

A young child with light brown hair, wearing a grey t-shirt and black pants with a white stripe, stands on a concrete sidewalk. The child is looking down at a colorful ball on the ground. The background features a house with vertical siding, a white door, and numerous potted plants, including purple flowers in a hanging basket and pink flowers in a planter. A tree trunk is visible on the right side of the frame.

Metro Vancouver Housing 10-Year Plan

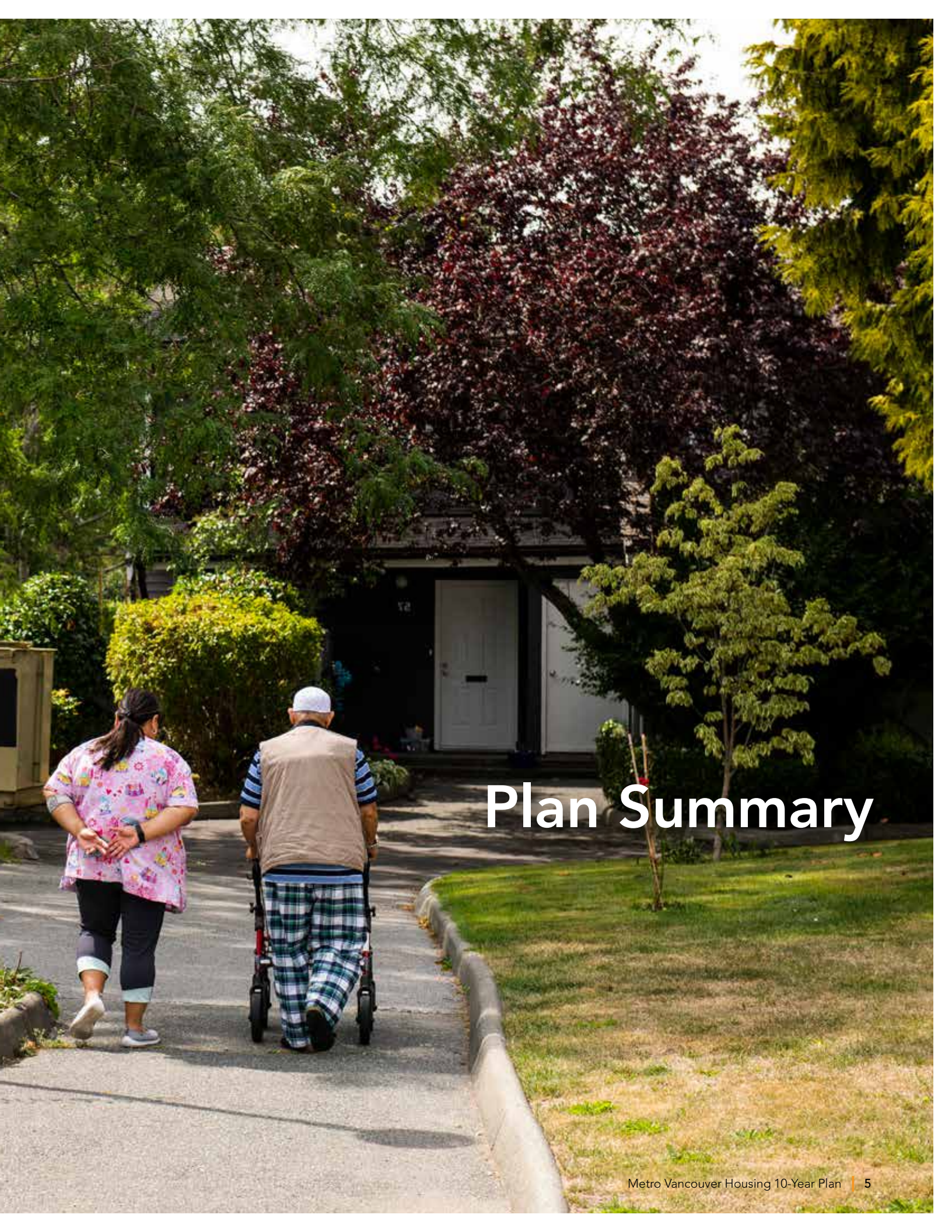


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Plan Summary



Plan Summary

About Metro Vancouver Housing

Wholly owned by the Metro Vancouver Regional District, the Metro Vancouver Housing Corporation (Metro Vancouver Housing) is a non-profit organization that supports diverse, mixed-income communities, primarily for families, seniors, and people with special housing needs. With 49 sites across the region, Metro Vancouver Housing provides over 3,400 units to support over 9,400 tenants.

All of our housing provides some level of affordability. Around 30% of our housing consists of **Rent-Geared-to-Income** in which the rent is not greater than 30% of the tenant's gross household income; the remainder is provided at the **Low-End-of-Market**, which is approximately 10% to 20% below market rents. There is an income cap for both types of housing to ensure our housing supports those who need it most.

By integrating a range of housing types, incomes, ages, abilities, and families, we support healthy, inclusive communities and provide flexibility to meet a variety of needs.

Metro Vancouver Housing 10-Year Plan

The region is facing an affordable housing crisis. As one of the largest affordable housing providers in the region, Metro Vancouver Housing recognizes both the need and opportunity to increase our housing portfolio. At the same time, our existing housing is aging and requires ongoing investment. Balancing the renewal of existing housing with the creation of new affordable housing will require significant investment, innovation and collaboration.

The Metro Vancouver Housing 10-Year Plan provides a vision and framework to guide how Metro Vancouver Housing will **provide, preserve, and expand** affordable housing in the region.

To support this Plan, Metro Vancouver Housing will invest \$190 million in affordable housing over the next 10 years. This includes \$90 million in renewing and enhancing existing housing and another \$100 million to develop new affordable housing. This investment, along with targeted partnerships, will support our target of 1,350 new and redeveloped units over the next decade. At the same time, we are working to enhance sustainability of our housing to meet regional and national climate targets, and improve accessibility to support an aging population.

Vision

Metro Vancouver Housing is a leader in providing safe, affordable rental housing to support healthy, engaged communities across the region.

Guiding Principles

- **Social:** Support tenant well-being through quality housing and community building
- **Financial:** Ensure long-term affordability through financial sustainability
- **Environmental:** Strive to enhance environmental and energy sustainability

Summary of Goals & Actions

Provide

■ GOAL 1: Support healthy, engaged communities

We know that homes are more than just buildings. We provide inclusive, family-friendly housing and programming to support tenant needs and build healthy, engaged communities.

- 1.1 Continue to engage and expand tenant associations and deliver quality programs to support community building.
- 1.2 Explore opportunities for new programs and partnerships to engage and empower tenants.
- 1.3 Complete a full review of all tenant policies and tenancy agreements to ensure alignment with industry standards and best practices.
- 1.4 Explore affordability models to support financially sustainable operations and tenant affordability.
- 1.5 Continue to invest in staff resources to deliver and maintain quality housing and tenant services.

Preserve

■ GOAL 2: Preserve and renew existing housing to maintain affordability and improve sustainability and accessibility

We are committed to supporting our existing housing and providing safe and affordable homes for tenants of all ages and abilities. We will continue to invest in maintaining and renewing our housing portfolio while working towards regional and national sustainability goals.

- 2.1 Continue to implement Metro Vancouver Housing's asset management program to maintain and renew existing housing.
- 2.2 Continue to explore and implement new technology to improve energy efficiency and reduce greenhouse gas emissions of existing housing.
- 2.3 Incorporate adaptable, barrier-free design elements upon renovation of units and common areas to enhance accessibility of existing housing.
- 2.4 Update Building Standards to support attractive, age-friendly housing that is durable and cost-effective to maintain.
- 2.5 Continue to explore funding and partnership opportunities to support capital maintenance and enhance sustainability of existing housing.



Expand

■ GOAL 3: Grow strategically through redevelopment and expansion.

Providing new affordable rental housing while supporting the needs of existing tenants will require a careful balance. To grow in a way that is sustainable, we will expand by strategically redeveloping existing properties and by acquiring and building new housing.

- 3.1 Pursue opportunities to expand through redevelopment and acquisition of new housing sites, buildings, and or units in strategic locations across the region.
- 3.2 Create and implement a Redevelopment Plan to assess and prioritize existing housing sites for renewal or redevelopment over time.
- 3.3 Use sustainable design and construction methods to develop housing that is energy efficient and minimizes greenhouse gas emissions.
- 3.4 Apply barrier-free, age-friendly housing design to all new housing construction to support people with disabilities and aging in place.
- 3.5 Explore opportunities to expand revenue sources to support financially sustainable development and operations.

■ GOAL 4: Develop partnerships to expand affordable rental housing across the region.

Effectively addressing the affordable housing crisis will require strong collaboration. We aim to expand and deepen our relationships and partnerships with public, private, and non-profit sectors and work together to provide more affordable rental housing across the region.

- 4.1 Partner with member jurisdictions to support and develop affordable rental housing across the region.
- 4.2 Seek opportunities for partnerships with public sector land owners to develop new affordable rental housing on publicly owned land.
- 4.3 Pursue portfolio-based funding partnerships with other levels of government to support the development and preservation of affordable rental housing.
- 4.4 Expand housing management services across the region by taking on affordable rental housing units developed through inclusionary housing policies.
- 4.5 Explore opportunities to create new affordable rental housing through innovative partnerships with the development sector and other housing stakeholders.
- 4.6 Collaborate and partner with other non-profits to support affordable rental housing in the region.

Targets

🎯 Mixed-income

Maintain at least 30% of our portfolio as Rent-Geared-to-Income to support a range of affordability needs and ensure long-term financial sustainability.

🎯 Diverse housing types

Maintain at least 70% of portfolio as 2-bedroom units or larger to support family-friendly housing and provide a mix of unit sizes to allow flexibility and suit a range of needs.

🎯 Energy Efficient

Reduce energy consumption by 25% for major rehabilitations, such as building envelope upgrades, and for new construction (from 2015 National Energy Code for Buildings).



🎯 Low emission

Reduce GHG emissions in housing portfolio by 45% (from 2010 levels) over the next 10 years to work towards the region's goal of being carbon neutral by 2050.

🎯 Well-maintained

Maintain a portfolio-wide Facility Condition Index at or below 20% over the next 10 years to support safe and healthy homes for existing tenants.

🎯 Age-friendly

Work towards 20% of units as adaptable or fully accessible to support people of all ages and abilities.

🎯 Growth

Increase housing portfolio with 1,350 new and redeveloped units approved over the next 10 years.

