



HEALTH ADVISORY COMMITTEE

**TUESDAY, OCTOBER 2, 2012
1:00 PM CVRD BOARD ROOM**

175 INGRAM STREET

AGENDA		PAGES
1.	<u>APPROVAL OF AGENDA:</u>	1
2.	<u>ADOPTION OF MINUTES:</u>	
	M1 Adoption of Minutes of Regular Meeting of the Health Advisory Committee held June 27, 2012	2-3
3.	<u>BUSINESS ARISING FROM THE MINUTES:</u>	
5.	<u>REPORTS/CORRESPONDENCE:</u>	
	R1 Report from Executive Director, Social Planning Cowichan Re: Proposed Affordable Housing Association; Homelessness Prevention Programs; and Homelessness Action Week; (referred from September 12, 2012 Board Meeting); and Cowichan Region Affordable Housing Association Strategic Planning Document, dated July 2012.	4-13 Not Numbered
	R2 Staff Report dated June 13, 2012 from General Manager, Corporate Services Re: Contribution to Cowichan District Hospital Reserve Fund.	14-18
	R3 Staff Report from General Manager, Corporate Services Re: 2013 Cowichan District Hospital Budget.	Verbal Report
6.	<u>QUESTION PERIOD:</u>	
	a) Press	
	b) Public	
7.	<u>ADJOURNMENT:</u>	

NOTE: A COPY OF THE FULL AGENDA PACKAGE IS AVAILABLE AT THE CVRD WEBSITE www.cvrld.bc.ca

Distribution:

Committee:

Director R. Hartmann, Chairperson
Director M. Marcotte, Vice-Chairperson
Director G. Giles
Director L. Iannidinardo
Director I. Morrison
Director R. Hutchins

CVRD Staff:

Warren Jones, Chief Administrative Officer
Mark Kueber, General Manager, Corporate Services

Minutes of the Regular meeting of the Health Advisory Committee held in the Board Room, 175 Ingram Street, Duncan BC on Wednesday, June 27, 2012 at 12:32 pm.

PRESENT: Chair R. Hartmann
Directors G. Giles, R. Hutchins, L. Iannidinardo,
M. Marcotte and I. Morrison

ALSO

PRESENT: Warren Jones, Chief Administrative Officer
Mark Kueber, General Manager, Corporate Services
Sharon Moss, Manager, Finance
Dr. Len Roy, Chief of Staff, Cowichan District Hospital
Mr. Chris Sullivan, Director, Capital Planning for VIHA
Tara Daly, Recording Secretary

**APPROVAL OF
AGENDA**

It was moved and seconded that the agenda be approved.

MOTION CARRIED

**ADOPTION OF
MINUTES**

M1

It was moved and seconded that the minutes of the Regular meeting of the Health Advisory Committee, held March 13, 2012, be adopted.

MOTION CARRIED

DELEGATION

D1

Mr. Chris Sullivan, Director, Capital Planning for VIHA
Re: Cowichan District Hospital Master Site Plan

A PowerPoint presentation by Mr. Sullivan, updating the status of the new Cowichan District Hospital, noting that VIHA's current position is they have informed the provincial government VIHA considers the building of a new Cowichan District Hospital a major capital project priority, was considered.

It was moved and seconded that the Health Advisory Committee Chair write a letter to VIHA expressing the CVRD's desire to move forward as quickly as possible with the construction of a new Cowichan District Hospital.

MOTION CARRIED

It was moved and seconded that the Chief Administrative Officer arrange a meeting with the Honourable Michael de Jong, Minister of Health at UBCM, and further that a letter be written to the Minister of Health expressing the need for a new Cowichan District Hospital.

MOTION CARRIED

REPORTS

Item R2 was brought forward in the agenda.

R2

VIHA News Release re: New Mobile MRI Service to be Established on Vancouver Island was received for information. General Manager, Corporate Services, noted that each site pays for their pad installation and that the Cowichan Valley Regional Hospital District's share is \$419,456.

It was moved and seconded that \$419,456 be included in the 2013 budget for the CVRHD share of the Mobile MRI.

MOTION CARRIED

R1

Staff Report from the General Manager, Corporate Services re: Cowichan District Hospital Reserve Fund was received for information. Staff are asked to report back to the next meeting with an updated Option B, which was previously accepted, reflecting a new projected dollar amount for the building of the Cowichan District Hospital.

R3

Cowichan Valley Regional Hospital District Report re: Long Term Debt was received for information.

R4

Cowichan Valley Regional District Report re: Overview of 2012 Annual Budget was received for information.

R5

Cowichan Valley Regional District Report re: Financial Statements as at December 31, 2012 was considered.

It was moved and seconded that it be recommended to the Cowichan Valley Regional Hospital District Board that the Financial Statements as at December 31, 2011 be accepted.

MOTION CARRIED

R6

VIHA and Vancouver Island Regional Hospital District's meeting re: Draft Minutes of May 4, 2012 was received for information.

**ADJOURNMENT
2:05 pm**

It was moved and seconded that the Health Advisory Committee meeting be adjourned.

MOTION CARRIED

The meeting adjourned at 2:05 pm.

Chairperson

Recording Secretary

Dated: _____

**ADOPTION OF
MINUTES**

12-417 It was moved and seconded that the minutes of the August 1, 2012 Regular Board meeting be adopted.

MOTION CARRIED

12-418 It was moved and seconded that the minutes of the August 8, 2012 Special Board meeting be adopted.

MOTION CARRIED


DELEGATIONS

D1 Linden Collette, Executive Director of Social Planning Cowichan
Re: Presentation of a proposed Affordable Housing Association and Strategic Plan, Homelessness Prevention Programs, and Homelessness Action Week.

Linden Collette and Jenn George provided an overview of Social Planning Cowichan's proposed new programs and services for the homeless. They indicated both the need and benefits to the community of such initiatives.

12-419 It was moved and seconded that Social Planning Cowichan's presentation on proposed new programs and services for the homeless be referred to the Health Advisory Committee.

MOTION CARRIED

 **D2** Shauna Benson, 2013 World Junior Hockey Challenge Bid Committee
Re: Request for funding to host the 2013 Hockey Canada World Junior A Challenge.

Ms. Benson gave a PowerPoint presentation providing an overview of the history and process surrounding the South Cowichan Chamber's bid to host the 2013 Hockey Canada World Junior A Challenge. She specifically requested the following assistance:

1. a letter of support;
2. funding in the amount of \$25,000., and
3. that the CVRD agree to be one of the required 4 guarantors.

12-420 It was moved and seconded that the South Cowichan Chamber Bid Committee's request for assistance in hosting the 2013 Hockey Canada World Junior A Challenge be referred to staff for a report reviewing proposed financial and logistical implications; and further, that staff obtain Economic Development Commission input and advice.

MOTION CARRIED

COMMITTEE REPORTS

CR1 The report and recommendations from the Electoral Area Services meeting of September 4, 2012 listing 9 items were considered.

Forming an Affordable Housing Association

5



Homelessness Prevention Funds

- In January 2012 Social Planning Cowichan initiated a request by community stakeholders to facilitate the formation of a Regional Affordable Housing Association.
- The CVRD Homelessness Prevention fund provided \$75,600 in funding over two years to complete that work.

