



REGIONAL SERVICES COMMITTEE MEETING AGENDA

WEDNESDAY, JANUARY 24, 2018
BOARD ROOM
175 INGRAM STREET, DUNCAN, BC

9:30 AM

	<u>PAGE</u>
1. <u>APPROVAL OF AGENDA</u>	
2. <u>ADOPTION OF MINUTES</u>	
M1 Regular Regional Services Committee meeting of November 29, 2017	1
Recommendation That the minutes of the Regular Regional Services Committee meeting of November 29, 2017 be adopted.	
3. <u>BUSINESS ARISING FROM THE MINUTES</u>	
4. <u>PUBLIC INPUT PERIOD</u>	
5. <u>DELEGATIONS</u>	
6. <u>CORRESPONDENCE</u>	
7. <u>INFORMATION</u>	
8. <u>REPORTS</u>	
R1 Report from the Senior Environmental Technologist Re: Meade Creek Short-Term Borrowing	3
Recommendation 1. That it be recommended to the Board that short-term borrowing of up to \$500,000 be approved for completion of the Meade Creek Recycling Centre Upgrade and Landfill Closure Project to be paid back over five years as per the Liabilities under Agreement Section 175 of the Community Charter.	
2. That it be recommended to the Board that the 2018 budget for Function 520 - Solid Waste Management Complex be amended to:	
1. Increase Municipal Finance Authority	

Short-Term Debt capital revenue by \$500,000;

2. Increase Engineering Structures capital expense by \$500,000;

3. Increase Municipal Finance Authority Short-Term Debt interest expense by \$9,375; and

4. Decrease Contingency expense by \$9,375.

3. That it be recommended to the Board that Function 520 - Solid Waste Management Complex 2018 Meade Creek Recycling Centre Upgrade and Landfill Closure Project be authorized to proceed prior to approval of the 2018 Budget amendment.

- R2 Report from the Senior Environmental Technologist Re: Bings Creek Organics & Recycling Collection Facility Upgrades 7

Recommendation 1. That it be recommended to the Board that the 2018 budget for Function 520 - Solid Waste Management Complex be amended to:

1. Increase Federal Gas Tax Funding capital revenue by \$65,000; and

2. Increase Land Improvements capital expense by \$65,000.

2. That Function 520 - Solid Waste Management Complex 2018 Bings Creek Organics & Recycling Collection Facility Upgrades project be authorized to proceed prior to approval of the 2018 Budget amendment.

- R3 Report from the Manager, Recycling & Waste Management Re: SWMP Amendment #4 - Set Up of Advisory and Oversight Committees 9

Recommendation That it be recommended to the Board:
1. That a Solid Waste Management Plan Advisory Committee be established to receive feedback from public and special interest groups for the Solid Waste Management Plan Amendment #4 process.

2. That a Solid Waste Management Plan Oversight Committee be established to provide status of budget, schedule, and project details for the Solid Waste Management Plan Amendment #4 and that Directors _____, _____, and _____ be appointed to the Committee.

- R4 Report from the Manager, Economic Development Re: Industrial Land Use Strategy Budget Amendment 15

Recommendation That it be recommended to the Board that:

1. The 2018 Economic Development budget be amended to increase surplus revenue by \$45,000 and increase Contract for Services by \$45,000 to fund the Industrial Land Use study in 2018; and

2. Staff be directed to proceed with expenditures related to the Industrial Land Use study prior to approval of the 2018 budget amendment.

- R5 Report from the Manager, Economic Development Re: Economic Development Cowichan Strategic Plan 2018 - 2022 17

Recommendation That it be recommended to the Board that the Economic Development Cowichan Strategic Plan for 2018 - 2022 be approved.

- R6 Report from the Office of the Chief Administrative Officer Re: Community Engagement - Drinking Water and Watershed Protection 31

Recommendation For Information

- R7 Report from the Manager, Public Safety Re: Community Emergency Preparedness Fund Grant Application 33

Recommendation That it be recommended to the Board that a grant application be submitted to the Union of British Columbia Municipalities for the Emergency Operations Centre Grant under the Community Emergency Preparedness Fund Initiative.

- R8 Report from the Senior Planner, Community Planning Re: Affordable Housing - Cowichan Housing Association's Proposal to Establish a Regional Service 41

Recommendation For Direction

9. **UNFINISHED BUSINESS**

10. **NEW BUSINESS**

11. **QUESTION PERIOD**

12. **CLOSED SESSION**

Motion that the meeting be closed to the public in accordance with the *Community Charter* Part 4, Division 3, Section 90, subsections as noted in accordance with each agenda item.

CS M1 Closed Session Minutes of November 29, 2017

CS SR1 Land Acquisition {Sub (1)(e)}

13. ADJOURNMENT

The next Regional Services Committee Meeting will be held Wednesday, February 28, 2018 at 9:30 AM, in the Board Room, 175 Ingram Street, Duncan, BC.