Funding New Affordable Housing

This is a critical time for Metro Vancouver Housing. As the majority of our housing stock was developed in the 1980s, many of our mortgages are ending, leading to surplus revenues that can be reinvested back into existing and new housing. Additional contributions from the regional district will also help to fund the development of new affordable rental housing across the region.

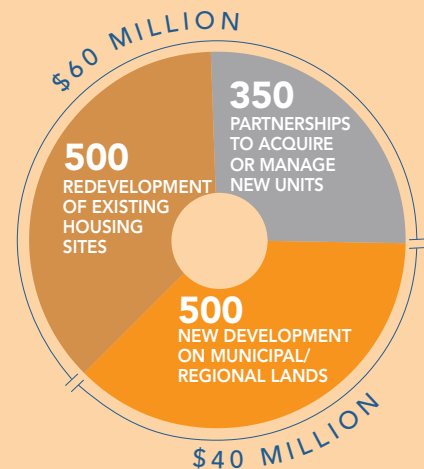
Over the next 10 years, Metro Vancouver Housing will commit \$190 million to preserving and building affordable housing in the region:

- \$90 million in renewing existing housing (Housing Reserve Fund)
- \$60 million in redevelopment and partnerships to acquire or manage new units (Housing Reserve Fund)
- \$40 million to develop new affordable housing on lands owned by the region and member jurisdictions (Regional District contributions)

Leveraging Our Investment

These targets describe what Metro Vancouver Housing aims to achieve through our own funding sources and partnerships. Additional funding through BC Housing and CMHC could further leverage this investment and create even more affordable rental units across the region.

TARGET: 1,350 UNITS OVER 10 YEARS*



*Growth targets reflect the order of magnitude of development. Actual unit development may vary based on cost of construction and interest rates over the next 10 years.





Part 1 – Introduction



Overview

About Metro Vancouver Housing

Metro Vancouver Housing provides safe and affordable mixed-income rental homes, primarily for families, seniors, and people with special housing needs. With 49 sites across the region, Metro Vancouver Housing provides over 3,400 units to support over 9,400 tenants.

Established in 1974, the Metro Vancouver Housing Corporation is a non-profit organization whose sole shareholder is the Metro Vancouver Regional District (MVRD). Supported primarily by tenants' rents, Metro Vancouver Housing partners with tenants, governments, community organizations, and other non-profits to support inclusive and engaged communities.

About the 10-Year Plan

The region is facing an affordable housing crisis. Incomes are not keeping pace with housing costs and the supply of rental housing is not keeping pace with demand. As the region continues to grow, it is more and more challenging for people to find safe and affordable housing. This is particularly true for lower income households but is also spilling over to residents with more moderate incomes. Experience shows that government and non-profit sectors are necessary to provide housing that is affordable for these populations. As one of the largest affordable rental housing providers in the region, Metro Vancouver Housing plays a key role in supporting this need.

The *Metro Vancouver Housing 10-Year Plan* provides a framework and vision to guide how Metro Vancouver Housing will **provide**, **preserve**, and **expand** affordable rental housing in the region. It includes key targets, goals, and actions to guide housing operations, capital maintenance, development, and partnerships over the next decade, and will help to balance the renewal of existing housing with expansion, to allow for sustainable growth that meets the needs of current and future tenants.

DEFINING HOUSING AFFORDABILITY

Affordability is a measure of a household's ability to pay for housing. It relates the cost of housing to household income. **Housing is considered affordable when monthly housing costs make up less than 30% of gross (before tax) household income¹.** This also assumes that housing is safe, of suitable size, and meets specific needs such as accessibility.

However, housing affordability is not just a question of income, but also household circumstances, such as family size, disability or other health-related expenses, child care, transportation, and other costs. Metro Vancouver Housing considers a wide range of factors to best support tenants' needs.

1 Canada Mortgage & Housing Corporation (CMHC).



Vision

Metro Vancouver Housing is a leader in providing safe, affordable rental housing to support healthy, engaged communities across the region.

Guiding Principles

Social: Support tenant well-being through quality housing and community building

Financial: Ensure long-term affordability through financial sustainability

Environmental: Strive to enhance environmental and energy sustainability

Context

Regional Housing Need

Key Trends

- A growing and changing population.** The region is expected to continue to grow by over 35,000 residents per year. The majority of this growth is being driven by immigration which is also driving demand for larger family housing (3+ bedrooms) as many immigrant households tend to have more people per household². However, there is also a demand for smaller and more accessible homes to support an aging population.
- An increasing gap between incomes and housing costs.** Over the past 20 years, the ratio of home prices to income has increased dramatically. Before the year 2000, the sale price of a two-storey detached home was around 3.2 times the median annual household income; by 2015, the cost of an average home was more than 19 times higher than income³. With high prices preventing people from home ownership, the pressure on the rental market continues to increase.
- The majority of renter households are lower income.** Nearly 60% of all rental households in Metro Vancouver have very low (<\$35,000/year) or low incomes (<\$60,000/year)⁴, making it very difficult to find housing that is affordable for them. Close to one-third of all renter households pay more than 30% of their gross income on housing, while over 12% pay more than half of their income⁵. When other costs such as transportation, child care, or health care are taken into account, there is little left over for other basic needs, let alone savings to help people work towards a less precarious situation.

2 Metro Vancouver (2016). Census Bulletin, Occupied Dwellings and Household Size

3 Canadian Centre for Policy Alternatives (2016). Getting Serious About Affordable Housing: Towards a Plan for Metro Vancouver.

4 Statistics Canada, Census 2016

5 Canada Mortgage & Housing Corporation (based on 2016 Census data)

RENTAL HOUSEHOLDS BY HOUSEHOLD INCOME GROUP (2016)

Household Income Group	Definition (Annual Household Income)	Number of Rental Households	% of Rental households
Very Low Income (Less than 50% of median income)	Under \$35,000	126,630	36%
Low Income (50% to 80% of median income)	\$35,000 - \$60,000	80,755	23%
Moderate Income (80% to 120% of median income)	\$60,000 - \$85,000	57,440	16%
Above Moderate Income (120% to 150% of median income)	\$85,000 - \$115,000	38,850	11%
High Income (More than 150% of median income)	\$115,000 +	45,030	13%
Total Renter Households		348,695	

SOURCE: STATISTICS CANADA, CENSUS 2016

NOTE: REGIONAL MEDIAN HOUSEHOLD INCOME (RMHI) -\$72,600

- **An overall lack of affordable rental housing.**
Over the past 10 years, the rental vacancy in Metro Vancouver has remained very low at an average of 1.3%, making it difficult to find suitable and affordable rental housing⁶. To meet the region's forecasted population growth, an estimated 5,400 new rental units are needed every year, with over 80% of these for very low to moderate incomes (Figure 1)⁷. While the supply of rental housing has increased in recent years to help meet this demand, it has not kept pace over time, leaving a backlog of housing need.

- **A lack of family-oriented rental housing.**
Only 26% of purpose-built rental apartments are family-oriented (2-bedroom or larger) and only 2% are for larger families (3-bedroom or larger)⁸.
- **An increasing demand for social housing, especially for seniors and families.**
Waitlists for social housing in BC have almost doubled in the past 10 years and Metro Vancouver represents two-thirds of the provincial need with over 12,000 applicants. Across the region, seniors currently make up the largest proportion of social housing waitlists (37%), followed by families (34%), people with disabilities (16%), singles (9%), and those in need of wheelchair modified units (4%)⁹.

6 10-year average for purpose built rental housing in Metro Vancouver from 2007 – 2018 is 1.3% (CMHC Rental Market Reports). A residential vacancy rate of 2 – 3% is generally considered a balanced market.

7 Metro Vancouver *Metro 2040*. Metro Vancouver 10 Year Housing Demand Estimates (2016 – 2026)

8 CMHC Canadian Housing Observer and CMHC regional housing data. Purpose-Built Rental Apartment Inventory by Unit Size for Metro Vancouver, 2018.

9 BC Housing Registry data (March 1, 2019). Not including rent supplements, pending applications, or transfers.

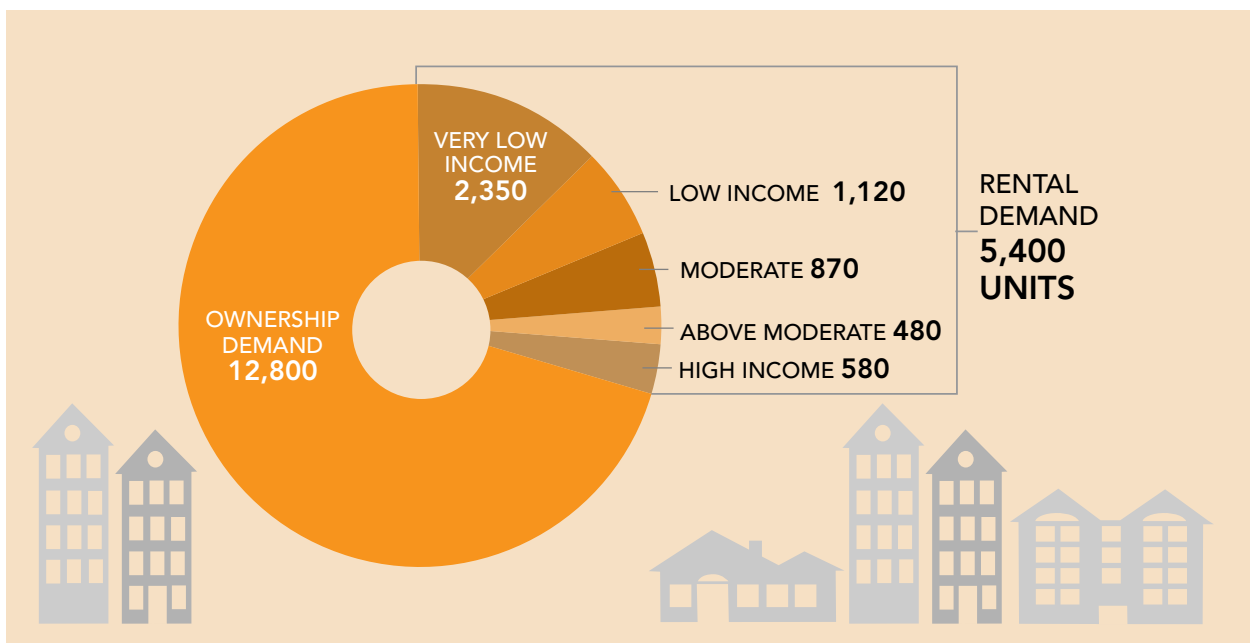


FIGURE 1: ESTIMATED ADDITIONAL ANNUAL HOUSING DEMAND, 2016-2026, METRO VANCOUVER

Roles in Supporting Affordable Housing

A COLLABORATIVE APPROACH TO AFFORDABLE HOUSING

The Housing Spectrum (Figure 2) demonstrates the range of housing needs that exist across the region. The spectrum of housing needs cannot be met by the market alone, especially supportive housing and affordable rental housing. As housing issues become increasingly complex, it becomes more important for collaboration and support from all levels of government as well as the private, and non-profit sectors.