Tenant Advisory Training for Local Area Service Providers



- Partnered with Hiiye'yu Lelum (House of Friendship)
- TRAC provided a full day of training for 30 local social services staff in how to work with clients on rental housing issues
- RAHD will continue to work with TRAC to ensure that local service providers are informed and able to support their clients in rental housing.



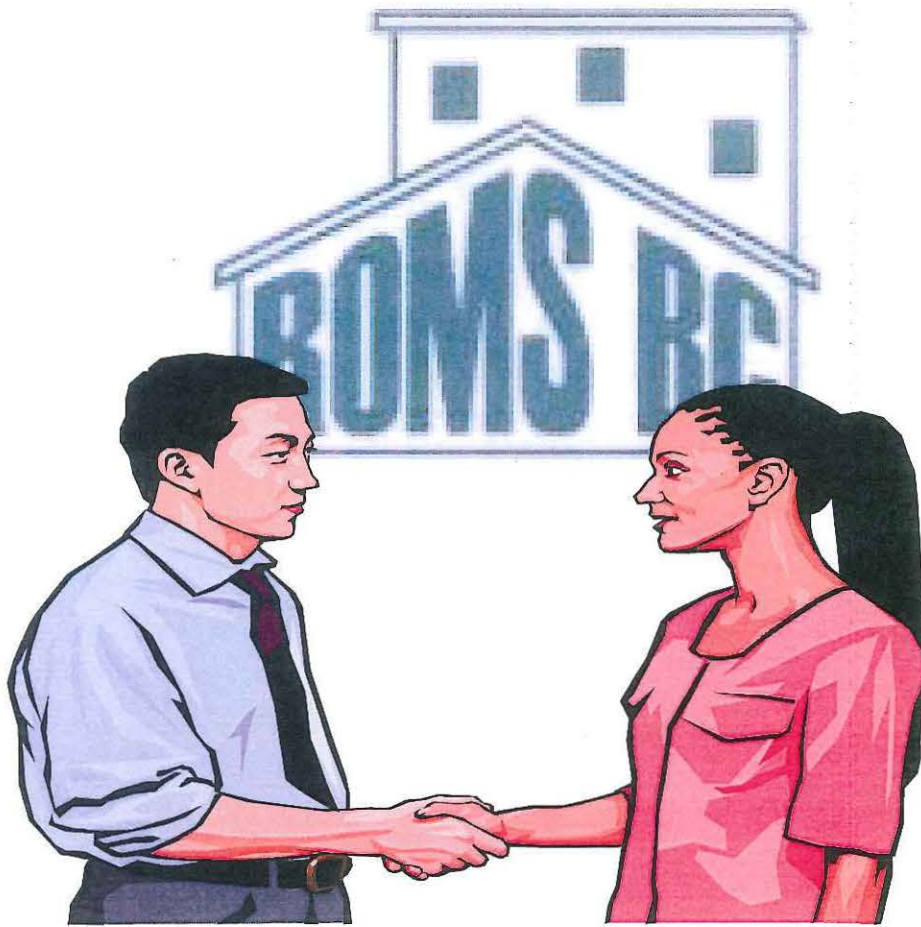
Ready to Rent Program



- Partnered with Cowichan Women Against Violence Society (CWAV), Community Options Society (COS), and the Cowichan Valley Open Learning Cooperative (CVOLC) to host two classes in Duncan.
- One class was held at CWAV, one at CVOLC. Participants attended for 2 hours per week for 6 weeks. Topics covered included: what landlords want, credit checks and financial management, communicating with the landlord, residential tenancy law, and caring for the home.
- Two classes completed on May 28th for a total of 21 graduates of Ready to Rent.

Outreach to Landlords and Property Managers

6



- On May 16th hosted an information session on Ready to Rent with local landlords and property managers.
- There were 18 landlords and property managers and 12 non-profit or VIHA service providers in attendance.
- Speakers included Colleen Kasting, Director of Ready to Rent and Al Kemp, CEO of Residential Owners and Managers Society of BC (ROMS).
- Landlords and property managers requested additional information and closer working relationship with the Housing Association.

Vancouver Island Rent Bank and Rental Assistance Forum

Vancouver Island Rent Bank and Rental Assistance Forum

Join us in Duncan Wednesday, June 20th from 10:00-4:00 for discussion about how to prevent homelessness using small loans and grants for renters.

Presenters include:

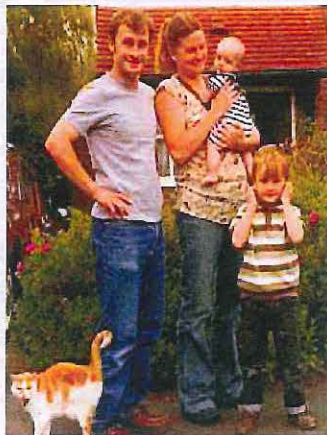
Judy Peterson from the Surrey Rent Bank;
Jane Njogu from the MCC Fraser Valley Rent Assistance Project; and
Andrew Wynn-Williams from the Greater Victoria Coalition to End Homelessness.

Who should attend?-

Social Planning organizations
Board and staff from non profit organizations
Local elected officials
Community members interested in preventing homelessness on Vancouver Island Communities

To register contact Social Planning Cowichan at 250-746-1004 ext. 250 or email info@socialplanningcowichan.org

Forum location
Duncan United Church
246 Ingram Street
Duncan, BC



Sponsored by SPARC BC and Social Planning Cowichan

- Forum hosted June 20, 2012 and attended by people across Vancouver Island
- Addressed a spectrum of rental assistance programs from rent banks to rent “top ups” or grants.
- The forum provided an opportunity to network with other Island communities about how they are addressing homelessness and affordable housing issues.
- Local stakeholders are interested in piloting a Cowichan Region Rental Assistance Program in early 2013.

Strategic Planning Session

- The Steering Committee held a strategic planning session on June 12 for members of the Regional Affordable Housing Directorate to plan out the year's goals and objectives.
- The session included identifying values and principles, high level goals, and draft terms of reference for sub-committees. The final document will be available September 14th.

Activities in Progress

- Research and evaluation of potential governance structures for the Housing Association
- Preparation for Homelessness Action Week events, October 8-13
- Preparation for 2 Ready to Rent classes starting in November
- Preparation for outreach to landlords and property managers for November
- Establishment of a pilot Homelessness Prevention Grant program for the Cowichan Region