Committee Members

Director L. Iannidinaro, Chairperson
Director K. Marsh, Vice-Chairperson
Director S. Acton
Director M. Clement
Director K. Davis

Director B. Day
Director M. Dorey
Director S. Jackson
Director K. Kuhn
Director J. Lefebure

Director M. Marcotte
Director I. Morrison
Director A. Nicholson
Director A. Stone
Director T. Walker

Minutes of the Regional Services Committee Meeting held on Wednesday, November 29, 2017 in the Board Room, 175 Ingram Street, Duncan BC at 9:00 AM.

PRESENT: Chair L. Iannidinardo
Director A. Stone
Director S. Acton <after 9:03 AM>
Director K. Davis
Director B. Day
Director M. Dorey
Director S. Jackson
Director K. Kuhn
Director J. Lefebure
Director M. Marcotte
Director I. Morrison
Director A. Nicholson <after 9:04 AM>
Director T. Walker

ALSO PRESENT: B. Carruthers, Chief Administrative Officer
M. Kueber, General Manager, Corporate Services
J. Barry, Corporate Secretary
R. Blackwell, General Manager, Land Use Services
C. Lockrey, Manager, Strategic Services
B. Dennison, Manager, Water Management
A. Melmock, Manager, Economic Development
M. Tippett, Manager, Community Planning
K. Liddle, Manager, South Cowichan Recreation
B. Farquhar, Manager, Parks & Trails
K. Miller, Manager, Environmental Services
K. Schrader, Manager, Arts & Culture
B. Suderman, Planner III
G. Gidden, Parks & Trails Planner
T. Daly, Recording Secretary

ABSENT: Director M. Clement
Director K. Marsh

APPROVAL OF AGENDA

It was moved and seconded that Terri Dame, Cowichan Housing Association, and Cindy Lise, Our Cowichan Community Health Network, be added as a delegation to the agenda.

MOTION CARRIED

It was moved and seconded that the agenda as amended, be approved.

MOTION CARRIED

ADOPTION OF MINUTES

M1 Regular Regional Services Committee meeting of October 25, 2017

It was moved and seconded that the minutes of the Regular Regional Services Committee meeting of October 25, 2017 be adopted.

MOTION CARRIED

9:03 AM Director Acton entered the meeting at 9:03 AM.

9:04 AM Director Nicholson entered the meeting at 9:03 AM.

DELEGATION

D1 Terri Dame, Cowichan Housing Association, and Cindy Lise, Our Cowichan Community Health Network Re: Affordable Housing

Terri Dame, Cowichan Housing Association provided an update, for information, on the status of affordable housing in the Cowichan Valley highlighting a recent workshop held on the subject.

REPORTS

R1 Report from the Manager, Arts & Culture Re: Arts and Culture Grant Disbursement Policy

It was moved and seconded that it be recommended to the Board that the Arts and Culture Grant Disbursement Policy attached to the Arts & Culture Division’s November 7, 2017 report be approved.

MOTION CARRIED

R2 Report from the Parks & Trails Planner, Land Use Services Re: Parks and Trails Volunteer Policy

It was moved and seconded that it be recommended to the Board that the Parks and Trails Volunteer Policy, attached to the Parks & Trails Division's November 20, 2017, Staff Report, be approved.

It was moved and seconded that it be recommended to the Board that the Parks and Trails Volunteer Policy, attached to the Parks & Trails Division's November 20, 2017, Staff Report, be referred to the electoral area Parks Commissions.

MOTION CARRIED

R3 Report from the Parks & Trails Planner, Land Use Services Re: Community and Regional Parks Invasive Plant Management and Ecological Restoration Program 2017 Activities was received for information.

R4 Report from the Senior Planner, Land Use Services Re: Cowichan 2050 Update

B. Suderman, Senior Planner, Land Use Services introduced John Ingram, consultant for EcoPlan who provided a PowerPoint presentation updating the Cowichan 2050 Integrated Planning Strategy for information.

R5 Report from the Manager, Environmental Services Re: Amendments to Provincial Land Use Guidelines Related to Climate Adaptation and Flood Hazards

It was moved and seconded that it be recommended to the Board that staff work with Duncan, Ladysmith, Lake Cowichan, and North Cowichan to review implications and potential options for a consistent planning approach for the sea level rise impact areas and report back with recommendations in 2018.

It was moved and seconded that the motion be amended to replace “and North Cowichan” with “North Cowichan, and area First Nations”.

MOTION CARRIED

Voting resumed on the main motion, as amended.

It was moved and seconded that it be recommended to the Board that staff work with Duncan, Ladysmith, Lake Cowichan, North Cowichan, and area First Nations to review implications and potential options for a consistent planning approach for the sea level rise impact areas and report back with recommendations in 2018.

MOTION CARRIED

10:17 AM It was the consensus of the Committee to recess until 10:30 AM.

10:37 AM The meeting resumed at 10:37 AM.

