TOWN OF LAKE COWICHAN

Economic and Sustainable Development Committee
Tuesday, June 12th, 2018 at 5:00 p.m. – Council Chambers

AGENDA

1. **CALL TO ORDER**

   INTRODUCTION OF LATE ITEMS (if applicable)

2. **APPROVAL OF AGENDA**

3. **BUSINESS ARISING AND UNFINISHED BUSINESS**
   - **(a) Recent Items:**
   - **(i)** Attainable Housing.
   - **(b) Ongoing Items Still Being Addressed:**
   - **(i)** Business Walkabout.
   - **(ii)** Sustainable Waste and Composting – Partnership Options.

4. **DELEGATIONS AND REPRESENTATIONS**
   - **(a)** Michele March re: Community Land Trust Model - Housing choices for Seniors.

5. **CORRESPONDENCE**

6. **STAFF REPORTS**
   None.

7. **NEW BUSINESS**
   - **(a)** Cowichan Lake Community Futures Tourism Project.
   - **(b)** Signage for (i) Trails within Town; and
     (ii) Attractions such as beaches and walkways.

8. **NOTICES OF MOTION**

9. **PUBLIC RELATIONS ITEMS**

10. **MEDIA/PUBLIC QUESTION PERIOD**
    - Limited to items on the agenda

11. **ADJOURNMENT**

Please note: Should this meeting end sooner than 6 p.m., the next meeting may start no later than 10 minutes after adjournment of this meeting.

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1.0   BACKGROUND

The issue of affordable housing has been of concern in the Cowichan region for the past decade or more. The current situation mirrors that of many communities across Canada. Research into evidence and Best Practices indicates that responses and solutions that have been successful in other communities feature taking a Housing First approach, increasing affordable housing stock, and creating partnerships at local, provincial and federal levels to garner resources and the necessary collaboration.

2.0   PURPOSE STATEMENT

The purpose of the Cowichan Affordable Housing Committee is to foster development of affordable housing by providing a forum for information sharing, facilitating development of projects, advocating for affordable housing needs and funding, and fostering education and capacity building. Activities to include:

- Provide a forum for the analysis of housing need and responses.
- Provide oversight and direction in the development of an Attainable Housing Strategy.
- Provide a forum for monitoring, advocacy and information exchange regarding affordable housing needs in the Cowichan Region.
- Identify the diversity of attainable types of housing possible with the aim of supporting demographically balanced communities.
- Facilitate partnerships and education regarding affordable/attainable housing in the Cowichan Region.
- Educate communities on types of housing possible and needed in the Cowichan Region.

3.0   VALUES AND OPERATING PRINCIPLES

Members of the Affordable Housing Committee commit to collaborating on actions to address affordable housing. The Committee will:

- Use a process of partnership alignment/consensus for decision-making (see Appendix B for definition of consensus).
- Ensures inclusion of a range of lenses including Immigrant, Disability, Rural/Urban, Aboriginal, LGBTQ2S, and issues e.g., poverty, food security, health services.
- Ensure specific attention to Aboriginal housing issues.
- Operate from an inclusive, participatory, transparent and respectful basis in evaluating, planning and implementing actions.
- Use collaborative strategies in all its efforts to support and facilitate affordable housing.
- Liaise with community stakeholders and encourage their active participation in meeting the goals of the Committee.

The Affordable Housing Committee will use a Collective Impact framework to assure that the five conditions (listed below and detailed in Appendix A) are in place.

- Common agenda, Shared measurement, Coordination of activities, Continuous communication, Backbone support organisation

4.0   MEMBER ROLES AND RESPONSIBILITIES

- Be the conduit for information, to and from this team with departments / organization that members represent.
- Attend as many meetings as possible. Arrange for informed alternate to attend if you are absent.
- Share information, discuss common issues and develop possibilities related to the Housing First approach.
- Identify priorities for the development of a local mechanism to improve the quality, effectiveness and inclusiveness of services for the target population to increase access to housing.
- Promote education and awareness of the need for affordable housing.

5.0   MEMBERSHIP

Membership will include cross-sectorial representation that reflects the breadth of community agencies required to plan and facilitate affordable housing. Sub-committees may be formed to meet the objective and activities of the Committee and can include members and non-members. Sub-committee members are bound by the Terms of Reference. The following list represents the range of membership as at May 2018. Further representation will be sought as activities evolve.

BC Housing
Canadian Mental Health Association
City of Duncan
Cowichan Green Community
Cowichan Housing Association
Cowichan Tribes
Cowichan Valley Regional District
CVRD, Economic Development
Developers
Habitat for Humanity
House of Friendship
Ladysmith Resources Centre Society
M'Akola Development
MLA Sonia Furstenau
MLA Doug Routley
MP Alastair MaGregor
Municipality of North Cowichan
Our Cowichan Community Health Network
Social Planning Cowichan
Town of Ladysmith
United Way

5.0 LEADERSHIP

The Affordable Housing Committee will be co-chaired by xxx.

6.0 ACCOUNTABILITY AND RELATIONSHIPS

The Affordable Housing Committee will have recorded Notes and Action Items, which will be distributed in a timely manner.