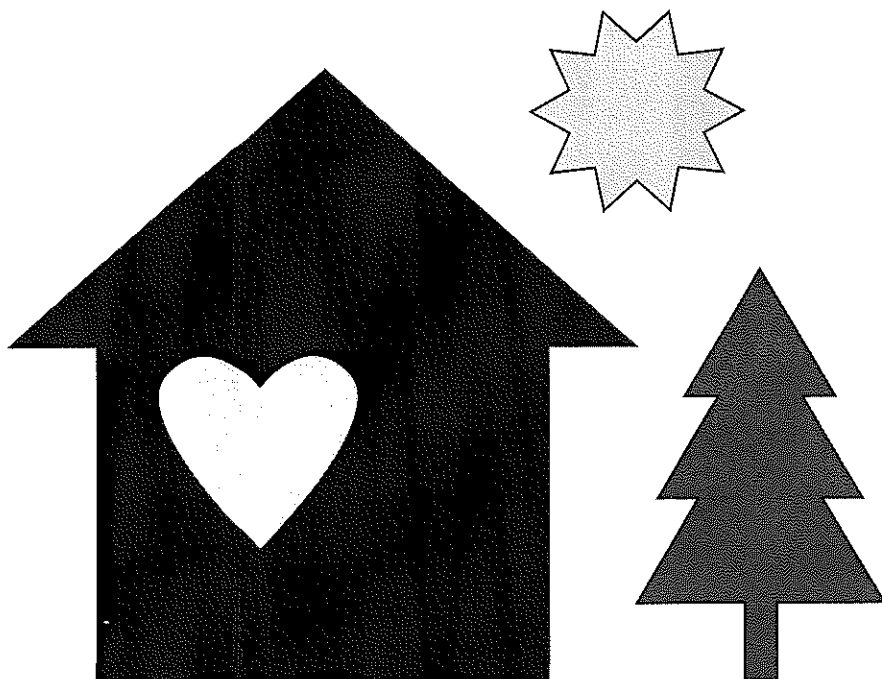
Additional Funding Requested

- \$30,000 for Homelessness Prevention Grants
- \$20,185 for 5 Ready to Rent classes and outreach to landlords and property managers starting in November
- \$6,400 for additional staff time
- \$335 for additional Tenants Resource and Advisory Centre training for front line staff
- **Total \$57,000**

Strategic Planning Document

Cowichan Region
Affordable Housing Association

July 2012



VISION
cowichan
Social Planning

Prepared by Social Planning Cowichan



About Social Planning Cowichan

Social Planning Cowichan (SPC) is a registered society founded in May 2004 to provide leadership that brings the community together to create a sustainable quality of life for everyone in the Cowichan Region.

SPC was established by a lengthy community process and accepted the responsibility to carry out the recommendations developed through the Visions 2020 community forums to address social planning concerns in the Cowichan Region.

SPC is comprised of a twelve member volunteer Board of Directors and includes representatives of community organizations, local government, education, First Nations and the community at large. SPC is an affiliate of the Social Planning and Research Council of BC (SPARC BC), the Community Social Planning Network and the Vancouver Island Social Planning Network.

Our Mandate:

- To conduct research about the social health of the Cowichan Region
- To educate and inform the Cowichan Region community about social planning issues
- To facilitate partnerships and community consensus on issues and action plans
- To recommend action plans and short and long term strategies to improve the quality of life in the Cowichan Region

Contact Social Planning Cowichan:

info@socialplanningcowichan.org,
www.socialplanningcowichan.org,
or by telephone at 250.746.1004 ext 250.

Forward

This strategic planning document arises from the mutual desire of a diverse group of people to improve the quality of life of residents in the Cowichan Region – one house at a time.

“Our vision is that everyone in the Cowichan Region has the opportunity to live in safe, affordable, culturally appropriate housing as a foundation for a healthy community.”

Since 2007, Social Planning Cowichan (SPC) has been doing work in the Region around affordable housing. In the initial year, we hosted a workshop on the root causes of homelessness, released a report titled *Inadequate Shelter in the Cowichan Valley*, and formed the Regional Affordable Housing Directorate (RAHD). The Directorate brings together representatives of various non-profit organizations who serve those in need of housing, local elected officials, and a cross-section of interested citizens. RAHD’s mission is to promote affordable, safe, and accessible housing for all residents of the Cowichan Region. Between 2009 and 2011, SPC and RAHD hosted workshops and community consultations, conducted a housing survey and in 2010 we developed an *Affordable Housing Strategy* for the Cowichan Region.

In the spring of 2011, the Cowichan Valley Regional Hospital District Board invited SPC/RAHD to gather community input on how to best implement the *Affordable Housing Strategy* by prioritizing activities that could assist those who are homeless or at risk of becoming homeless. Over 80 people participated in a series of consultations. Their primary recommendation was to form an affordable housing association that could then coordinate and facilitate a variety of programs and projects on affordable housing and homelessness prevention.

This strategic planning document names the vision, mission, values, and mandate which form the foundation of this formative housing association. It sets out the plan for how we will establish the organization and how we will work to address homelessness and housing affordability in the Cowichan Region.

Strategic Planning Document

Cowichan Region Affordable Housing Association

July 2012

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Cowichan Region Affordable Housing Strategy	23

Vision, Mission, Values & Mandate

Cowichan Region Affordable Housing Association Strategic Planning Session - June 12, 2012

Vision

Everyone in the Cowichan Region has the opportunity to live in safe, affordable, culturally appropriate housing as a foundation for a healthy community.

Mission

The Cowichan Region Affordable Housing Association (CRAHA) is as an umbrella organization coordinating and providing a host of services, programs, and projects through a central organization serving the entire region. CRAHA will ensure the coordination, rather than duplication, of services. CRAHA works to improve affordable housing at all levels of the housing continuum but homelessness and prevention of homelessness are a primary focus.

Values

INNOVATION – INCLUSION – TRANSPARENCY SUSTAINABILITY – ACCOUNTABILITY

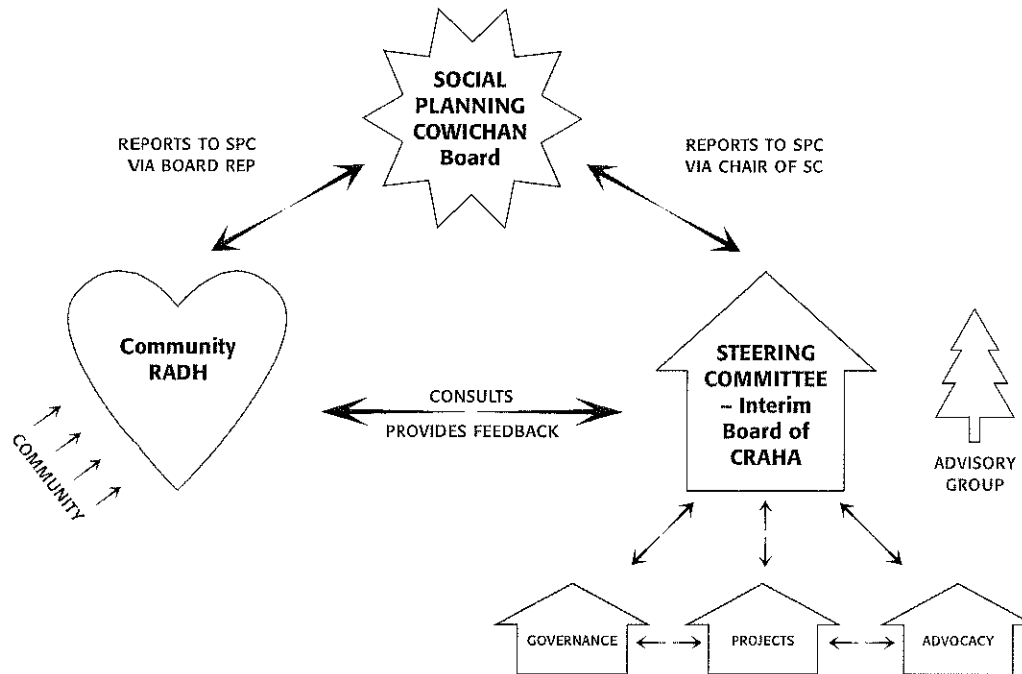
- » We commit to being an innovative, creative, dynamic, and effective organization.
- » We commit to using clear, simple language in our communication.
- » We believe that having a right to stable, secure, accessible, and affordable housing is foundational to healthy individuals, families and communities.
- » We commit to achieving the four pillars of sustainability¹ through accountability, transparency, integrity, and inclusivity.
- » We support the construction of responsible, sustainable housing.
- » We value community engagement in the creation of affordable housing.