R6 Report from the Manager, Environmental Services Re: Watershed Management Service Establishment

It was moved and seconded that it be recommended to the Board that staff undertake a public engagement process for input to the establishment of a regional water/watershed protection service in accordance with the scope and costs described in the November 21, 2017 staff report from the Manager, Environmental Services, to be completed by the end of February 2018; and engage the Province to explore possible partnership and funding opportunities.

MOTION CARRIED

R7 Report from Director Iannidinardo Re: Plastic Bags

It was moved and seconded that it be recommended to the Board that options be considered during the preparation of the Solid Waste Management Plan Amendment #4, to reduce or eliminate single use plastic bags from municipal solid waste.

MOTION CARRIED

CLOSED SESSION
11:52 AM

It was moved and seconded that the meeting be closed to the public in accordance with the *Community Charter* Part 4, Division 3, Section 90 (1)(j) Information that is prohibited, or information that if presented in a document would be prohibited, from disclose under section 21 of the *Freedom of Information and Protection of Privacy Act*; and (1)(e) Land Acquisition; and the October 25, 2017 Closed Session Regional Services Committee minutes.

MOTION CARRIED

CLOSED SESSION
12:43 PM

It was moved and seconded that the Committee rise without report, and return to the Open portion of the meeting.

MOTION CARRIED

ADJOURNMENT
12:43 PM

It was moved and seconded that the meeting be adjourned.

MOTION CARRIED

The meeting adjourned at 12:43 PM.

Chair

Recording Secretary

Dated: _____



STAFF REPORT TO COMMITTEE

DATE OF REPORT December 20, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of January 24, 2018

FROM: Recycling & Waste Management Division
Engineering Services Department

SUBJECT: Meade Creek Short-Term Borrowing

FILE: 5330-30-Meade/Upgrades

PURPOSE/INTRODUCTION

The purpose of this report is to obtain approval for short-term borrowing of up to \$500,000 for completion of the Meade Creek Recycling Centre Upgrade and Landfill Closure Project.

RECOMMENDED RESOLUTION

1. That it be recommended to the Board that short-term borrowing of up to \$500,000 be approved for completion of the Meade Creek Recycling Centre Upgrade and Landfill Closure Project to be paid back over five years as per the Liabilities under Agreement Section 175 of the Community Charter.
2. That it be recommended to the Board that the 2018 budget for Function 520 – Solid Waste Management Complex be amended to:
 1. Increase Municipal Finance Authority Short-Term Debt capital revenue by \$500,000;
 2. Increase Engineering Structures capital expense by \$500,000;
 3. Increase Municipal Finance Authority Short-Term Debt interest expense by \$9,375; and,
 4. Decrease Contingency expense by \$9,375.
3. That it be recommended to the Board that Function 520 – Solid Waste Management Complex 2018 Meade Creek Recycling Centre Upgrade and Landfill Closure Project be authorized to proceed prior to approval of the 2018 Budget amendment.

BACKGROUND

Upgrades to the Meade Creek Recycling Centre to close an incinerator ash landfill and upgrade the onsite recycling depot are outstanding commitments of the Cowichan Valley Regional District (CVRD) Solid Waste Management Plan. Landfill closure is required by the Ministry of Environment & Climate Change Strategy. Project construction is currently underway and expected to be complete in spring, 2018.

ANALYSIS

Project construction was publically tendered in 2017. Tendered prices were higher than anticipated. Several valuable engineering opportunities have been implemented to date resulting in cost savings of \$60,530, however, the project team has identified several potential cost increases, such as the additional excavation of ash and importing additional backfill material. If realized, these increases will exceed the capacity of the current project budget. Additional funding will be required in order to complete the project.

FINANCIAL CONSIDERATIONS

The total capital project budget for Meade Creek is currently \$5,025,326. Short-term borrowing, if approved, will increase the project budget by a maximum of \$500,000, to \$5,525,326. Funding sources, current costs, and projected costs are identified in Table 1 below.

The 2018 Function 520 – Solid Waste Management Budget includes \$3,000,000 in capital funding for the Meade Creek project, as well as \$40,000 for servicing existing project debt. In 2019, servicing costs for existing project debt will increase to \$140,588 as principal payments become due. If new short-term borrowing of up to \$500,000 is approved, 2018 debt servicing costs will increase by \$9,375, which can be funded by reducing contingency. In 2019, debt servicing costs for the new short-term borrowing will total \$131,173, bringing the total debt servicing cost for the project to \$271,761 from 2019 – 2022. The project's debt servicing costs will be reduced to \$140,588 in 2023 when the short-term debt is repaid. Other debt within the Solid Waste Management Budget will be retired in 2019, reducing existing debt servicing costs by \$184,534. The 2017 operating reserve fund balance is \$120,843.