There are significant and ongoing needs for supportive housing and services for vulnerable populations. These require support from provincial and federal governments.

However, there is also a significant need to support the middle of the housing spectrum, particularly when it comes to affordable rental housing for low to moderate income households.

For those with lower incomes, assistance is usually required to achieve affordability. In a region like Metro Vancouver, this can also be true for moderate income households, depending on family size and other circumstances. For example, an individual making the median household income may be able to find suitable housing in the private market that is affordable for them; however, for a family of five, this could be much more challenging.

SUPPORTING THE MISSING MIDDLE

Metro Vancouver Housing helps to support the 'missing middle' of the rental market, providing affordable rental housing for very low to moderate income households

All of our housing provides some affordability. Around 30% of our housing consists of **Rent-Geared-to-Income** in which the rent is not greater than 30% of the tenants' gross household income while the remainder is provided at the **Low-End-of-Market**, which is approximately 10% to 20% below market rents. There is an income cap for both types of housing to ensure our housing supports those who need it most.

By integrating a range of housing types, incomes, ages, abilities, and families, we support healthy, inclusive communities and provide flexibility to meet a variety of needs.

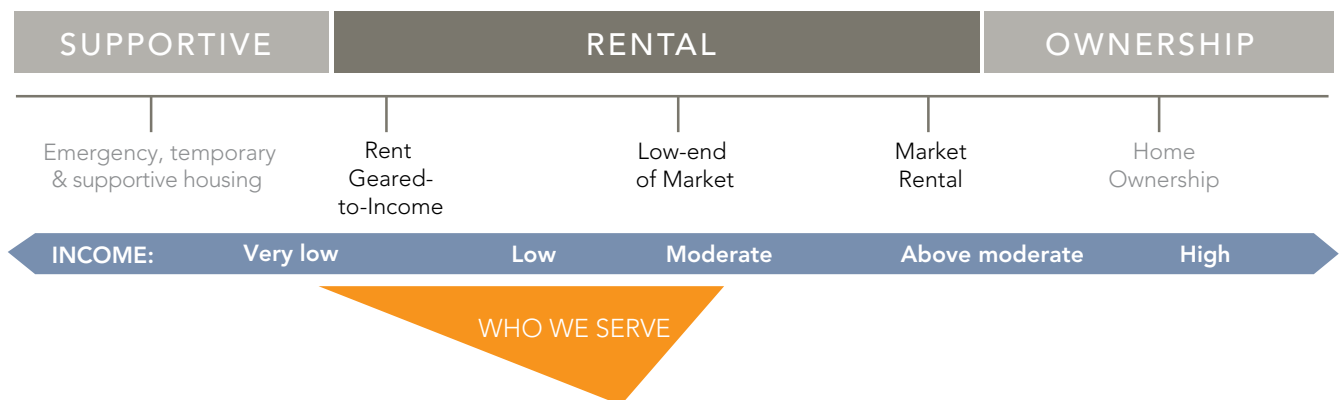



FIGURE 2: METRO VANCOUVER HOUSING'S ROLE IN SUPPORTING AFFORDABLE HOUSING



Metro Vancouver Housing helps to support the 'missing middle' of the rental market, providing affordable rental homes for lower and moderate income working households, families, seniors, and people with disabilities who could not otherwise afford to live in the region.



Metro Vancouver Housing Context

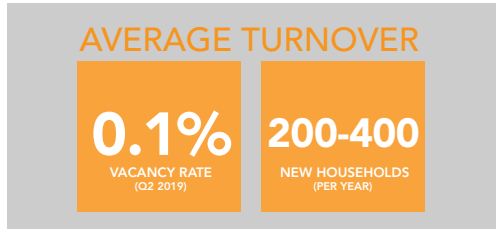
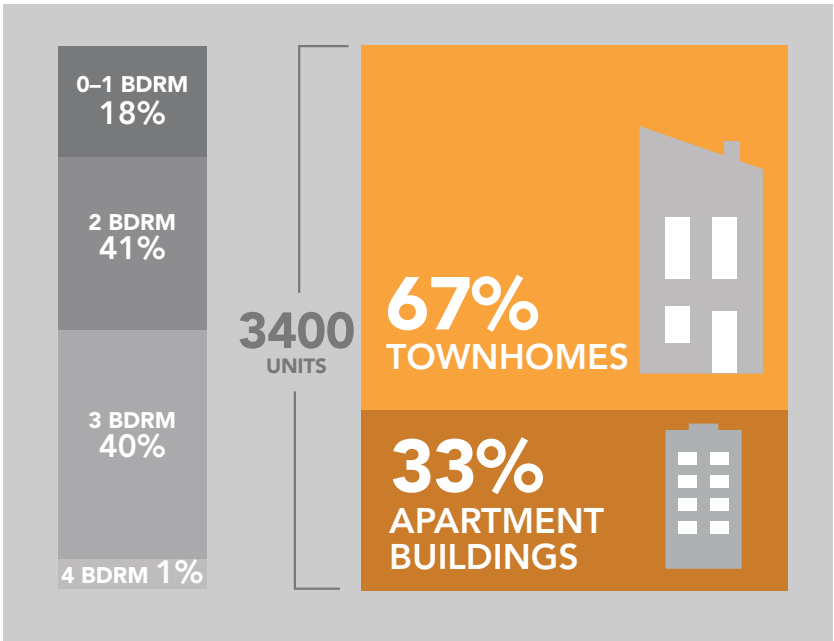
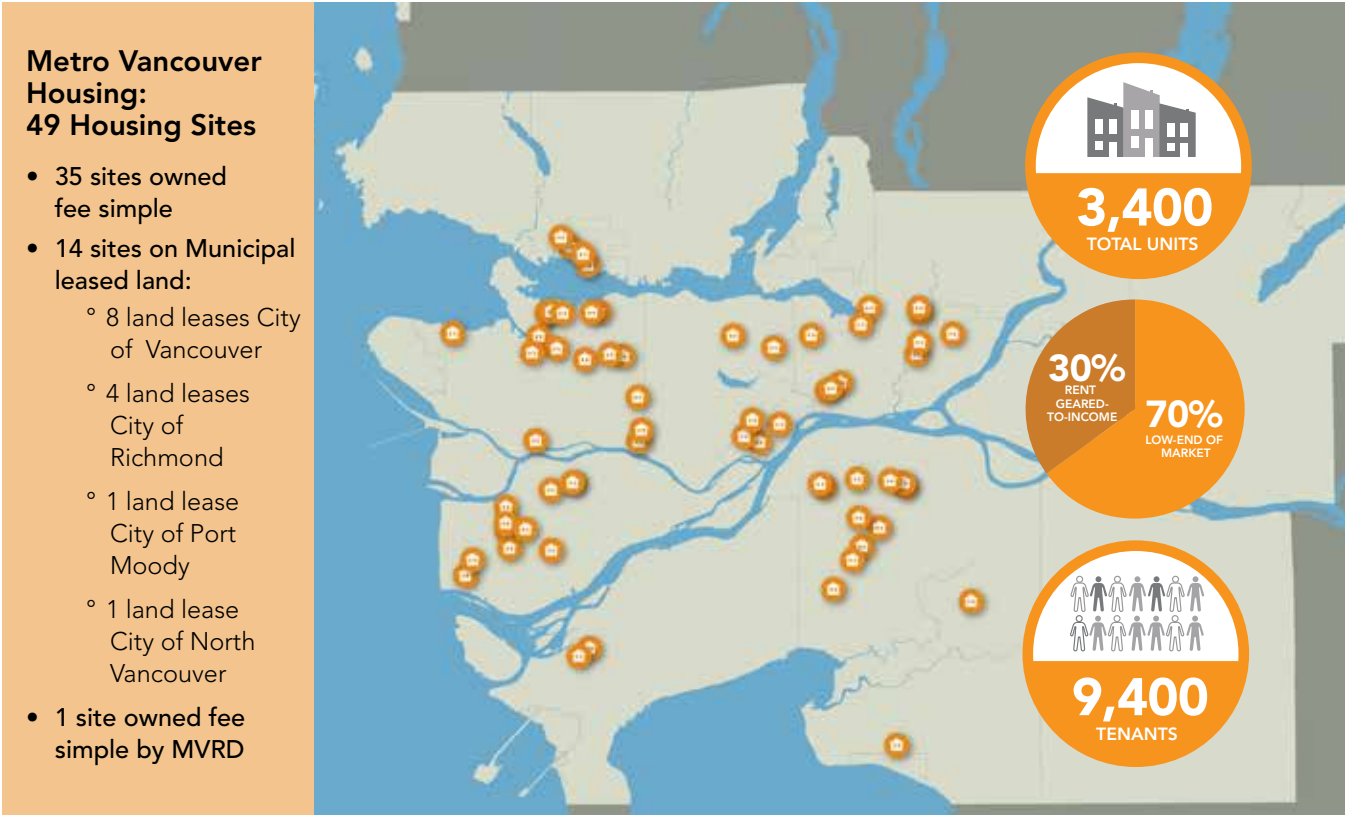
Housing Portfolio: Issues & Opportunities

- **Providing affordable rental housing across the region.** Metro Vancouver Housing's portfolio includes 49 sites, spread throughout 11 municipalities across the region. As we continue to grow and expand, it will be important to consider distribution of affordable rental housing across the region to support all of our member municipalities and jurisdictions.
- **Balancing diverse needs of families and seniors.** Metro Vancouver Housing is unique in that the majority of our housing is geared towards families; over 80% of housing units are 2-bedroom or larger. While this helps to serve the region's need for affordable family housing, it can be challenging to downsize families as their needs change, or support smaller households such as seniors. Currently, 22% of our tenants are seniors (55+), compared to 29% of the region's current population. As the baby boomer generation continues to age, the demand for smaller units (e.g., 0-1 bedrooms) will increase. To remain flexible to tenant needs, it will be important to maintain a diverse housing portfolio, with a range of smaller and larger options, and more adaptable and accessible units to support aging in place.
- **Vacancy rates are very low (0.4%).** Since 2015, vacancy rates have ranged from 0.9% to 0.1%. While annual turnover provides for 200 - 400 new households per year, units do not remain vacant for long. These extremely low vacancy rates emphasize the need for more affordable rental housing.
- **Our housing stock is aging.** Metro Vancouver Housing's oldest building was built in 1906. However, the average age of buildings in our portfolio is 35 years. As our buildings age, they will require ongoing maintenance and renewal to ensure safe and healthy housing for our tenants until redevelopment is necessary or feasible.
- **We have ambitious climate targets.** Metro Vancouver Housing is committed to sustainability and strives to reduce our impacts to work towards regional and national climate goals. This will be a key consideration as we renew existing housing and create new housing; while more sustainable technology may increase costs in the short-term, it can also lead to long-term savings in operations, maintenance, and tenant living costs.