¹ We acknowledge the four pillars of sustainability as social equity, economic health, cultural vitality, and environmental responsibility. We recognize that community building calls for a “whole systems” perspective that builds on the resources and skills of the community as the foundation for our work and creates greater resiliency for meeting our needs now and in the future.

Mandate

1. Be a coordinating body for affordable housing resources and services in the Cowichan Region.
2. Establish and administer the Affordable Housing Trust Fund.
3. Support existing efforts to provide affordable housing services plus implement and coordinate additional services as need arises and resources are available.
4. Facilitate the creation of affordable housing units with community partners.
5. Raise awareness on behalf of those in need of affordable housing; advocate to landlords, governments, agencies, and the public; and provide education around affordable housing issues.
6. Partner with other affordable housing agents (local government, developers, community agencies, First Nations, etc.) to effectively support and implement projects.

Organizational Relationships



Social Planning Cowichan Board (SPC)

- » SPC Board is the governance body of the parent organization.
- » Relationship with Steering Committee (SC) – Indirectly oversees and is responsible for financial decisions and any liabilities.
- » Relationship to Regional Affordable Housing Directorate (RAHD) – Indirectly oversees and is responsible for any liabilities.

Steering Committee – Interim Board of Cowichan Region Affordable Housing Association (CRAHA)

- » CRAHA is currently a project of SPC.
- » Relationship to SPC – Independently conducts affairs appropriate to overseeing development of CRAHA but reports to SPC via direct reports from chair(s) of SC.
- » Relationship to RAHD – Consults with members of RAHD via bi-monthly meetings.
- » Relationship to sub-committees – Sub-committees report to SC and make recommendations; SC approves or not, and where appropriate reports to SPC Board for final decision.

Regional Affordable Housing Directorate (RADH)

- » RADH is a committee of SPC that represents community members and non-profit organizations with an interest in affordable housing.
- » Relationship to SPC – Reports to the Board via SPC board rep.
- » Relationship to SC – Supports the work of the SC/CRAHA by offering feedback and input from the wider community.
- » Relationship to sub-committees – Receives updates, provides feedback, and provides a pool of engaged citizens to be involved with the activities of CRAHA.

Sub-Committees

- » The sub-committees of CRAHA are: Governance, Projects, and Awareness & Advocacy.
- » Relationship to SC – Make recommendations and reports to SC.
- » Relationship to RADH – Shares updates with RADH members, gathers community input on activities, and welcomes new committee members.

Organizational Goals & Work Plan

Organizational Goals July 2012 – June 2013 Cowichan Region Affordable Housing Association

Goal One

Establish an affordable housing association which will facilitate the development of affordable housing and coordinate affordable housing (AH) resources and services in the Cowichan Region.

Goal Two

Establish the Affordable Housing Trust Fund.

Goal Three

Support existing efforts to provide affordable housing services, as well as, implement and coordinate additional services as need arises and resources are available.

Goal Four

Facilitate the creation of affordable housing units with community partners.

Goal Five

Raise awareness on behalf of those in need of affordable housing; advocate to landlords, governments, agencies, and the public; and provide education around affordable housing issues.

Goal Six

Partner with other affordable housing agents (local governments, developers, community agencies, First Nations, etc.) to effectively support and implement projects.

Organizational Work Plan

SEE TABLE ON NEXT PAGE.

STEERING
ADVISORY
GOVERNANCE
PROJECTS
ADVOCACY
STAFF

WORK PLAN – JULY 2012-JUNE 2013

OBJECTIVES

Summer
2012Fall
2012Winter
2013Spring
2013
Goal One: Establish affordable housing association (Develop and approve organizational structures and governance models, develop Business Plan and financial policies)

		x			A. Internet search of Organizational and Governance models	July – Sept.			
		x			B. Invite reps from other AH orgs		Sept. – Oct.		
		x			C. Interview & Documentation		Sept. – Oct.		
		x			D. Make recommendations to SC		November		
x					E. Make recommendations to CVRD and community (includes future relationship with RADH, membership and SPC)		November		
x		x	x	x	F. Establish appropriate policies as situations arise	Ongoing	Ongoing	Ongoing	Ongoing
x	x	x			G. Develop Business Plan for CRAHA		Governance – Nov.	Steering – Jan.	Complete
x		x			H. Develop and approve appropriate financial and Human Resources policies and decisions	Ongoing	Ongoing	Ongoing	Ongoing
		x		x	I. Build a database of AH funding and financing options	Ongoing	Ongoing	Ongoing	Ongoing

Goal Two: Establish Affordable Housing Trust Fund

x		x			A. Information gathering		Governance	Governance & Steering	
x					B. Set up a Trust Fund Sub-Committee			Steering	
x	x				C. Make recommendation on Trust Fund			Steering & Advisory	June

Goal Three: Support existing efforts to provide affordable housing services and programs plus implement and coordinate new services

STEERING	ADVISORY	GOVERNANCE	PROJECTS	ADVOCACY	STAFF	WORK PLAN – JULY 2012-JUNE 2013 OBJECTIVES	Summer 2012	Fall 2012	Winter 2013	Spring 2013
			x			A. Create relationship with local government, other AH service orgs.	Ongoing	Ongoing	Ongoing	Ongoing
			x			B. Set up Ready to Rent classes		Oct. – Nov.	Winter	
			x			C. Set up Rental Assistance Program	Initial work	Launch in Oct.	Ongoing	Ongoing
			x			D. Draft policies as the need arises	Ongoing	Ongoing	Ongoing	Ongoing
Goal Four: Facilitate the creation of affordable housing units										
			x			A. Support projects as there is agreement to proceed	Ongoing	Ongoing	Ongoing	Ongoing
			x			B. Get involved in OCP, by-law development – let people know we are here	Begin now	Ongoing	Ongoing	
			x			C. Environmental Scan (Identify needs, gaps, barriers, & funding)	Begin now	Complete		
			x			D. Development Guide		Begin	Complete	
Goal Five: Raise awareness and advocate										
			x			A. Monthly housing theme as a way to educate and advocate	Ongoing	Ongoing	Ongoing	Ongoing
			x			B. Develop 'advocational' events for Homelessness Action Week	Begin now	Oct. 8-13		
			x			C. Coordinate other 'advocational' campaigns		Ongoing	Ongoing	Ongoing
			x			D. Host AH community events: cafes and artistic events		Ongoing	Ongoing	Ongoing
Goal Six: Build partnerships										
x						A. Identify partners (Govt, NP, service groups, First Nations, etc.). Identify financial partnerships. Prioritize.	Summer			
x						B. Develop presentation, set-up meetings, identify speakers		Sept. – Dec.		
			x			C. Partner with those providing existing AH services and units		Ongoing	Ongoing	Ongoing
			x			D. Work with local government regarding OCPs, housing bylaws		Ongoing	Ongoing	Ongoing
				x		E. Build community through 'advocational' partnerships with other AH supporters and appropriate partners		Ongoing	Ongoing	Ongoing

Abbreviations: AH – Affordable Housing; OCP – Official Community Plan; NP – Non-profit; CVRD – Cowichan Valley Regional District

Steering Committee

Interim Board of Cowichan Region Affordable Housing Association

Purpose: The role of the Steering Committee is to work with other interested members of the community and staff of Social Planning Cowichan (SPC) to create an affordable housing association that will facilitate the creation of affordable housing and provide a variety of related services in the Cowichan Region.