Table 1: Meade Creek Budget Summary

	Budgeted Costs	Projected Costs
Revenue		
Gas Tax	\$2,560,000	\$2,560,000
Grant	\$188,800	\$188,800
Borrowing	\$2,245,320	\$2,745,320
Operating	\$31,206	\$31,206
Sub-Total	\$5,025,326	\$5,525,326
Expenses		
Pre-Construction		
Background data, BC Hydro, permit	\$71,514	\$71,514
KWL Design	\$249,252	\$249,252
KWL Tender/Procurement	\$12,500	\$12,500
Public Consultation	\$7,500	\$7,500
Construction	\$4,492,728	\$4,734,932
Machinery & Equipment	\$100,000	\$100,000
Sub-Total	\$4,933,494	\$5,175,698
Contingency	\$91,832	\$349,628
Total	\$5,025,326	\$5,525,326

COMMUNICATION CONSIDERATIONS

Not applicable.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Completion of the Meade Creek landfill closure is an outstanding commitment of the Solid Waste Management Plan. The Meade Creek project supports the Corporate Strategic Goals of Sound Fiscal Management and Protection of Water Resources, by mitigating an environmental liability and upgrading assets to meet current standards

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Harmony Huffman
Senior Environmental Technologist

Reviewed by:



Tauseef Waraich
Manager



Hamid Hatami, P. Eng.
General Manager



STAFF REPORT TO COMMITTEE

DATE OF REPORT December 21, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of January 24, 2018

FROM: Recycling & Waste Management Division
Engineering Services Department

SUBJECT: Bings Creek Organics & Recycling Collection Facility Upgrades

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to obtain approval to carry the Bings Creek Organics & Recycling Collection Facility Upgrades project forward into the 2018 Function 520 – Solid Waste Management Budget, and to obtain approval to proceed with the project prior to approval of the 2018 Budget amendment.

RECOMMENDED RESOLUTION

1. That it be recommended to the Board that the 2018 budget for Function 520 – Solid Waste Management Complex be amended to:
 1. Increase Federal Gas Tax Funding capital revenue by \$65,000; and,
 2. Increase Land Improvements capital expense by \$65,000.
2. That Function 520 – Solid Waste Management Complex 2018 Bings Creek Organics & Recycling Collection Facility Upgrades project be authorized to proceed prior to approval of the 2018 Budget amendment.

BACKGROUND

The Cowichan Valley Regional District (CVRD) was awarded \$200,022 in gas tax funding to create an organics management area at the Bings Creek transfer station. The project has been underway since 2016. There are approximately \$65,000 of gas tax funds remaining.

ANALYSIS

The project was planned for completion in 2017 and was not included in the 2018 Function 520 – Solid Waste Management Budget. However, delays have pushed the anticipated project completion date to June 30, 2018, requiring an amendment to the 2018 budget.

FINANCIAL CONSIDERATIONS

The Bings Creek Organics & Recycling Collection Facility Upgrades project is funded 100% by gas tax, therefore the inclusion of the project in the 2018 Function 520 – Solid Waste Management Budget will have no impact on requisition.

COMMUNICATION CONSIDERATIONS

Not applicable.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Not applicable.

Referred to (upon completion):

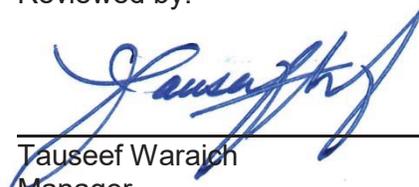
- Community Services** (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services** (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services** (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services** (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services**

Prepared by:



Harmony Huffman
Senior Environmental Technologist

Reviewed by:



Tauseef Warajeh
Manager



Hamid Hatami, P. Eng.
General Manager



STAFF REPORT TO COMMITTEE

DATE OF REPORT January 11, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of January 24, 2018

FROM: Recycling & Waste Management Division
Engineering Services Department

SUBJECT: SWMP Amendment #4 – Set up of Advisory and Oversight Committees

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to establish a Solid Waste Management Plan Advisory Committee and a Solid Waste Management Plan Oversight Committee for the completion of the Solid Waste Management Plan (SWMP) Amendment #4 process.

RECOMMENDED RESOLUTION

That it be recommended to the Board:

1. That a Solid Waste Management Plan Advisory Committee be established to receive feedback from public and special interest groups for the Solid Waste Management Plan Amendment #4 process.
2. That a Solid Waste Management Plan Oversight Committee be established to provide status of budget, schedule and project details for the Solid Waste Management Plan Amendment #4 and that Directors _____, _____, and _____ be appointed to the Committee.

BACKGROUND

Regional districts in British Columbia are mandated by the *Environmental Management Act* of BC to develop a SWMP and submit it to the Ministry of Environment & Climate Change Strategy (ENV) for an approval. The Cowichan Valley Regional District (CVRD) has initiated an Amendment #4 to the SWMP.