BROADER TRENDS & INFLUENCES:

During the ten-year horizon of the Plan, housing may be impacted by a range of factors, including:

- Mortgage rates
- Political and funding uncertainty at national and provincial levels
- Construction costs
- Housing market fluctuations
- Federal, provincial, and municipal policies and regulations



METRO VANCOUVER HOUSING PORTFOLIO STATISTICS – 2019

Financial Model

BACKGROUND

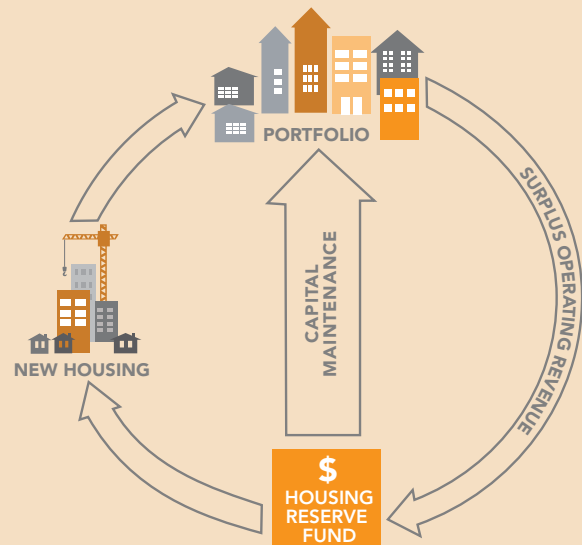
The majority of Metro Vancouver Housing's portfolio was developed in the late 1970s and 1980s through Federal funding programs (focused on mixed-income models with 15% Rent-Geared-to-Income), and later through Federal/Provincial or Provincial programs (focused more on core housing need, with 60 – 100% Rent-Geared-to-Income).

Different programs over the years provided different levels of funding support, ranging from reduced interest rate mortgages, to capital contributions, to ongoing operating subsidies. This allowed Metro Vancouver Housing to develop and operate its portfolio of affordable rental housing over time, valued at over \$923 million today.

CURRENT SITUATION

As Metro Vancouver Housing developed its portfolio through a variety of funding programs, our current model reflects a blend of different incomes. While some operating agreements are still in effect for certain buildings, overall Metro Vancouver Housing uses a mixed-income model with approximately 30% of housing at Rent-Geared-to-Income with the remainder rented at Low-End-of-Market, ideally providing a mix of incomes within each building.

How it works: This mixed-income model supports operations and helps Metro Vancouver Housing to be mostly self-sustaining. Tenant rents are used to pay for operating costs, including ongoing maintenance and upkeep, building managers and staff, income testing, and tenant engagement programs. The remaining surplus is transferred into a Housing Reserve Fund which is reinvested back into housing. This model helps to balance funds across the portfolio and support capital maintenance and renewal where it is needed most.



This is a critical time for Metro Vancouver Housing. Many of our operating agreements and mortgages are ending; by 2020, only eight agreements will remain. This means that there are additional surplus revenues that can be reinvested back into existing and new housing. In addition to the Housing Reserve Fund, additional contributions from the regional district have been allocated to help fund redevelopment of existing sites and support the development of new affordable rental housing on municipal lands. While self-generated funding will help to support our growth targets, additional partnerships and collaboration will be essential.



Partnerships & Collaboration

Metro Vancouver Housing has worked with many different partners over the years to build and operate affordable rental housing across our region. Partnerships with the following organizations have been an essential element of our success:

- BC Housing
- Canada Mortgage and Housing Corporation (CMHC)
- Vancouver Native Housing Society
- PHS Community Services Society
- Vancouver Coastal Health
- Fraser Health
- MPA Society
- McLaren Housing Society
- Atira Women's Resource Society
- Downtown Eastside Women's Centre
- Vancouver Resource Society

We also work with a wide range of local governments, agencies, community organizations, and service providers to support tenants to access the services they need.

As we move forward, partnerships and collaboration will continue to play a pivotal role in creating new affordable rental housing to meet the region's needs.



Funding Context

Starting in 2016, both the Provincial and Federal governments made historic investments to support housing, providing welcome resources. In 2018, the *Homes for BC: A 30-Point Plan for Housing Affordability in British Columbia*, and the *National Housing Strategy* were launched, setting ambitious goals for increasing and preserving affordable housing.

These plans, along with more recent budget commitments, have allocated much-needed funding and have also led to numerous policy, tax, and regulatory changes to support affordable housing.

Both BC Housing and the Canada Mortgage and Housing Corporation (CMHC) currently have a range of funding and financing programs to support the development and preservation of affordable housing. Different programs support a variety of funding needs including pre-development planning, capital contributions, financing, and sometimes, ongoing operating subsidies. Most programs require additional capital contributions and encourage partnerships between the public, private, and non-profit sectors to support innovative and sustainable approaches to affordable housing.

SPECIAL AGREEMENTS & PARTNERSHIPS

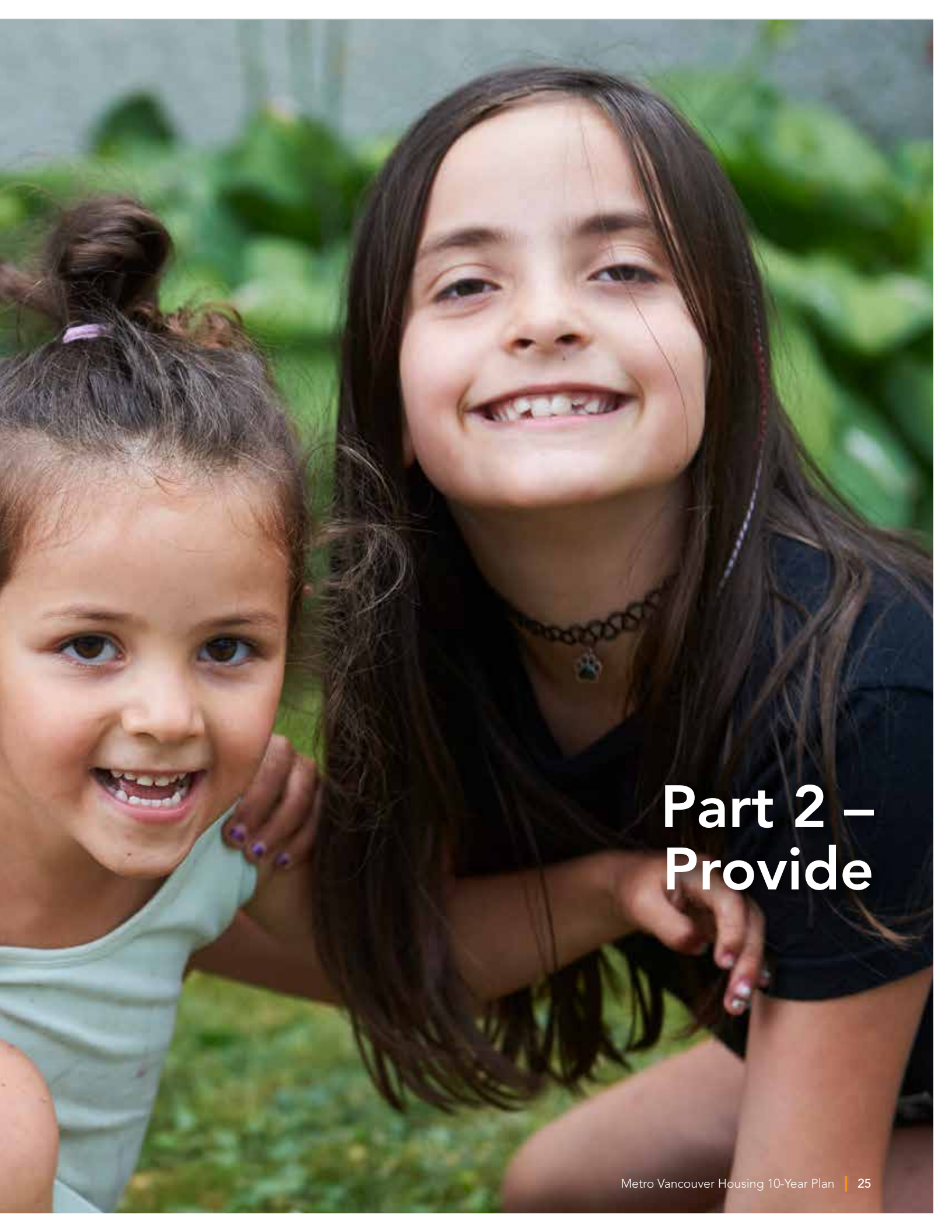
BC Housing and CMHC have also shown flexibility in entering into special agreements with regional bodies or larger organizations to facilitate affordable rental housing on a broader scale:

- In August 2019, CMHC announced \$184 million in loans and funding for Vancouver Affordable Housing Agency (VAHA), to leverage VAHA's \$96 million contribution to build up to 1,100 new units on City-owned sites.
- In April 2019, the Federal Government announced a new \$1.3 billion partnership with the City of Toronto to support the renovation of more than 58,000 housing units.
- In May 2018, BC Housing, CMHC, and the Capital Regional District entered into a \$90 million partnership agreement – the Regional Housing First Program, with each partner contributing \$30 million dollars to the program.
- In the Kootenays, BC Housing and the Columbia Basin Trust are each contributing \$14 million towards affordable rental housing projects.

Historically, Metro Vancouver Housing has pursued external funding on a project by project basis. However, as we implement the *10-Year Plan*, we will seek to secure a more comprehensive funding agreement to leverage our investment and provide even more affordable rental housing in the region.







Part 2 – Provide

Tenant Operations & Community Building

At Metro Vancouver Housing, we know that homes are more than just buildings. We work to build healthy and engaged communities, support inclusive, family-friendly housing, and provide quality and caring service to our tenants.