The specific purpose of the Steering Committee is to act as an interim board of the Cowichan Region Affordable Housing Association (CRAHA) - holding the vision and values of the emerging association while making major decisions such as organizational and governance structure, financial planning, strategic plans, policies, and overall direction of the new organization.

Goal One: Develop and approve the organizational and governance structure of CRAHA, approve policies and programs of the organization.

- a. Work with the Governance Sub-Committee and the Regional Affordable Housing Directorate (RAHD) [ORG GOAL 1]²
- b. Make recommendation to Cowichan Valley Regional District (CVRD) and community – Nov. 2012 (includes future relationship with RAHD, membership and SPC) [ORG GOAL 1.E]

Goal Two: Develop a business plan for the long-term operation of the Association.

- a. Set up Advisory Group [ORG GOAL 2.B]
- b. Work with the Governance Sub-Committee and the Advisory Group to develop business plan [ORG GOAL 1.G]

Goal Three: Review and vote on recommendations for the allocation of monies from the CVRD Homelessness Prevention Fund and make other financial decisions.

- a. Develop and approve request for further allocation of CVRD Homelessness Prevention Fund [ORG GOAL 1.H]
- b. Develop financial policies [ORG GOAL 1.H]
- c. Develop long-term budget and oversee funding and financial activities [ORG GOAL 1.H]
- d. Build partnerships that aid in raising funds for the work of CRAHA [ORG GOAL 6]

2 Indicates where each objective can be found in the Organizational Work Plan (pages 8-9).

Goal Four: Develop the organizational infrastructure for the Affordable Housing Trust Fund.

- a. Gather information – start January 2013 [ORG GOAL 2.A]
- b. Set up a Trust Fund Sub-Committee [ORG GOAL 2.B]

Goal Five: Support the work of RAHD and the work of the three sub-committees. [ORG GOALS 1–6]

Goal Six: Provide support with building partnerships with community organizations, key resource people, local partners interested in affordable housing, senior levels of government, local government, First Nations, and other non-profit organizations.

- a. Identify and prioritize social service organizations interested in affordable housing [ORG GOAL 6.A]
- b. Develop presentation, set up meetings, select a speaker(s) [ORG GOAL 6.B]

Steering Committee – Work Plan – Time Lines

GOALS & OBJECTIVES	Summer 2012	Fall 2012	Winter 2013	Spring 2013
Goal One: Develop and approve organizational and governance structure of CRAHA and make recommendations to CVRD, RAHD, others a. Work with Governance Sub-Committee b. Develop and/or approve policies and programs		a. Follow work of Governance a. Make recommendation November 2012 b. Ongoing	b. Ongoing	b. Ongoing
Goal Two: Develop business plan a. Set up Advisory Group b. Work with Governance Sub-Committee and Advisory Group		a. Set up Advisory Group	b. Start January 2013	b. Complete April 2013
Goal Three: Financial decisions a. Develop proposal for remaining CVRD money for housing b. Develop financial policies c. Develop long-term budget d. Build partnerships in aid of raising funds	a. July 2012 b. Ongoing d. Ongoing	b. Ongoing c. Begin d. Ongoing	b. Ongoing c. Complete d. Ongoing	b. Ongoing d. Ongoing
Goal Four: Develop organizational infrastructure for Trust Fund a. Work with Governance Sub-Committee and Advisory Group		Start Fall 2012	Focus in January 2013	Complete by May 2013
Goal Five: Support work of RAHD and sub-committees	Ongoing	Ongoing	Ongoing	Ongoing
Goal Six: Build partnerships and raise awareness of CRAHA		September identify partners, speakers, etc.	Ongoing	Ongoing

Governance Sub-Committee

Purpose: To research, make recommendations, and support the development of organizational and governance structures, policies, financial plans (Business Plan), and Trust Fund for CRAHA.

RESEARCH – RECOMMEND – SUPPORT

Goal One: Research and Education on A. organizational and governance models; B. Business Plan; C. Trust Fund; and D. Policies

- a. Research [ORG GOALS 1.A, 1.G, 1.H, 2.A]
- b. Invite reps from various housing associations, governments, non-profits, corporations [ORG GOAL 1.B]
- c. Follow up with interviews [ORG GOAL 1.C]
- d. Get documentation [ORG GOALS 1.C, 2.A]
- e. Create a database of affordable housing funding and financing options [ORG GOAL 1.I]

Goal Two: Identify advantages and disadvantages of various approaches

- a. Test against our values, RAHD, plus sub-committees [ORG GOALS 1.D, 1.G, 1.H, 2.A]

Goal Three: Make recommendations to Steering Committee
[ORG GOALS 1.D, 1.G, 1.H, 2.C]

Goal Four: Support implementation stage

- a. Provide ongoing support to RADH, Steering Committee, and other sub-committees

Governance Sub-Committee – Work Plan – Time Lines

GOALS & OBJECTIVES	Summer 2012	Fall 2012	Winter 2013	Spring 2013
Goal One: Support identification of organizational and governance model for Housing Association. a. Research and education b. Identify advantages and disadvantages c. Make recommendations d. Support implementation	a. Gather information on different models – review materials	a. Invite speakers – gather documentation (September) b. Evaluate models c. Make recommendation (November 1st)	d. Ongoing	d. Ongoing
Goal Two: Support development of a Business Plan for the Housing Association a. Research and education b. Identify advantages and disadvantages c. Make recommendations d. Support implementation		a. Gather information for Business Plan	b. Evaluate information c. Make recommendations	d. Ongoing
Goal Three: Support development of Trust Fund a. Research and education b. Identify advantages and disadvantages c. Make recommendations d. Support implementation		a. Begin to gather information (late fall)	b. Evaluate different models c. Make recommendations	d. Ongoing
Goal Four: Support development of Policies for the Housing Association a. Research and education b. Identify advantages and disadvantages c. Make recommendations d. Support implementation	Ongoing	Ongoing	Ongoing	Ongoing

Discussion Points:

1. Research includes: global (internet); regional (examples: Capital Regional District, Regional District of Nanaimo); local policy implications.
2. For interim policies - Sub-committees to forward to Governance committee.
3. Policy Question: Opportunity vs Equity – How do we decide what is fair and equitable within the region?

Awareness & Advocacy Sub-Committee

Purpose: To inform ourselves and the community about affordable housing issues and learn from those with lived experience so that we may act as advocates from a place of deeper understanding, and form community-wide partnerships as a voice for affordable housing in the Cowichan Region.

RAISE AWARENESS – PARTNER – ADVOCATE

Principles:

- » To expand beyond the core region.
- » Be non-hierarchical and work by consensus.³
- » Have representation of people with lived experience.
- » Be a voice for affordable housing.