As of September 2016, ENV has produced a guide to complete the SWMP process. Public consultation is the critical part and a requirement for the amendment approval process by ENV. A combined public and technical advisory committee is desired representing both community and technical interests at the same table. This Advisory Committee will provide a transparent, accountable and productive vehicle for meaningful involvement from a variety of general public and special interest groups. Feedback from this committee will be obtained and presented to the Board along with related technical assessments to assist the Board's decision making. Terms of reference for the SWMPAC are attached. (Attachment A)

An Oversight Committee is desired to keep the Board apprised of the SWMP Amendment #4 process. This committee will consist of three Directors appointed by the Board. Staff will keep the Oversight Committee informed about any scope change, budget amendment or any anticipated risks to the project completion.

Staff will be establishing a cross departmental steering committee to keep the related divisions informed or seek feedback when appropriate, throughout the amendment process.

Both the Advisory Committee and Oversight Committee will help keep the SWMP amendment process transparent and smooth. The Advisory Committee agendas will be prepared and minutes will be documented. Staff will prepare a summary of the feedback received during the Advisory Committee meetings for the Board's considerations. Summary of the feedback will also be submitted to the ENV for final SWMP amendment approval.

Overall committee structure and consultation process for the amendment is provided in the attached SWMP Amendment #4 Process Flow Chart – 2018. (Attachment B)

FINANCIAL CONSIDERATIONS

The Advisory Committee participation is voluntary with no remuneration provided for members' time.

COMMUNICATION CONSIDERATIONS

Following the guidelines of the ENV for SWMP, a communications plan will be prepared for the SWMP Amendment #4 approval process.

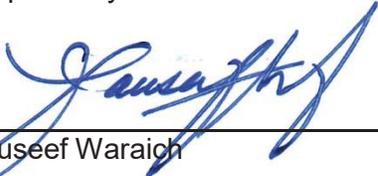
STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Establishment of advisory and oversight committees will improve the SWMP consultation process and it will promote transparency, communication and greater awareness of and confidence in the CVRD Regional Strategic Focus Areas, including Focus Area #2 – Response to Climate Change, Focus Area #3 – Sound Fiscal Management and Focus Area #5 – Engaging our Communities.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:


Tauseef Waraich
Manager

Reviewed by:

Not Applicable
Not Applicable


Hamid Hatami, P. Eng.
General Manager

ATTACHMENTS:

Attachment A – SWMP Amendment #4 – Terms of Reference
Attachment B – SWMP Amendment #4 – Process Flow Chart

SOLID WASTE MANAGEMENT PLAN ADVISORY COMMITTEE (SWMPAC) TERMS OF REFERENCE

INTRODUCTION

Cowichan Valley Regional District (CVRD) prepared its first Solid Waste Management Plans (SWMP) in 1995, followed by three amendments, 2006 being the latest amendment. The SWMP is currently due for its fourth amendment. Regional districts in British Columbia are mandated by the *Environmental Management Act* of BC to develop Solid Waste Management Plans (SWMP) and submit to the Ministry of Environment & Climate Change Strategy (ENV). SWMP reflects its commitment and long term vision towards municipal waste management. As per latest amendments recommended by the ENV, the SWMP is considered for 10 years with a review of plan effectiveness by the end of each five year period.

Public consultation is the critical part and a requirement for the SWMP amendment approval process by the ENV. A combined public and technical advisory committee is desired representing both community and technical interests at the same table. This Solid Waste Management Plan Advisory Committee (SWMPAC) will provide the most transparent, accountable and productive vehicle for meaningful involvement from a variety of interest groups.

PURPOSE

The SWMPAC will provide its feedback to the CVRD Board of Directors (Board) for their final consideration. The SWMPAC will review current SWMP, issues and opportunities for planning and implementation of future solid waste management for the region and provide its feedback to the Board for fourth amendment of the SWMP for final submission to the ENV. The SWMPAC will focus on topics, such as policies, bylaws, new initiatives, strategies, short term goals, long term vision, related budget, public consultation, and other SWMP related items.

ROLE OF SWMPAC

The Committee's role will be:

- to receive technical reports from CVRD technical team dedicated for the SWMP;
- to receive feedback on SWMP from the community and stakeholders;
- participate on smaller subcommittees dealing with specific issues or tasks;
- to consider information in an open, transparent forum;
- strive to keep abreast of solid waste management issues both locally and in a broader, regional context;
- to prepare agendas and record minutes of all the meetings; and,
- to provide recommendations to the Board for their consideration.

AUTHORITY

The SWMPAC will be a committee established by the Board for the SWMP Amendment #4 process.

BUDGET

Initial budget for the SWMP was approved by the Board under budget Function 520 – Solid Waste Management Complex. Any changes to the budget related to SWMPAC will be considered by the CVRD Board.

STRUCTURE OF THE COMMITTEE

The Committee membership will represent individuals and organizations interested in solid waste management. Selection of members will attempt to create a committee with a balance of representation:

- geographically;

- demographically; and
- with a variety of interests and perspectives.