Community Building

Active tenant involvement is a core component of our operating philosophy because we believe that meaningful tenant input is fundamental to creating communities that are safe, healthy and sustainable. Some of our current programs include:

- **Tenant associations:** We work closely with our 29 existing tenant associations to identify the needs and priorities of tenant communities and support them in engaging their neighbourhoods.
- **Events & programs:** A range of social events, educational workshops, and other special initiatives help to support well-being, build capacity, and foster community spirit.
- **Tenant newsletters & tips:** Seasonal newsletters and online resources keep tenants informed and engaged in community and support neighbourliness.
- **Crime prevention:** Metro Vancouver Housing supports crime prevention programs at all sites, connecting tenants with training for Block Watch and Crime Free Multi Housing Programs to support safe communities.
- **Emergency preparedness:** Detailed emergency preparedness guides and educational workshops with local first responders help tenants be well informed and prepared.
- **Community gardens:** Over 315 community garden plots at 27 housing sites help to promote health, wellness and community connections.
- **Healthy living programs:** Initiatives such as community kitchens, cooking workshops, and programs like Food Skills for Families help to support healthy living.
- **Recycling resources:** In addition to onsite recycling and organics collection, online resources provide information on how to reduce waste, where to sell, donate, or recycle unwanted items.
- **Reducing energy use:** We work with tenants to reduce energy use to keep energy bills low and affordable while also promoting environmental consciousness. Starting in 2018, Metro Vancouver Housing partnered with FortisBC to host an energy competition where different housing complexes compete to see who can reduce their heat and hot water consumption the most.

Target


🎯 Mixed-income

Maintain at least 30% of our portfolio as Rent-Geared-to-Income to support diverse and inclusive mixed-income communities.

Target

🎯 Diverse housing types

Maintain at least 70% of our portfolio as 2-bedroom units or larger to support family-friendly housing and provide a mix of unit sizes to suit a range of needs.

A woman wearing a straw hat, a light pink t-shirt, black pants, and white gardening gloves is bent over a wooden planter box in a community garden. She is holding a blue watering can and watering various plants, including purple and pink flowers. A shovel is lying on the ground next to the planter box. In the background, there is a metal fence and a large tree trunk.

“ Working with plants has been proven in many ways to help with people’s well-being. It does things like lower blood pressure and builds self-esteem; it’s a way of gaining control for people who may not have a lot of control in their lives. It really uplifts people.”

—AIMEE TAYLOR,
VANCOUVER BASED HORTICULTURAL THERAPIST



EXPLORING NEW PROGRAM IDEAS

In addition to our many existing programs, Metro Vancouver Housing is always looking to expand our offerings to support and empower tenants. Through engagement with tenants and staff, and best practice scans from other housing providers, we have identified the following potential ideas for new programs:

- **Renter education programs:** Tenant programs, such as the RentSmart program, can support good tenant-landlord relationships, empower tenants to understand their rights and responsibilities, and budget effectively. Numerous housing providers use such programs with new tenants and/or those facing potential eviction.
- **Empowering newcomers:** Partnerships with community organizations can help to support newcomer tenants (such as refugees or new immigrants) to settle, gain employment, and engage in their community.
- **Youth programs:** Programs for youth, such as youth groups, recreation programs, and youth-led engagement, can help to support and empower younger tenants to build skills and feel heard and respected in their communities.
- **Senior programs:** While Metro Vancouver Housing already has numerous programs for seniors, further partnerships with community organizations could expand and enhance existing programs.
- **Scholarship programs:** Scholarship programs can be used to recognize academic achievements and/or support youth tenants to attend post-secondary.

Tenant Operations

In addition to community building and tenant engagement, we strive to provide excellent customer service in all we do.

Tenant Placement

We work closely with tenants to find the home that will best meet their needs. We also recognize that life circumstances change and we work closely with tenants to support them as their income, family size, or other housing needs change.

Tenant Support Services & Partnerships

Partnerships with local community organizations play a key role in providing services to support inclusive communities. Our staff work with a wide range of local governments, community organizations, and service providers to support tenants to access services and information.

Goals and Actions

■ GOAL 1: Support healthy, engaged communities

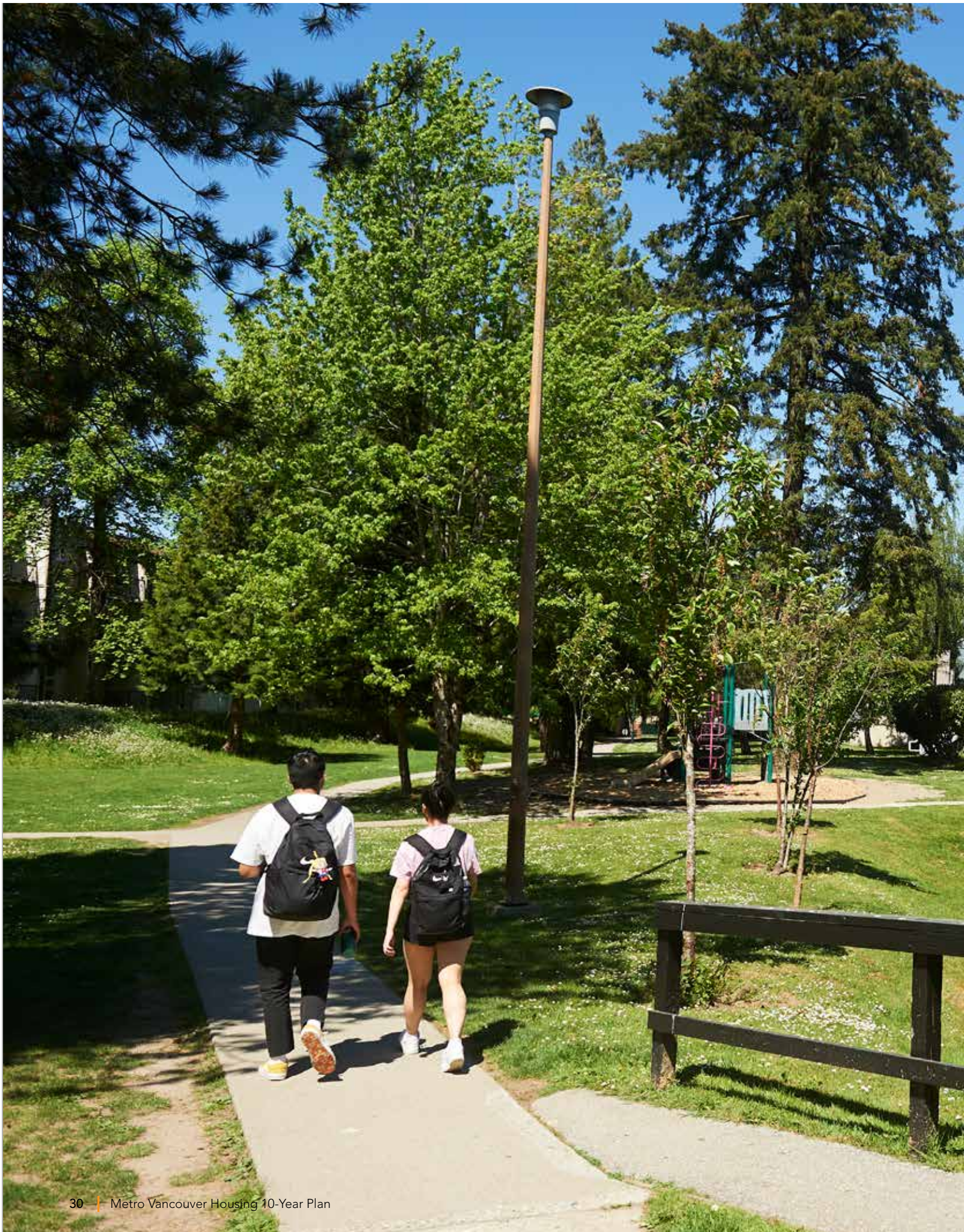
Actions:

Metro Vancouver housing will:

- 1.1 Continue to engage and expand tenant associations and deliver quality programs to support community building.
- 1.2 Explore opportunities for new programs and partnerships to engage and empower tenants.
- 1.3 Complete a full review of all tenant policies and tenancy agreements to ensure alignment with industry standards and best practices.
- 1.4 Explore affordability models to support financially sustainable operations and tenant affordability.
- 1.5 Continue to invest in staff resources to deliver and maintain quality housing and tenant services.
 - a) Assess staffing and resource needs on an ongoing basis.
 - b) Continue to provide and expand training for staff (e.g., equipment training, customer service and conflict resolution).
 - c) Support regular information sharing among office and field staff to share best practices and support continual improvement.

“ My husband and I moved into Metro Vancouver Housing over 40 years ago. We raised our two children in a townhouse complex. We made many friends and I wouldn’t trade those years for anything. After my husband passed away, I was able to downsize into an apartment in the same complex and stay close to my friends and community.”

– METRO VANCOUVER HOUSING TENANT, PORT COQUITLAM





Part 3 – Preserve

Maintaining Our Assets

Due to the cost of development, existing housing tends to be more affordable than new housing, making it critical to maintain our existing stock. At the same time, older buildings tend to be less energy efficient and produce higher carbon emissions than newer ones. At Metro Vancouver Housing, we use comprehensive asset management and energy management to address the challenges of our aging infrastructure and enhance the sustainability of our buildings.

Asset Management Program

Our asset management program identifies and prioritizes needs for building maintenance, renewal, and redevelopment. Assets are assessed based on their expected life-cycle and validated through regular and ongoing in-person assessment. This information is then used to plan investment over the short and long term.

Facility Condition Index

We monitor the condition of housing assets using a Facility Condition Index (FCI), a consistent industry standard measurement. The FCI represents the percentage of the replacement value that is due for renewal; the lower the FCI, the better condition of the building.

$$\text{Facility Condition Index (FCI)} = \text{Renewal Costs} / \text{Replacement Cost}$$

FCI	Description
0% - 5%	Buildings are quite new and in good condition, with little need for repairs.
6% - 10%	Buildings will begin to show signs of wear, with an increasing need for repairs.
11% - 30%	Buildings are older and will look worn with more frequent need for repairs. <i>Note: appearance and maintenance needs may vary widely from 11% to 30%.</i>
>30%	Many building components are approaching the end of their serviceable life and will look worn with obvious deterioration and frequent need for repairs.

SOURCE: AMARESCO

Target

🎯 Well-maintained

Our target is to maintain a portfolio-wide Facility Condition Index at or below 20% over the next 10 years.¹¹

¹¹ Does not include sites where redevelopment or lease expiry will occur in the next 10 years. For such sites, we will undertake targeted repairs to maintain a safe and healthy building for tenants until further action is feasible.