The Committee will have linkages to the Cowichan Coalition to Address Homelessness and Affordable Housing. The Committee will be a standing agenda item of the Coalition meetings.

Affordable Housing is a part of a broader community framework. The Cowichan Coalition to Address Homelessness and Affordable Housing has been formed to connect, coordinate, collaborate, and communicate around issues of homelessness and affordable housing needs in the Cowichan Valley Regional District, and to promote, support and facilitate the development of affordable housing (See Appendix C).

7.0 DECISION MAKING

Decisions will be made by consensus. Consensus is achieved when everyone accepts and supports a decision and understands how it was reached. In meetings where significant decisions are to occur, all partners will be notified and encouraged to attend.

In the event that consensus cannot be reached, a higher level of consensus decision-making will be implemented. The group will return to dialogue about the decision with periodic check-ins to see if individuals are supportive, undecided, or not supportive. Dialogue continues until the majority are supportive.

The quorum for decision-making shall be 50% of the membership of the Committee.

8.0 CONFIDENTIALITY

All members shall maintain confidentiality of sensitive issues and funding information as required. Where any Member wishes to raise and/or discuss confidential information, it is the responsibility of that Member to advise other Members that the information is to be treated as confidential. Members agree not to divulge any and all confidential information.

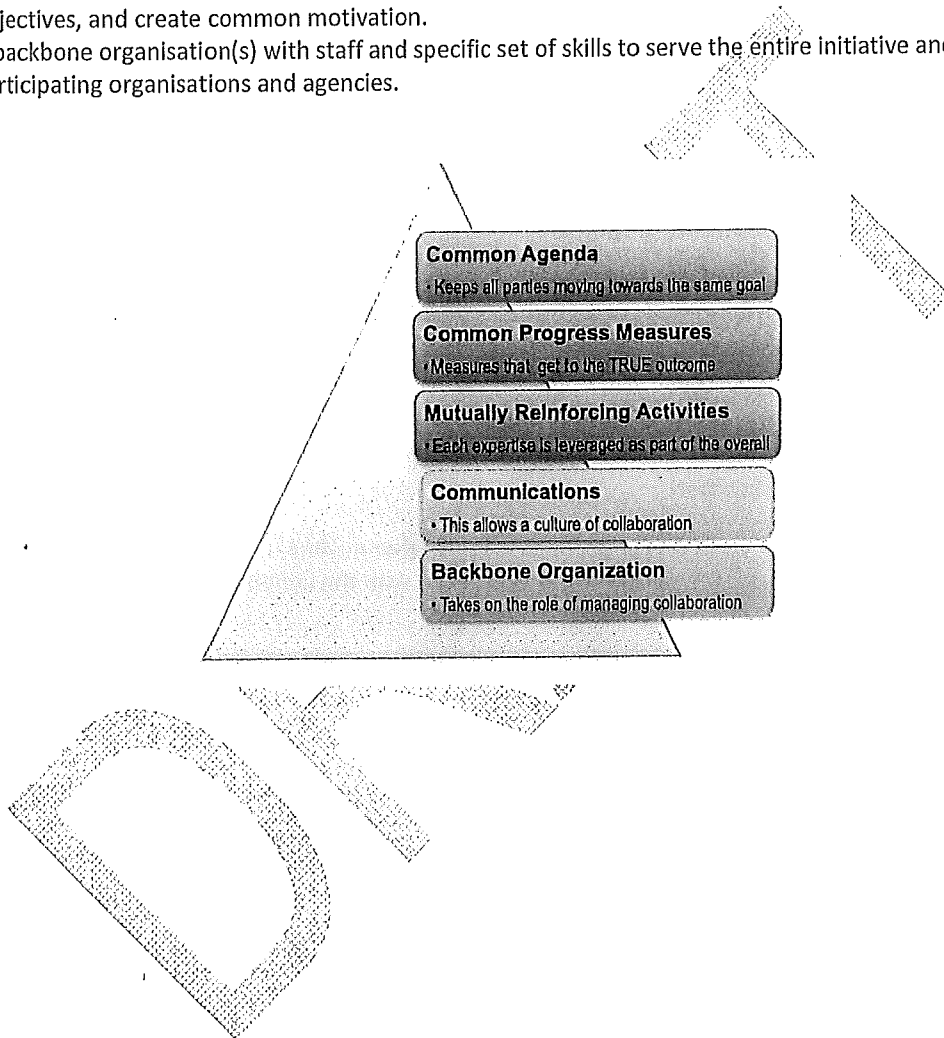## 9.0 MEETING SCHEDULE AND PROCESSES

Meetings will be held once a month at a time to be determined. Additional ad hoc meetings may be planned as agreed to by the team members involved.

Administrative support, minutes, agendas, correspondence and other documentation and filing processes will be maintained by the Cowichan Housing Association in collaboration with the Committee Chair(s).