APPOINTED COMMITTEE MEMBERS

The committee will consist of 17 members. Members will be appointed by the Board through an application process. Membership representation will be as follows:

Table 1: Summary of SWMPAC Membership

Area	Number of Members	Notes
Interested residents (public)	3	General public interested in SWMP review
Business Community	1	Chamber of Commerce, retailers, etc.
Organizations and Institutions	1	Hospitals, Schools, Rate Payers Association, etc.
Waste Management – Private Sector	1	Such as licensed facilities or haulers etc.
Waste Management – Non Profit Sector	1	Such as Cowichan Green Community, thrift stores, Vancouver Island Recycling & Waste Industry Coalition, etc.
First Nations	1	
Ministry of Environment & Climate Strategy	1	May or may not participate
Environment Canada	1	May or may not participate
Vancouver Island Health Authority	1	
Municipal Staff	4	One from each municipality
CVRD Staff	2	
Total	17	

Committee members will be appointed by the Board. The application for committee membership will be promoted through advertisements in local media, CVRD website and social media. Applications must demonstrate the applicant's:

- representation of one of the sectors listed above;
- willingness and ability to commit to volunteering the necessary time to the committee;
- interest in solid waste issues in the CVRD;
- willingness and ability to consider regional issues from all sectors and geographical perspectives within the community;
- experience related to solid waste issues; and,
- willingness and ability to work towards consensus on issues being addressed by the committee.

CHAIR & VICE CHAIR

CVRD staff will be the Chair and Vice Chair of the SWMPAC.

TERM OF OFFICE

The Term of Office for each member will be until the final submission of the SWMP Amendment #4 to the ENV or a maximum of two (2) year term, whichever comes first.

SWMPAC participation is voluntary with no remuneration provided for members' time.

COMMITTEE DECISION-MAKING

- Meeting quorum will be nine (9) members in attendance;
- All members of the SWMPAC will be treated equal and feedback will be recorded as presented by the individual member;
- Conflict of interest must be declared before providing feedback; and,
- SWMPAC recommendations will consider all feedback recorded.

MEETING PROTOCOL

SWMPAC meetings are expected to be held at least four times, approximately one month apart, in 2018. Locations and schedule of the meetings will be discussed during the first meeting before finalizing for 2018.

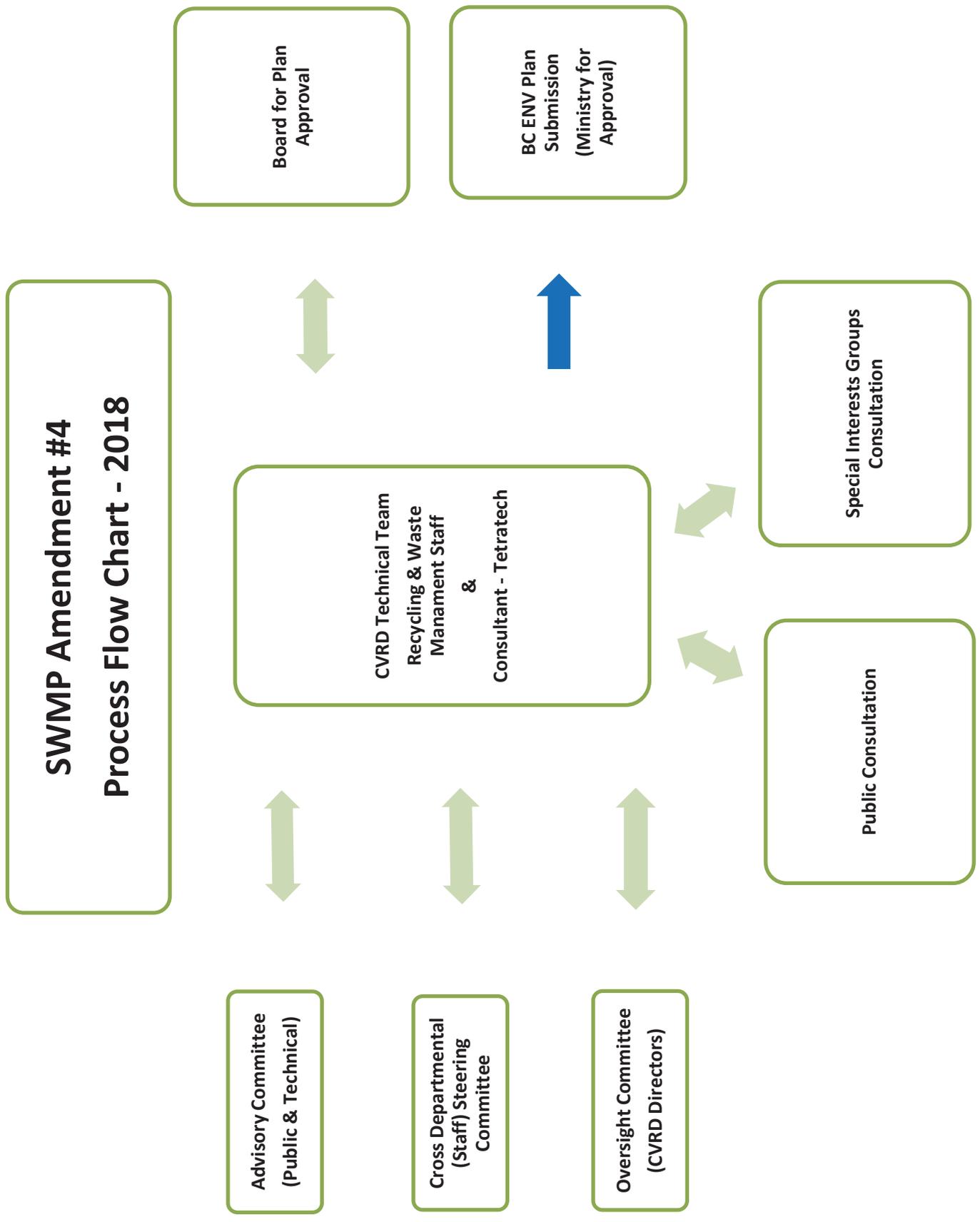
Special Interest Group meetings or other special meetings may be called as needed at the discretion of the Committee at a location agreeable to the members.