Consistent Building Standards

Metro Vancouver Housing strives to maintain our assets in a state of good repair through our *Interior Renovation Standards*. These standards help to provide consistency for repairs and renewals throughout the portfolio, ensuring that interiors are durable, cost effective, spatially efficient, and easy to maintain. As a next step, Metro Vancouver Housing could develop similar standards for exteriors of buildings.

Target

🎯 Age-friendly

Work towards 20% of units as adaptable or accessible to support people of all ages and abilities.

BARRIER-FREE, AGE-FRIENDLY HOUSING

To meet the needs of our aging population, we will need more housing options that support aging in place. Age-friendly housing considers the needs of people of all ages and abilities, supporting seniors to remain in their homes and communities as they age but also supporting people of varying abilities. This includes consideration of barrier-free design that is accessible to people with physical or other disabilities, wheelchair accessible units, and adaptable units that can be easily modified to meet changing needs (e.g., reinforced walls to easily install grab bars). By providing for a diverse range of needs, we can support more diverse and inclusive communities.

Sustainability & Energy Management

WORKING TOWARDS REGIONAL CLIMATE GOALS

Metro Vancouver's long-term climate action plan, *Climate 2050*, sets the goal for the region to be 100% carbon neutral by 2050. To implement this plan, Metro Vancouver is currently developing a series of Roadmaps to outline specific actions to reduce greenhouse gas emissions. As buildings make up the second largest share of regional emissions, Metro Vancouver Housing will work closely with the regional district to identify key actions to reduce our impact.

Since 2010, Metro Vancouver Housing has completed numerous energy efficiency projects that have reduced our natural gas use by approximately 20%. In addition to working towards our sustainability goals, this also helps to reduce long-term operating costs and reduce tenant's cost of living. Some of our current initiatives include:

- **Space and water heating:** Replacing large boilers and domestic hot water boilers with high efficiency condensing units.
- **Make up air units:** Replacing make up air units with high efficiency models.
- **Lighting:** Replacing exterior and interior lighting at select housing sites with LED fixtures.
- **Energy modelling:** Conducting energy studies or modelling in preparation for building envelope upgrades.
- **Building envelope upgrades:** Undertaking building envelope replacement, where needed, to improve performance (insulation, air tightness and window improvements).
- **Electric vehicle charging stations:** Integrating charging stations at select housing sites.

Target

🎯 Low emission

Reduce greenhouse gas emissions in our housing portfolio by 45% over the next 10 years (from 2010 levels) to work towards the region's goal of being 100% carbon neutral by 2050.

Target

🎯 Energy efficient

Reduce energy consumption by 25% for major rehabilitations, such as building envelope upgrades, and for new construction (from 2015 National Energy Code for Buildings).



Funding Capital Maintenance

Maintaining our existing housing stock requires significant and ongoing investment. To meet our goals, Metro Vancouver Housing will invest \$9 million per year in capital maintenance from the Housing Reserve Fund for a total of \$90 million over the next 10 years.

Partnerships are also critical to preserving and enhancing our existing housing. Metro Vancouver Housing has partnered with various organizations, including CMHC, BC Housing, BC Non-Profit Housing Association, BC Hydro, and FortisBC, to undertake major repairs, and enhance sustainability. Such partnerships will be essential as we move forward over the next decade.

Goals and Actions

■ GOAL 2: Preserve and renew existing housing to maintain affordability and improve sustainability and accessibility

Actions:

Metro Vancouver Housing will:

- 2.1 Continue to implement Metro Vancouver Housing's asset management program to maintain and renew existing housing.
- 2.2 Continue to explore and implement new technology to improve energy efficiency and reduce greenhouse gas emissions of existing housing.
- 2.3 Incorporate adaptable, barrier-free design elements upon renovation of units and common areas to enhance accessibility of existing housing.
- 2.4 Update Building Standards to support attractive, age-friendly housing that is durable and cost-effective to maintain.
 - a) Update interior standards to incorporate adaptable, barrier-free design elements, wherever possible, to support easier transition to accessible units as needed.
 - b) Integrate exterior standards to ensure durable, maintainable materials, while allowing flexibility and variety of facades to fit various neighbourhood contexts.
 - c) Regularly review and update Building Standards to ensure alignment with industry and municipal standards and best practices.
- 2.5 Continue to explore funding and partnership opportunities to support capital maintenance and enhance the sustainability and accessibility of existing housing.







Part 4 – Expand



A Sustainable Approach to Growth

Metro Vancouver Housing recognizes the opportunity and need to increase the amount of affordable housing in the region. One way to do this is through redevelopment of existing housing sites. Metro Vancouver Housing is fortunate in that many of our existing properties are well-located, near transit, schools, and community amenities.

However, the amount of redevelopment that can take place at any given time is limited by funding as well as existing tenants. With low vacancy rates, it can be challenging to relocate tenants to suitable homes within Metro Vancouver Housing’s portfolio while redevelopment occurs.

TENANT RELOCATION

While no one wants to move, sometimes this is necessary for redevelopment or major building repairs. The Provincial Residential Tenancy Branch sets minimum requirements for tenant displacement and many municipalities also have their own specific requirements for tenant relocation. Metro Vancouver Housing uses a comprehensive tenant relocation process and works closely with tenants and municipalities to ensure that our tenants are fully supported in the event they need to relocate.

To balance the needs of existing tenants and provide new housing, it will be critical to explore other opportunities to expand our housing portfolio. This can be achieved through the acquisition of new housing sites, buildings, and or units, but will require significant capital contributions and strategic partnerships.

Target

🎯 Growth:

Increase housing portfolio with 1,350 new and redeveloped units approved over the next 10 years.

The following sections outline key considerations for growth:

Prioritizing Opportunities for Growth & Development

Designing and Building Sustainable, Affordable Housing

Funding New Affordable Rental Housing

Prioritizing Opportunities for Growth & Development

To approach redevelopment and expansion in a strategic way, Metro Vancouver Housing will use a clearly defined methodology and criteria to identify and prioritize opportunities.

Key criteria for redevelopment of existing housing sites:

- **Development potential:** Land and zoning regulations, existing density, site size, physical constraints
- **Facility Condition Index:** Consideration of the condition of the building and cost of renewal versus redevelopment
- **Location/tenant access:** Proximity to transit and amenities
- **Regional equity:** Housing demand by community, equitable distribution across the region
- **Financial factors:** Property value, operating cash flow, maintenance and operating expenses, capital costs, and equity required
- **Other factors:** Timing, tenant relocation (particularly for those with specific housing needs such as accessibility), market conditions, land leases, etc.

These criteria will be used to assess and prioritize each of Metro Vancouver Housing's current 49 properties to determine the best potential opportunities for each property (e.g., maintain, undertake major repairs, redevelop or expand a portion of the site, or redevelop the entire site).

Key criteria for new housing sites:

- **Location/tenant access:** Proximity to transit and amenities
- **Development potential:** Land and zoning regulations, physical constraints
- **Regional equity:** Housing demand by community; equitable distribution across the region
- **Tenure and acquisition:** Financially and logistically beneficial for Metro Vancouver Housing (e.g., partnership agreements, terms of acquisition, lease arrangements)



Designing and Building Sustainable, Affordable Housing

Design Best Practices

When redeveloping or developing new affordable housing, key design considerations include:

- **Locating housing near frequent transit and amenities:** providing convenient access for tenants and supporting healthy, sustainable, complete communities.
- **Designing for social interaction:** including spaces for gathering and casual interactions to build community (e.g., common rooms, shared kitchens, outdoor gathering spaces).
- **Supporting family-oriented housing:** ensuring suitable number of bedrooms, sufficient green space, and on-site amenities (e.g., outdoor play spaces, integrated daycare).
- **Designing new housing to support aging in place:** building adaptable, barrier-free housing and integrating fully accessible suites where possible.
- **Using smart and maintainable design to maximize affordability, sustainability, and livability:** using quality, durable materials, efficient building design, and energy management to support tenant comfort and reduce long-term operating, maintenance and tenant utility costs.
- **Designing for neighbourhood integration:** ensuring new development fits existing neighbourhood contexts in terms of building appearance and landscaping.
- **Designing for safety:** applying Community Prevention Through Environmental Design (CPTED) principles to support safe communities

'RIGHT-SIZING' PARKING AND PROVIDING SUSTAINABLE ALTERNATIVES

Parking is a significant cost to developing multi-family housing. The construction costs of parking in apartments can range from \$20,000 - \$45,000 per stall and can represent 10 – 20% of the total project construction costs¹². While important, the required supply of parking often exceeds demand. By reducing parking to what is actually needed, and including alternatives such as car share, bike parking, or even transit passes, housing providers can save costs and support more sustainable communities.

¹² Metro Vancouver Regional Parking Study, 2018.

Leadership in Sustainability

SUSTAINABLE BUILDING STANDARDS

Metro Vancouver is committed to sustainability. The *Metro Vancouver Sustainable Infrastructure and Buildings Policy* establishes standards for sustainable design and construction and applies to all major renovations and new construction. Metro Vancouver Housing also works closely with municipalities to meet specific requirements for each community.

REDUCING GHG EMISSIONS

As housing is a long-term asset (50+ years), improving energy efficiency to reduce emissions will have a long-term impact. Housing generates emissions from burning fossil fuels, primarily natural gas, for space and water heating. Improving energy efficiency, switching to low carbon energy systems, or using passive design techniques, can help reduce GHG emissions in our housing. Other actions, such as integrating transportation demand management or electric vehicle parking, can help reduce overall regional emissions.

See Part 3 for further details.

Funding New Affordable Rental Housing

To meet our target of 1,350 new and redeveloped units, Metro Vancouver Housing will invest \$100 million over the next 10 years, including:

- \$60 million from the Housing Reserve Fund to support redevelopment of existing housing sites and expansion through new development.
- \$40 million from regional contributions to support new affordable housing on lands owned by the region and member jurisdictions.



LEVERAGING OUR INVESTMENT

These targets describe what Metro Vancouver Housing aims to achieve through its own funding sources and through partnerships with municipalities, the development sector, and other non-profits. We will pursue additional funding partnerships with BC Housing and CMHC to further leverage this investment and support even more affordable rental housing across the region.

*Growth targets reflect the order of magnitude of development. Actual unit development may vary based on cost of construction and interest rates over the next 10 years.

Financial Sustainability

Developing new affordable rental housing that is financially viable is a challenge. To ensure the financial sustainability of new housing, and preserve affordable rents over the long-term, Metro Vancouver Housing may explore innovative ways to fund ongoing operations and maintenance, such as exploring alternative revenue sources (e.g., renting out ground floor commercial spaces), or alternate rent models.