Goal One: Engage in self-education around affordable housing matters and provide opportunities for others to also learn more.

- a. Find ways to work with and involve people with lived experience and/or their family members
- b. Educate ourselves as members of CRAHA
 - » Attend AH seminars (such as Rent Bank Forum) and programs (Ready to Rent)
 - » Share information with other committee members
 - » Spend time in community listening
- c. Reach out to the community
 - » Take individual responsibility to distribute information on above programs
 - » Have a monthly housing theme with speakers, articles, etc. [ORG GOAL 5.A]
- d. Undertake media outreach
- e. Host regional activities for Homelessness Action Week – October [ORG GOAL 5.B]

³ We define consensus as making decisions in such a way that everyone is in agreement with the decision. We recognize that this will sometimes be a lengthy process but in the end we feel that finding common ground will create greater unity and support for the decisions made.

Goal Two: Bring attention to affordable housing issues in the Cowichan Region. Keep the issues alive.

- a. Partner with government
 - » Issues: affordable housing, income assistance rates, living wage
 - » Write letters to provincial and federal governments
- b. Engage public
- c. Newspaper articles [ORG GOAL 5.C]
- d. Host Community Events: [ORG GOAL 5.D]
 - » Cafés – local small space
 - » Art – visual, poetry

Goal Three: Develop relationships with many partners in and outside the community in order to improve awareness of, and conditions around, affordable housing in the Cowichan Region.

- » Actively seek out community partners (e.g. Hiiye'yu' Lelum Friendship Centre, Vancouver Island University, local non-profits, high schools, RCMP)
[ORG GOAL 6.E]

Work Plan – Time Line

- » All activities are on-going as time and resources permit
- » Homelessness Action week is in October

Projects Sub-Committee

Purpose: To identify projects that promote the principles of the Cowichan Region Affordable Housing Association in keeping with its mandate and, where appropriate, facilitate and implement suitable projects and programs for affordable housing on behalf of CRAHA.

IDENTIFY – INITIATE – SUPPORT IMPLEMENT – FACILITATE

We define ‘projects’ as all things that promote affordable housing. This includes:

1. Programs – such as: Ready to Rent, rental assistance/Rent Bank, working with local landlords and property managers, etc.
2. Repurposed housing and Co-op Housing
3. Creation of new housing units – Bricks and Mortar

Goal One: Educate ourselves and others about the need for and the process of providing and developing affordable housing in the Cowichan Region.

- a. Educate ourselves about current affordable housing stock and opportunities in the region [ORG GOAL 4.C]
- b. Educate ourselves on resource materials Social Planning Cowichan has already generated on affordable housing and other resources that exist

Goal Two: Identify – Initiate – Support

- a. Identify needs, gaps, barriers (institutional and public perceptions) & funding [ORG GOAL 4.C]
- b. Identify projects that fit the needs and our criteria
- c. Identify parties involved in this work (developers, planners, etc.) and work with them [ORG GOAL 6.C]
- d. Initiate – Let people know we are here. Make ourselves visible to local government, developers, other community organizations [ORG GOALS 6.C & 6.D]
- e. Support – Partner with those providing existing services [ORG GOALS 3.A & 6.C]
- f. Support – Work closely with other sub-committees to coordinate caring for all the pieces
- g. Initiate and draft policies regarding projects and programs as they arise [ORG GOAL 1.F]

Goal Three: Implement and coordinate provision of affordable housing services and programs.

- a. Identify existing affordable housing service providers to partner with in the community [ORG GOAL 3.A]
- b. Implement and coordinate programs – Ready to Rent, rental assistance/Rent Bank [ORG GOALS 3.B & 3.C]

Goal Four: Facilitate the creation of affordable housing units with community partners.

- a. Facilitate creation of affordable housing units as projects are presented (and agreed upon) or as the committee identifies potential projects (both projects we initiate and ones that we are asked to support) [ORG GOAL 4.A]
- b. Become involved in Official Community Plan development – density bonus, amenity provision [ORG GOAL 4.B]
- c. Develop relationship with other affordable housing service organizations to learn from their experience and gather resources
- d. Undertake Environmental Scan of existing affordable housing stock, barriers, gaps, and funding [ORG GOAL 4.C]
- e. Create a Development Guide (a resource that explains the development process) [ORG GOAL 4.D]

Projects Sub-Committee – Work Plan – Time Lines

GOALS & OBJECTIVES	Summer 2012	Fall 2012	Winter 2013	Spring 2013
Goal One: Educate ourselves and others about available housing stock and resources a. Gather info and review existing material about available housing stock and resource materials	a. Begin	a. Complete		
Goal Two: Identify – Initiate – Support a. Identify needs, gaps, barriers b. Identify projects to support c. Draft policies	a. Begin b. Ongoing c. Ongoing	a. Complete b. Ongoing c. Ongoing	b. Ongoing c. Ongoing	b. Ongoing c. Ongoing
Goal Three: Implement and coordinate provision of AH services and programs a. Create relationships with local government, other affordable housing service organizations, etc. b. Implement and coordinate programs	a. Ongoing	a. Ongoing b. Coordinate Ready to Rent classes b. Move forward with Rental Assistance Program	a. Ongoing b. More Ready to Rent classes b. Rental Assistance Program b. Support development of other programs	a. Ongoing b. Rental Assistance Program b. Other programs
Goal Four: Facilitate the creation of AH units with community partners a. Support projects as there is agreement b. Get involved in OCP, by-law development – make ourselves visible to local govt. c. Establish relations with other affordable housing service orgs d. Environmental Scan e. Development Guide	a. Ongoing b. Begin c. Begin d. Begin	a. Ongoing b. Ongoing c. Ongoing d. Continue e. Begin Development Guide	a. Ongoing b. Ongoing c. Ongoing d. Complete e. Continue	a. Ongoing b. Ongoing c. Ongoing e. Complete

Appendix One

Cowichan Region Affordable Housing Strategy⁴

Eight Strategic Directions

The following strategies were developed as a result of community consultations including community forums, surveys, a review of previous housing reports, and meetings with local government representatives, non-government organizations (non-profit organizations), local business organizations, planners and developers.

These strategies explain the role that local government, non-profit organizations, businesses, and community members can take to improve the supply of affordable housing.

Housing is the cornerstone of healthy communities. This is a 'made in the Cowichan Region strategy' sensitive to the unique needs of the people who live and work here.

Strategy One: Adopt policies that promote affordable housing throughout the Region.

To ensure that housing is available to everyone in the Cowichan Region, a focused effort will be required from all government jurisdictions. Affordable housing policies should:

- a. Adopt a consistent region-wide definition of affordable housing.
- b. Require all new developments to set aside a portion of affordable housing.
- c. Adopt best affordable housing practices from other regions and local governments.
- d. Be consistent across all jurisdictions with regard to different density areas and settlement patterns.
- e. Reflect community priorities in the Official Community Plan (OCP) process and other public consultations.
- f. Address the needs of all types of households and income brackets.
- g. Preserve the existing stock of affordable housing (see Strategy 5 below).

⁴ In 2010, Social Planning Cowichan developed the Affordable Housing Strategy for the Cowichan Region. The eight core strategies are presented here. The complete document is available from Social Planning Cowichan.