APPENDIX A: COLLECTIVE IMPACT FRAMEWORK

Five Key Elements of Collective Impact (John Kania & Mark Kramer, 2011)[1]

1. All participants have a common agenda for change including a shared understanding of the problem and a joint approach to solving it through agreed upon actions.
2. Collecting data and measuring results consistently across all the participants ensures shared measurement for alignment and accountability.
3. A plan of action that outlines and coordinates mutually reinforcing activities for each participant.
4. Open and continuous communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
5. A backbone organisation(s) with staff and specific set of skills to serve the entire initiative and coordinate participating organisations and agencies.

Common Agenda
- Keeps all parties moving towards the same goal

Common Progress Measures
- Measures that get to the TRUE outcome

Mutually Reinforcing Activities
- Each expertise is leveraged as part of the overall

Communications
- This allows a culture of collaboration

Backbone Organization
- Takes on the role of managing collaboration

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[1] Tamarak Institute (2018) The Collective Impact Framework. http://www.collaborationforimpact.com/collective-impact/ (February 6, 2018)

1. ATTAINABLE HOUSING
Taken from VERNON – See 2.1 Defining Attainability on page 5 (and printed out below)
http://www.socialplanning.ca/pdf/housing/Attainable%20Housing%20Strategy%20-%20City%20of%20Vernon.pdf

The term "attainable housing" has two different meanings, or uses. In a narrow sense, attainable housing conforms to the standard definition of affordable housing. This definition, which was developed by Canada Mortgage & Housing Corporation, holds that housing is affordable (attainable) when it consumes no more than 30% of a household's gross, pre-tax income. The definition makes use of the term "core housing need": a household is determined to be in a state of core housing need when it is required to spend in excess of 30% of its income to secure (attain) housing that is safe, in a reasonable state of repair, and large enough to accommodate the household's members.

Households that *choose* to spend more than 30% of their income on housing, it should be noted, are not considered to be experiencing core housing need. Households that receive non-market (i.e., subsidized) housing are also not considered to be in core housing need (rents for this type of housing are typically capped at a percentage — 30% — of incomes). The definition of affordable housing refers specifically to market housing, both ownership and rental.

In a broader sense, the term attainable housing is used, without reference to the CMHC affordability metric, to describe the ability of households to enter, and graduate to successively higher levels of, the local housing market.

Implicit in this usage of attainability is the idea that a range of housing options (type, size, tenure, cost) exists in the local market. Households at various income levels can find and secure (attain) suitable housing, and can ultimately advance to a different level.

2. CONTINUUM OF HOUSING:
(Source: http://www.heretohelp.bc.ca/visions/housing-andhomelessness-vol4/housing-glossary)

Permanent: Long-term housing with no maximum length of stay.
Transitional: Time-limited, affordable, supported or independent housing. Tenants can usually remain in transitional housing for up to 2 or 3 years. **Emergency:** Short-term shelter for people in crisis. Some emergency shelters also provide meals and support services to the people who stay there. **Supported/Supportive:** Housing where the tenants have access to support services on the premises in addition to housing. These services vary and can include:
- Life skills training: income management, job training, medication management
- Medical care
- Social activities
- Problem substance use rehabilitation programs
- Case management

Scattered Site: Housing units are spread out in apartments in various locations around the city rather than all in one common building. These apartments may be either market or social housing.
Dedicated Site: Housing units that are placed in a common building where all the tenants are part of the program.
Subsidized: Housing that receives funding from the government or community organization. Tenants who live in subsidized housing pay rent that is less than market value.
Social Housing: Housing provided by the government (public housing) or a community organization (non-profit housing).
Private Market: Rental housing that is run by private landlords rather than a housing program.

3.CONSENSUS:

Consensus decision-making is defined as, when the member "can live with" the decision of the group. A clear and common understanding of the issues is achieved by each member having the opportunity to express their opinion and for hearing the rationale and concerns of all the other members. We will use partnership alignment as our mechanism for coming to consensus.

4. PARTNERSHIP ALIGNMENT:

Elements of Partnership Alignment

1. We identify our shared priorities.
2. We co-create our governance model.
3. We use a higher-level consensus decision-making tool (Cornell Method)
4. We believe that dialogue is the foundation of partnerships and we stay in dialogue until consensus is reached.
5. We separate dialogue from decision-making.
6. We see every interaction as an opportunity for positive collaboration.
7. We use curiosity to achieve understanding.

Vision:
All citizens in the Cowichan Region have a safe, affordable home and adequate supports for well-being

COWICHAN COALITION TO ADDRESS HOMELESSNESS AND HOUSING AND AFFORDABLE HOUSING

Leadership, strategic planning, collaboration, coordination, capacity building

Home Team Facilitating Coalition Development

Community Plans

Homeless Prevention and Response	Affordable Housing	Advocacy and Education	Funding
Housing First Emergency Response • Women's Winter Shelter • Warming Stations • Housing Subsidies	Affordable Housing Strategy Housing Projects and Partnerships	Communications Community Education and Awareness Advocacy	Allocations Funding Partnerships Fundraising

RESEARCH, DATA COLLECTION AND ANALYSIS
DATABASE OF INFORMATION, STATISTICS, FUNDING, PARTNERSHIPS AND

Collective Impact Framework
Common agenda, Shared measures across initiatives,
Continuous communication across initiatives, Mutually