Goals and Actions

■ GOAL 3: Grow strategically through redevelopment and expansion

Actions:

Metro Vancouver Housing will:

- 3.1 Pursue opportunities to expand the housing portfolio through redevelopment of existing sites, partnerships, and acquisition of new housing sites, buildings, and or units in strategic locations across the region.
- 3.2 Create and implement a Redevelopment Plan to assess and prioritize existing housing sites for renewal or redevelopment over time.
- 3.3 Use sustainable design and construction methods to develop housing that is energy efficient and minimizes greenhouse gas emissions.
 - a) Continue to explore and implement systems that are energy efficient, minimize greenhouse gas emissions, and support tenant well-being and comfort.
 - b) Work with municipalities to ensure appropriate parking supply for new affordable housing and design housing to support alternative transportation (e.g., close to transit, car share, bike parking).
 - c) Continue to explore and integrate electric vehicle charging stations and electric bike charging and storage in new housing, where possible.
 - d) Explore the feasibility of integrating renewable energy sources (e.g., geothermal, solar) in new housing.
- 3.4 Apply barrier-free, age-friendly housing design to all new housing construction to support people with disabilities and aging in place.
- 3.5 Explore opportunities to expand revenue sources to support financially sustainable development and operations.



Building Strong Partnerships

Partners can provide any number of critical assets including land, support services, subsidized construction costs, capital funding, or ongoing operating subsidies. Some partnerships, like those with the public sector or mission-driven organizations, may be based on shared goals, such as increasing the amount of affordable housing in the region. Others, like those with the private sector, may be based more on mutually beneficial financial or land transactions, or municipal requirements (e.g., inclusionary housing policies).

Strong partnerships require strong relationships. Metro Vancouver Housing has the opportunity to expand and deepen its relationships within the housing sector – with its member jurisdictions, other orders of government, other non-profits, the development community, and other housing stakeholders. Effectively addressing the affordable housing crisis in the region will require collaboration and innovation. It will require many different players and different sectors to work together to find new and innovative approaches to find land, fund, build, and operate affordable housing.

Goals and Actions

■ GOAL 4: Develop relationships and partnerships to support affordable rental housing across the region

The following sections outline key actions for Metro Vancouver Housing to pursue partnerships with public, private, and non-profit sectors:

Member jurisdictions	Other orders of government	Management of affordable housing rental units	Development sector	Non-profit sector
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Member Jurisdictions

As owners in the Metro Vancouver Housing Corporation, the region's 21 municipalities, one Electoral Area, and one Treaty First Nation are key partners in supporting affordable housing in the region.

Opportunities for Partnership

- **Leasing vacant public lands.** Municipalities have often made surplus municipally-owned land available to non-profit societies on a leasehold basis to support the development of affordable housing. 14 of Metro Vancouver Housing sites are currently located on leased municipal lands. As land costs are one of the most significant barriers to expanding affordable housing, this is immensely beneficial to Metro Vancouver Housing to support development that is financially viable. Lease arrangements also support municipalities by increasing affordable housing in the community while maintaining the public land asset over the long-term.
- **Seek opportunities to co-locate housing with civic facilities.** From time to time, municipalities redevelop or develop new civic facilities, such as community centres or libraries, which presents a key opportunity to partner with affordable housing. This brings key benefits to both partners:
 - The land's nominal value contributes to affordability for a housing project.
 - Co-location supports good planning – more intense use of civic land makes good use of public resources, supports complete communities, and helps to create more active and vibrant civic spaces throughout all times of the day.
 - Civic facilities are often located near transit which helps to reduce the need for parking and supports convenient transit access for tenants.

Actions

Metro Vancouver Housing will:

- 4.1 Partner with member jurisdictions to support and develop affordable rental housing across the region.
 - a) Proactively reach out to all member jurisdictions to seek public land or other contributions to facilitate the development of new affordable rental housing.
 - b) Seek opportunities to co-locate affordable rental housing with civic facilities.
 - c) Seek to renew existing municipal land leases to preserve existing affordable housing.
 - d) Seek partnerships with municipalities and developers for Metro Vancouver Housing to acquire and or manage units obtained through inclusionary housing policies (see page 46 for additional information).

Other Orders of Government

In addition to municipalities, there are other orders of government who may be able to support Metro Vancouver Housing through land or capital contributions, financing, or other project needs.

Opportunities for Partnership

- **Collaborate with other public sector land owners.**
Metro Vancouver Housing will explore opportunities for partnership with other orders of government or public authorities with surplus or underutilized land.
- **Seek portfolio-based funding partnerships:**
BC Housing and CMHC have shown flexibility in entering into special agreements and partnerships with regional bodies or larger housing providers to support the renewal and development of affordable housing on a broader scale. Such agreements are often based on a larger portfolio of housing, rather

than individual projects. Metro Vancouver Housing will engage BC Housing and CMHC to seek such an agreement to leverage our investment in affordable rental housing across the region.

In a similar approach, Metro Vancouver Housing will seek to engage other agencies, such as BC Hydro, FortisBC, CMHC, and others, to discuss the potential of a portfolio-based funding partnership to undertake major sustainability upgrades in existing and new housing.

Actions

Metro Vancouver Housing will:

- 4.2 Seek opportunities for partnerships with other public sector land owners, such as MVRD, the Province, CMHC, TransLink, and school districts, to develop affordable rental housing on public land.
- 4.3 Pursue portfolio-based funding partnerships with other orders of government and other agencies to support the development and preservation of affordable rental housing.
 - a) Engage BC Housing and CMHC to seek a portfolio-based funding partnership to support the creation and renewal of Metro Vancouver Housing sites across the region.
 - b) Engage government agencies and other potential funders to seek a portfolio-based funding partnership to increase the sustainability of existing and new housing.



Managing Inclusionary Housing Units

There are also ways to increase Metro Vancouver Housing's portfolio that don't require significant investment in land or development. One such opportunity is to take on the management of affordable housing units, obtained through municipal inclusionary housing policies. Municipalities can require developers to include a certain percentage or number of units of affordable housing in new development projects. There is often an interest or requirement for these units to be managed by a non-profit housing provider.

Opportunities for Partnership

- **Acquire or manage units created through inclusionary housing policies.** Metro Vancouver Housing could expand its portfolio by acquiring and/or taking on management of such units. This may involve partnerships with developers and/or municipalities through long-term housing and operating agreements. As with new housing sites, priority would be placed on areas close to transit and amenities, as well as equitable distribution across the region.

Actions

Metro Vancouver Housing will:

4.4 Expand housing management services across the region by taking on affordable rental housing units developed through inclusionary housing policies.

- | | |
|---|--|
| a) Create a tenancy management policy and information package providing estimated fees for Metro Vancouver Housing to manage various aspects of affordable housing units. | b) Issue a public, competitive process to identify opportunities for Metro Vancouver Housing to acquire and or manage affordable rental housing units. |
|---|--|

Development Sector

When it comes to development partnerships, it will be important to balance the short-term need for capital, with the long-term interests of the organization.

FAIR AND CONSISTENT PROCESS

Metro Vancouver Housing will not undertake any land transactions that are not initiated through a competitive public process. This will involve issuing a public Request for Information or Request for Proposals to allow for fair comparison and assessment of options before selecting a development partner.

Opportunities for Partnership

Partnerships or collaboration with the development community may be an option to achieve the best outcomes for specific properties. This could include:

- **Selling or leasing a portion of a Metro Vancouver Housing site.** This option would involve issuing a public competitive process to seek a developer to redevelop part of an existing Metro Vancouver Housing site at a much higher density than the existing housing on the site. This would provide funding to either fully or partially offset redevelopment by Metro Vancouver Housing on the remainder of the site or on other sites.
- **Land swap.** There may be opportunities to exchange sites from our existing portfolio with a private developer for alternative sites. This may or may not involve additional cash and/or full or partial funding of a new project for Metro Vancouver Housing (depending on the density potential and value of the site exchanged).
- **Sell land to purchase other land.** While likely an exceptional circumstance, there may be some cases in which a high-value site could be sold, with the proceeds used to purchase another housing site, and potentially fund some or all of the development on the new land. If any land is sold, it is important that these funds be used to purchase other land, rather than just investing in building housing, so that our overall assets are maintained for the long-term..
- **Lease land to a private developer.** While also unlikely, there may be exceptional circumstances where Metro Vancouver Housing could issue a long-term lease to a private developer and use the proceeds to fund affordable housing elsewhere, while retaining the land asset within Metro Vancouver Housing's portfolio over the long-term.
- **Seek a 'Design Build' with land.** This is a well-established technique for procuring housing from the private sector for non-profit societies. Many of Metro Vancouver Housing's existing older projects were developed via a Design Build approach. Opportunities could be sought through a competitive public process, detailing specific requirements for a developer to supply a site and construct a new housing project for a proposed price.
- **Mixed-use partnerships.** While Metro Vancouver Housing's mandate is to provide affordable housing, there may be opportunities to explore creative partnerships with developers, such as the development of mixed-used buildings, where the commercial space is operated by a developer and the housing is owned and operated by Metro Vancouver Housing..



Actions

Metro Vancouver Housing will:

- 4.5 Explore opportunities to create new affordable rental housing through innovative partnerships with the development sector and other housing stakeholders.
 - a) Where appropriate, seek development partnerships through public, competitive processes to expand and develop Metro Vancouver Housing's portfolio.
 - b) Explore opportunities for innovative collaborations with other potential development partners, such as non-profit developers, service providers, or faith groups.

Non-Profit Housing Sector

There is a strong network of non-profit housing providers in the region. Some are more general housing providers for people who can live independently, like Metro Vancouver Housing, while others specialize in providing housing and/or supportive services for specific populations.

Opportunities for Partnership

- **Acquisition of existing affordable housing:**

Many affordable housing providers across the region are facing expiring operating agreements. By the year 2031, nearly all of the operating agreements for the 19,050 social housing units in the region will have expired. For some providers, this will mean that the mortgage is paid off and housing should generate enough revenue to remain financially viable.

However, others, who rely more heavily on operating subsidies will face significant funding challenges. To avoid the loss of social housing in the region, there may be opportunities for Metro Vancouver Housing to partner with other non-profits or acquire existing non-profit owned buildings.