CVRD staff will provide administrative support to the Committee including, but not limited to the scheduling of meetings, agenda preparation, electronic distribution, minute taking and distribution of materials.

SWMPAC meetings will be open to the public, however non-SWMPAC members will not have speaking or feedback privileges. Public consultation for the SWMP will be conducted separately to discuss individual items and to receive public in-put. Delegations that wish to address the committee must seek approval from the committee through a written request or a separate meeting may be requested with special interest group. Acceptance of a delegate's request to speak to the committee will be at the discretion of the committee.

CONTACT

Tauseef Waraich, Manager
Recycling & Waste Management
Cowichan Valley Regional District
T: 250.746.2530
twaraich@cvrld.bc.ca





STAFF REPORT TO COMMITTEE

DATE OF REPORT January 11, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of January 24, 2018

FROM: Economic Development Division
Land Use Services Department

SUBJECT: Industrial Land Use Strategy Budget Amendment

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to provide an update on the Industrial Land Use Study and to amend the 2018 Economic Development budget to resource the study within the current fiscal year.

RECOMMENDED RESOLUTION

That it be recommended to the Board that:

1. The 2018 Economic Development budget be amended to increase surplus revenue by \$45,000 and increase Contract for Services by \$45,000 to fund the Industrial Land Use study in 2018; and
2. Staff be directed to proceed with expenditures related to the Industrial Land Use study prior to approval of the 2018 budget amendment

BACKGROUND

Economic Development Cowichan has been working on the development of a comprehensive Industrial Land Use Study since May of 2017. The process of creating a request for proposal (RFP) for a project consultant involved in-depth consultations with municipal and CVRD planning departments and the compilation of extensive background materials.

Following the posting of an RFP for the strategy in November 2017, a successful proponent has been selected for the project. The proponent has a proven track record of developing successful industrial land use strategies for municipalities and regional districts throughout Western Canada. The proponent's goal of creating a dynamic blueprint for future industrial land development that is accompanied by specific sector attraction strategies will be guided by an advisory group that is made up of industry leaders from throughout Cowichan. Economic Development Cowichan is confident that this process of engaging industry stakeholders will be a powerful tool for forming new alliances and partnerships in the region.

To proceed with the Industrial Land Use Strategy, Economic Development Cowichan is requesting that the original \$45,000 that was assigned to the project in 2017 be carried over to the 2018 Economic Development budget.

ANALYSIS

The Industrial Land Use Strategy is a leading priority for Economic Development Cowichan that will be used to inform business attraction strategies and land use planning at the regional and municipal level. It is a highly anticipated activity that has generated broad-based support and is integrated into the fabric of various economic development strategies taking place throughout the region.

FINANCIAL CONSIDERATIONS

The \$45,000 CVRD contribution toward the plan will be used to successfully leverage \$15,000 in additional support for the strategy that has been pledged to Economic Development Cowichan by Island Coastal Economic Trust.

COMMUNICATION CONSIDERATIONS

After funding for the strategy has been secured, a formal press release will be issued by the CVRD to announce the project and the successful proponent.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

The Industrial Land Use Strategy is a key component of Economic Development Cowichan's Strategic Plan for 2018 to 2022.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

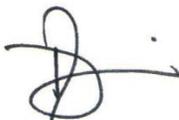
Prepared by:

Reviewed by:



 Amy Melmock
 Manager

 Not Applicable
 Not Applicable



 Ross Blackwell, MCIP, RPP, A.Ag.
 General Manager



STAFF REPORT TO COMMITTEE

DATE OF REPORT January 11, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of January 24, 2018

FROM: Economic Development Division
Land Use Services Department

SUBJECT: Economic Development Cowichan Strategic Plan 2018 - 2022

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to provide the final Economic Development Cowichan Strategic Plan for 2018 – 2022.

