Policy Learnings & Best Practices	Pending