- **Tenant Placement:** While Metro Vancouver Housing provides a range of housing options to support aging in place, partnerships with other non-profits are critical to support tenants as their needs change, for example, when they are no longer able to live independently or require extensive supportive services.
- **Tenant Relocation:** As Metro Vancouver Housing and other affordable housing providers redevelop properties over time, there may be opportunities to collaborate on tenant relocation and provide 'swing spaces' to house tenants during construction.
- **Advocacy:** There are many ongoing opportunities to engage with other non-profits and housing sector organizations to identify shared goals, issues, and opportunities, and to advocate for affordable housing in the region.

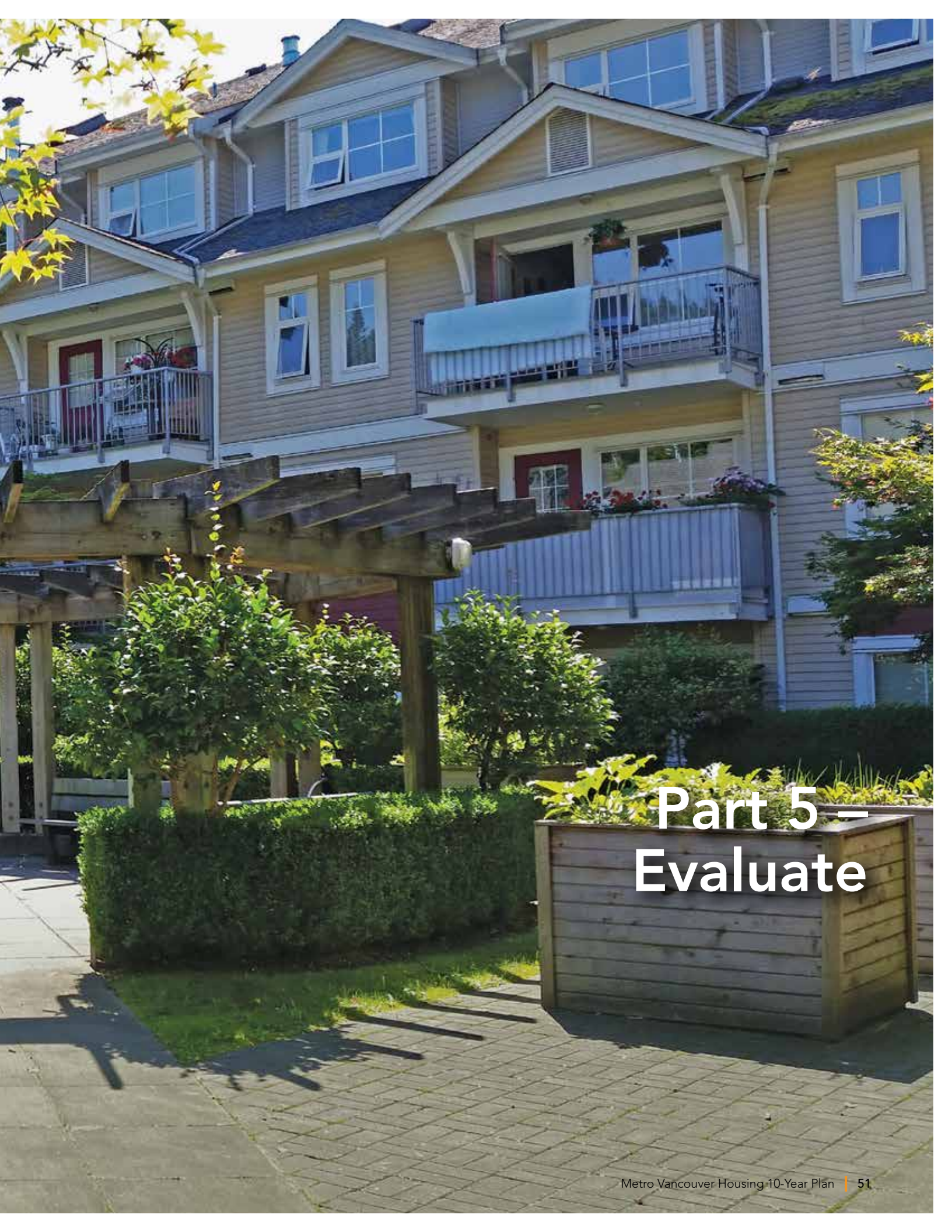
Actions

Metro Vancouver Housing will:

4.6 Collaborate and partner with other non-profits to support affordable rental housing in the region.

- a) Expand partnerships with other non-profit housing providers to support tenant relocation for redevelopment projects and or for tenants who can no longer live independently.
- b) Explore opportunities to partner with and or acquire existing non-profit housing buildings that are in need of financial support to avoid the loss of existing social housing in the region.
- c) Continue to build relationships, engage and collaborate with other non-profits and housing sector organizations to advocate for affordable housing in the region.





Part 5 - Evaluate

Monitoring & Reporting

To evaluate progress towards the goals of this plan, targets and performance measures will be tracked and reported through ongoing Metro Vancouver Housing reports, annual work plans, and online through Metro Vancouver’s Performance Monitoring Dashboard.

The following provides a baseline of targets and performance measures as of September 2019.

Key Targets

Target	Current Status
Mixed income: At least 30% of portfolio units as Rent-Geared-to-Income	34%
Diverse housing types: At least 70% of portfolio units as 2-bedroom or larger	81%
Well-maintained: Maintain a portfolio-wide Facility Condition Index at or below 20% over the next 10 years.	8.5%
Low emission: Reduce energy consumption by at least 25% for major rehabilitations and for new construction (from 2015 National Energy Code for Buildings).	8.2 grams of CO2E per square metre
Energy efficient: Reduce energy consumption by at least 25% for major rehabilitations and for new construction (from 2015 National Energy Code for Buildings).	Current projects: <ul style="list-style-type: none"> • Kelly Court (major rehabilitation): will achieve 31.7% energy reduction from previous levels • Heather Place A redevelopment (new construction): will achieve energy savings of 49% (below 1997 National Energy Code)* • Kingston Gardens redevelopment (new construction): will be 40% more efficient than a building built to the current minimum standard* • Welcher Avenue redevelopment (new construction): will be 40% more efficient than a building built to the current minimum standard*
Age-friendly: Work towards 20% of all units as adaptable or accessible.	Current total of housing portfolio (accessible and adaptable): 6% Accessible: 136 units Adaptable: 63 units
Growth: Increase Metro Vancouver Housing’s portfolio with 1,350 new or redeveloped units approved over the next 10 years.	Current units approved/underway: 291

* Current construction projects modeled energy performance against various building standards. For consistency, all future construction projects will measure energy performance against the 2015 National Energy Building Code.

Additional Performance Measures

Performance Measure	Current Status
Total number of units and bedroom mix:	<p>Total number of units: 3,355</p> <ul style="list-style-type: none"> • 0 – 1 bedroom: 615 • 2-bedroom: 1,370 • 3-bedroom: 1,327 • 4+ bedroom: 43
Vacancy rate*	0.1%
Metro Vancouver Housing communities with tenant associations	59% of housing sites (29 tenant associations)
Current redevelopment projects:	<p>Current redevelopment projects:</p> <ul style="list-style-type: none"> • Heather Place A, Vancouver: 90% complete • Heather Place B, Vancouver: approved concept • Kingston Gardens, Surrey: 10% complete • Welcher Avenue, Port Coquitlam: approved concept

* Q2 2019



Glossary

The following terms are defined within the context of the *Metro Vancouver Housing 10-Year Plan*.

Accessible housing/barrier-free:

Accessible housing units are designed to accommodate persons with disabilities, including mobility constraints, a person in a wheelchair, or people with visual or hearing impairments. Barrier-free design (also known as universal design) means that a building is designed to be safe, functional, and accessible to a wide range of people, regardless of age, size, ability or disability.

Adaptable housing: Housing that is designed so that it can be modified at minimal cost to meet changing accessibility needs (e.g., wider doorways, extra reinforcement in bathroom walls to install grab bars as needed).

Affordable housing: Affordability is a measure of the ability to pay for housing. It relates the cost of housing to household income. Housing is considered affordable when monthly rent costs less than 30% of gross (before tax) household income.

Age-friendly housing/Aging in place: Housing that supports individuals to remain within their community as they age and as their needs change. For example, common areas that are barrier-free and housing units that are accessible or adaptable help support people of varying abilities. At a broader scale, having a range of housing options and unit sizes allows families or seniors to downsize while remaining in their community, close to friends and social networks.

Housing Reserve Fund: A fund used by Metro Vancouver Housing to support capital maintenance and development. Tenant rents are used to cover operating costs; any surpluses go into the Housing Reserve Fund and are reinvested back into existing or new housing.

Inclusionary Housing Policy: Municipal housing policy that requires new developments to provide a certain amount of housing (either a percentage of total units or a specific number of units) that is considered affordable (definitions may vary by municipality). This may be in exchange for additional density, or required for any new development.

Low-End-of-Market (LEM): Metro Vancouver Housing units in which rents are set at the low end of average market rents (generally 10-20% below buildings in the surrounding neighbourhood of a similar age and similar amenities). Tenants apply through Metro Vancouver Housing and submit income information at the time of placement. LEM housing is intended for moderate income households.

Market Rent: Rent that is not subsidized and is comparable to rental buildings in the surrounding neighbourhood of a similar age and similar amenities.

Metro Vancouver Housing Corporation:

A non-profit organization, established in 1974 by the Metro Vancouver Regional District, to develop and operate affordable rental housing across the region. The sole shareholder is the Metro Vancouver Regional District.

Metro Vancouver Regional District: Metro Vancouver is a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services. The regional district is governed by a Board of Directors of elected officials from each local authority.

Non-market housing (social housing, or below-market housing): Housing that is managed by a public or non-profit housing provider and subsidized to provide rents that are below average market rents. Non-market housing is intended for very low to moderate income tenants who could not otherwise find market housing that is safe, of suitable size, and affordable for their needs. Tenants go through an application process that requires submitting their household incomes.

Operating Agreements: Funding agreements provided by Provincial or Federal governments to support non-profit housing providers. Often long-term agreements (20-60 years), tied to a mortgage, that support the financial viability of affordable housing through capital contributions, operating subsidies, and or other financial support

Rent-Geared-to-Income (RGI): Metro Vancouver Housing units in which rents are set to 30% of a tenant's gross household income. Tenants apply through the BC Housing Registry and are then selected and placed by Metro Vancouver. RGI housing is intended for very low and low income households and tenants must submit annual income information.



Metro Vancouver is a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services in the greater Vancouver region of British Columbia. Its core services are drinking water, wastewater treatment and solid waste management. Metro Vancouver also provides affordable housing, regulates air quality, plans for urban growth and manages a regional parks system.

www.metrovancover.org