Strategy Two: Build partnerships with local governments, community groups, non-profit organizations and local businesses to create affordable housing.

- a. Creating affordable housing is often a complex undertaking. Success comes from collaborative efforts with local governments, non-profit organizations, and businesses. It also comes from collaborative efforts with organizations that have had success working with senior levels of government to access funding for non-market housing.
- b. Facilitate partnerships with developers, community groups, and non-profit organizations to create both market and non-market housing for special needs groups – single parent families, seniors, and people with disabilities and mental health issues.
- c. Consider creating land trusts for affordable housing.
- d. Take part in the Regional Affordable Housing Directorate or establish an Advisory Group. This group would monitor affordable housing needs in the Cowichan Region.

Strategy Three: Build support for affordable housing by raising community awareness.

The 'not in my backyard' sentiment blocks affordable housing initiatives. Working together with local communities fosters understanding and greater involvement.

- a. Host workshops to provide information about local housing needs. This includes information about housing policies and funding opportunities for developers, community groups, and non-profit organizations.
- b. Promote housing support programs that assist people with low to moderate income levels.
- c. Encourage small lot in-fills.
- d. Publicly celebrate successful affordable housing partnerships and initiatives.
- e. Continue to encourage communities and neighbourhoods to take part in the OCP process.

Strategy Four: Ensure that affordable housing needs are met through the four pillars of sustainability: social equity, economic health, cultural vitality, and environmental responsibility.

Community building calls for a 'whole systems' perspective. This ensures that affordable housing will meet current needs without compromising future generations.

- a. Consider adopting the Community Safety Lens to promote inclusion and accessibility for all community members (multi-income and multi-generational).

- b. Research and create an environmental check-list for housing development in the region. The check-list would include things like efficient use of energy and water, preservation of sensitive ecosystems, and preservation of agricultural lands.
- c. Develop affordable housing that is integrated within communities. Transportation, services, and recreation should be considered.
- d. Focus on building culturally vibrant, inclusive communities for all people living in the Cowichan Region.

Strategy Five: Prevent the loss of existing affordable housing stock.

Current rental and affordable housing stock is aging and in need of repair and maintenance. Related policies should consider:

- a. Restricting the conversion of affordable rental housing to other uses or strata title.
- b. Existing tenants' need for affordable housing when re-zoning manufactured home parks.
- c. Legitimizing illegal secondary suites.
- d. Assisting homeowners and landlords to obtain senior level government funding for renovations and repairs to extend the life of affordable housing, promote energy efficiency, and 'aging in place.'
- e. Creating options for property owners to add accessory housing such as coach houses on larger urban lots.

Strategy Six: Advocate to the federal and provincial governments for affordable housing on behalf of the Cowichan Region.

- a. Advocate and lobby senior levels of government to do more to create affordable housing. This could be done by partnering with other regions and local governments to advocate for programs that provide financial support.
- b. Share information about government funding with other groups. Support local applications for funding to create affordable housing.
- c. Apply for funding from the provincial and federal governments for regional and local housing needs.
- d. Advocate for changes to the tax structure to facilitate affordable housing.

Strategy Seven: Continue to monitor the affordable housing funding practices of other regional governments.

Extend the idea of partnerships to include multiple methods of funding beyond federal and provincial grants.

- a. Consider incentive-based ways to lower the costs of housing, such as waiving development fees.

- b. Investigate creating an Affordable Housing Trust Fund.
- c. Support agencies and developers to access financial support for affordable housing.

Strategy Eight: Work closely with the Cowichan Region First Nations governments to ensure that affordable housing needs for aboriginal peoples are met both on and off the reserve.

Aboriginal people comprise over 13 per cent of the population of the Cowichan Region. They are disproportionately represented within the population who require affordable housing.



R2

STAFF REPORT

HEALTH ADVISORY COMMITTEE MEETING OF JUNE 27, 2012

DATE: June 13, 2012

FILE NO:

FROM: Mark Kueber, General Manager
Corporate Services Department

BYLAW NO:

SUBJECT: Cowichan District Hospital Reserve Fund

Recommendation/Action:

For information only.

Background:

In the fall of 2009 the Health Advisory Committee requested staff to investigate options for funding the future new Cowichan District Hospital. At that time analysis showed that the CVRHD, from a taxing perspective, was well below what other local governments were contributing towards their Hospital District.

Tax Rate

- | | |
|--------------------------------|------------|
| • BC Average Hospital tax rate | .3425/1000 |
| • CVRHD tax rate | .1688/1000 |

Cost per home:

- | | |
|----------------------------|----------|
| • BC average | \$77.71 |
| • Vancouver Island average | \$126.44 |
| • CVRHD | \$58.35 |

Based on the costs that were considered typical for the hospital we would require, the total cost to construct a new hospital would be approximately \$125 million, with the Regional Hospital District's share being \$50 million. With this in mind the committee approved contributions starting in 2010 of \$1 million going into a reserve fund and increasing by \$1 million per year until 2017 which is when the new hospital was thought to be completed. At that time we would have \$31 million in reserves and we would be required to borrow the balance (\$18.95 million). Attached is a spreadsheet that shows the five options that were reviewed at the time, option B was selected.

Also attached are the minutes from the February 11, 2010 Health Advisory Committee meeting and the staff report that discussed the Hospital Reserve Fund.

Submitted by,



Mark Kueber, C.G.A.
General Manager, Corporate Services Department

MK:tk

Attach.

Hospital Capital Reserve and Borrowing Options

Option A:

	Annual Expenditure s	Tax Rate	Contrib. to Reserves/Debt Financing	Tax Rate	Combined	Additional cost per \$100,000 household	Increase
2010	2,547,903	0.1717	500,000	0.0337	0.2054	\$ 3.37	5.60%
2011	2,547,903	0.1717	750,000	0.0506	0.2223	\$ 5.06	8.20%
2012	2,547,903	0.1717	1,000,000	0.0674	0.2391	\$ 6.74	7.58%
2013	2,547,903	0.1717	1,250,000	0.0843	0.2560	\$ 8.43	7.05%
2014	2,547,903	0.1717	1,500,000	0.1011	0.2728	\$ 10.11	6.58%
2015	2,547,903	0.1717	1,750,000	0.1180	0.2897	\$ 11.80	6.18%
2016	2,547,903	0.1717	2,000,000	0.1348	0.3065	\$ 13.48	5.82%
2017 on	2,547,903	0.1717	3,367,190	0.2269	0.3986	\$ 22.69	30.06%

Reserve balance 2016	9,810,000
Required borrowing	40,190,000
Annual Debt Financing Costs	3,367,190
Total Loan Payments over 20 years	67,343,800
Contributions to reserves (2010 - 2016)	8,750,000
Total Payments 2010 - 2027	76,093,800
Average annual cost over 27 years	2,818,289

Option B:

	Annual Expenditure s	Tax Rate	Contrib. to Reserves/Debt Financing	Tax Rate	Combined	Additional cost per \$100,000 household	Increase
2010	2,547,903	0.1717	1,000,000	0.0674	0.2391	\$ 6.74	22.93%
2011	2,547,903	0.1717	2,000,000	0.1348	0.3065	\$ 13.48	28.19%
2012	2,547,903	0.1717	3,000,000	0.2022	0.3739	\$ 20.22	21.99%
2013	2,547,903	0.1717	4,000,000	0.2696	0.4413	\$ 26.96	18.03%
2014	2,547,903	0.1717	5,000,000	0.3370	0.5087	\$ 33.70	15.27%
2015	2,547,903	0.1717	6,000,000	0.4044	0.5761	\$ 40.44	13.25%
2016	2,547,903	0.1717	7,000,000	0.4718	0.6435	\$ 47.18	11.70%
2017 on	2,547,903	0.1717	1,587,700	0.1070	0.2787	\$ 10.70	-56.69%

Reserve balance 2016	31,050,000
Required borrowing	18,950,000
Annual Debt Financing Costs	1,587,700
Total Loan Payments over 20 years	31,754,000
Contributions to reserves	28,000,000
Total Payments 2010 - 2027	59,754,000
Average annual cost over 27 years	2,213,111

Option C:

	Annual Expenditure s	Tax Rate	Contrib. to Reserves/Debt Financing	Tax Rate	Combined	Additional cost per \$100,000 household	Increase
2010	2,547,903	0.1717	500,000	0.0337	0.2054	\$ 3.37	5.60%
2011	2,547,903	0.1717	1,000,000	0.0674	0.2391	\$ 6.74	16.41%
2012	2,547,903	0.1717	1,500,000	0.1011	0.2728	\$ 10.11	14.09%
2013	2,547,903	0.1717	2,000,000	0.1348	0.3065	\$ 13.48	12.35%
2014	2,547,903	0.1717	2,500,000	0.1685	0.3402	\$ 16.85	11.00%
2015	2,547,903	0.1717	3,000,000	0.2022	0.3739	\$ 20.22	9.91%
2016	2,547,903	0.1717	3,500,000	0.2359	0.4076	\$ 23.59	9.01%
2017 on	2,547,903	0.1717	2,891,000	0.1949	0.3666	\$ 19.49	-10.07%

Reserve balance 2016	15,500,000
Required borrowing	34,500,000
Total annual debt payments	2,891,000
Total Loan Payments over 20 years	57,820,000
Contributions to reserves	14,000,000
Total Payments 2010 - 2027	71,820,000
Average annual cost over 27 years	2,660,000

Option D:

	Annual Expenditure s	Tax Rate	Contrib. to Reserves/Debt Financing	Tax Rate	Combined	Additional cost per \$100,000 household	Increase
2010	2,547,903	0.1717	2,000,000	0.1348	0.3065	\$ 13.48	57.58%
2011	2,547,903	0.1717	3,000,000	0.2022	0.3739	\$ 20.22	21.99%
2012	2,547,903	0.1717	4,000,000	0.2696	0.4413	\$ 26.96	18.03%
2013	2,547,903	0.1717	5,000,000	0.3370	0.5087	\$ 33.70	15.27%
2014	2,547,903	0.1717	6,000,000	0.4044	0.5761	\$ 40.44	13.25%
2015	2,547,903	0.1717	7,000,000	0.4718	0.6435	\$ 47.18	11.70%
2016	2,547,903	0.1717	8,000,000	0.5392	0.7109	\$ 53.92	10.47%
2017 on	2,547,903	0.1717	904,850	0.0610	0.2327	\$ 6.10	-67.27%

Reserve balance 2016 39,200,000
Required borrowing 10,800,000
Total annual debt payments 904,850

Total Loan Payments over 20 years 18,097,000
Contribution to reserves 35,000,000
Total Payments 2010 - 2027 53,097,000
Average annual cost over 27 years 1,966,556

Option E:

	Annual Expenditure s	Tax Rate	Contrib. to Reserves/Debt Financing	Tax Rate	Combined	Additional cost per \$100,000 household	Increase
2010	2,547,903	0.1717	0	0.0000	0.1717	\$ -	0.00%
2011	2,547,903	0.1717	0	0.0000	0.1717	\$ -	0.00%
2012	2,547,903	0.1717	0	0.0000	0.1717	\$ -	0.00%
2013	2,547,903	0.1717	0	0.0000	0.1717	\$ -	0.00%
2014	2,547,903	0.1717	0	0.0000	0.1717	\$ -	0.00%
2015	2,547,903	0.1717	0	0.0000	0.1717	\$ -	0.00%
2016	2,547,903	0.1717	0	0.0000	0.1717	\$ -	0.00%
2017 on	2,547,903	0.1717	4,190,000	0.2824	0.4541	\$ 28.24	133.47%

Required borrowing 50,000,000
Total annual debt payments 4,190,000

Total Loan Payments over 20 years 83,800,000
Average annual cost over 27 years 3,103,704

Minutes of the Regular meeting of the Health Advisory Committee held in the Board Room, 175 Ingram Street, Duncan, BC on Thursday, February 11, 2010 at 4:04 pm.

PRESENT: Chair G. Seymour
Directors M. Dorey, G. Giles and L. Iannidindardo

ABSENT: Directors R. Hutchins, P. Kent and M. Marcotte

ALSO

PRESENT: Mark Kueber, General Manager, Corporate Services
Dominique Beesley, Recording Secretary

STAFF REPORTS

4SR1

A verbal report from the General Manager, Corporate Services, regarding long term capital planning for the replacement/redevelopment of the Cowichan District Hospital was considered.

The General Manager, Corporate Services reminded the Committee that at the last meeting he was directed to come up with some options/strategies to budget for a proposed redevelopment of the Cowichan District Hospital and to provide tax rate comparisons, in this regard, to other local governments.

Mr. Kueber explained that through research he estimates that the replacement cost is approximately \$125,000,000 for which the Regional District's share (or 40% of that amount) would be \$50,000,000. Mr. Kueber provided various options, on this basis and over a 20 year amortization, to the Committee regarding the necessary amounts that would need to be put into a reserve fund each year for the next seven years to secure that funding until the end of 2016 at which time the balance would require borrowing.

Mr. Kueber explained to the Committee in detail five different funding scenarios he felt should be considered if the Board chooses to raise the capital reserve and borrow funds for a replacement/redevelopment of the Hospital.

[These five options detailed as follows:]

The Committee discussed proposed funding for the Hospital and the possible tax impact on an average property assessment noting that the assessment base would most likely broaden over the next seven years.

It also discussed comparisons, as provided by Mr. Kueber at the meeting, of hospital tax rates from other local governments noting that the options Mr. Kueber has proposed would still result in lower tax rates than most others.

It was the consensus of the Committee that putting aside a portion annually, rather than borrowing the whole amount, for a proposed Hospital redevelopment would be preferred in that interest would be earned not charged and that the overall actual cost would be significantly less.

It was moved and seconded that it be recommended to the Regional Services Committee that \$1,000,000 be included in the 2010 Regional Hospital District Budget for a proposed new/redevelopment of the Cowichan District Hospital.

MOTION CARRIED

Chair Seymour asked the Committee to be prepared to demonstrate the merits of the Hospital capital reserve and borrowing – *Option B* to the Regional Services Committee.

ADJOURNMENT
5:20 pm

It was moved and seconded that the meeting be adjourned.

MOTION CARRIED

The meeting adjourned at 5:20 pm.

Certified Correct:

Chairperson

Recording Secretary

Dated: _____