RECOMMENDED RESOLUTION

That it be recommended to the Board that the Economic Development Cowichan Strategic Plan for 2018 – 2022 be approved.

BACKGROUND

Economic Development Cowichan began working on a four-year strategic plan in September 2016. Creating the plan has involved numerous consultations with the Board and business and community leaders during the past 17 months. The consultations have included discussions on the strategic priorities, success measurements and communications initiatives that will inform the plan's implementation during the next three years.

The Economic Development Cowichan Strategic Plan outlines five specific goals including *Business Retention, Expansion and Attraction*, *Sector Development*, *Strengthening Communities*, *Telling the Cowichan Story* and *Aligning with CVRD Strategic Activities*. These goals underscore the CVRD's Corporate Strategic Plan for 2014 to 2018 and its focus on excellence in land use planning, climate change, sound fiscal management, community engagement and advocacy.

ANALYSIS

This strategic plan is intended to provide an overall framework for the day-to-day activities and initiatives of Economic Development Cowichan during the coming four years. It is intended that the document will be renewed and revisited as new opportunities emerge within the region. The plan will also be used as a tool for measuring the achievements of Economic Development Cowichan on a bi-annual basis.

FINANCIAL CONSIDERATIONS

Economic Development Cowichan will use the strategic plan as a guide for determining how to allocate and leverage its annual budget.

COMMUNICATION CONSIDERATIONS

The approval of the plan by the Board and its release to the public will be accompanied by opportunities to meet with regional media. The plan will also be posted on the new Economic Development Cowichan website.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

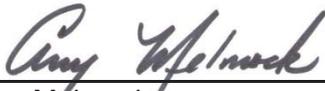
The approval of Economic Development Cowichan’s Strategic Plan for 2018 to 2022 will coincide with the release of an annual *Year in Review* document that will be published annually each February. The plan itself will also be reviewed annually by the Board. The five key goals of the strategy inform the monthly work plan of Economic Development Cowichan. The period established by the plan is intended to correspond to the election cycle so that each new Board can be in a position to consider the direction of economic development initiatives for its term.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

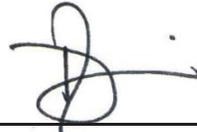
Prepared by:

Reviewed by:



Amy Melmock
Manager

Not Applicable
Not Applicable



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:

Attachment A – Economic Development Cowichan Strategic Plan 2018 - 2022

Economic Development Cowichan

**STRATEGIC PLAN
2018 » 2022**



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Message from Economic Development Cowichan

- » Learning from Previous Strategies
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- » Vision for Economic Development
- » Economic Development Cowichan's Role within Land Use Services and the CVRD
- » Developing Partnerships in Economic Development
- » Accessing Resources

GOAL 1: Business Retention, Expansion & Attraction

- » Industrial Land-Use Inventory
- » Business Connector Program

GOAL 2: Sector Development

- » Cowichan Tech Strategy
- » Agriculture and Food Processing
- » Value-Added Wood and Custom Design
- » Tourism Product Development
- » Film Cowichan
- » Partnered Sector Consultations

GOAL 3: Strengthening Communities

- » Sub-regional Economic Development Strategies
- » Village Core Strategies
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- » Economic Development Forums
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- » Land Use Management and Business Licensing
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MESSAGE

FROM ECONOMIC DEVELOPMENT COWICHAN (EDC)

Developing this four-year strategic plan has involved an extended process of listening, building new relationships and setting clear priorities.

To acknowledge the past activities and insights of local business and community leaders, this plan draws on the Sustainable Economic Plan created by EDC in 2011. The Cowichan Valley Regional District Corporate Strategic Plan for 2014 to 2018 and its focus on excellence in land use planning, climate change, sound fiscal management, community engagement and advocacy also inform this document. Like previous plans, this strategy places value on creating a vibrant economy for Cowichan by:

- » **Increasing high quality employment opportunities**
- » **Building a more diversified and sustainable local economy**
- » **Supporting existing and emerging businesses that bring new investment to the region**

Through this strategy, Economic Development Cowichan will act on recommendations to:

- » **Activate regular consultation with regional businesses**
- » **Develop regional partnerships**
- » **Create detailed land use inventories**
- » **Communicate Cowichan's business success stories**
- » **Support communities**

The development of this strategy began in August 2016 and since then, EDC has engaged with individual business owners, community members and sector representatives from across the region to ensure the strategy reflects their aspirations. Economic Development Cowichan has also consulted with the CVRD Board of Directors, Chamber of Commerce organizations and not-for-profit organizations throughout the strategy's development stages.

This strategy builds on regional strengths in sectors like agriculture, forestry and tourism while acknowledging emerging sectors like advanced manufacturing, food processing, technology and film as economic contributors. By pursuing new opportunities that align with the values of the CVRD, Economic Development Cowichan aims to create shared prosperity and a sustainable future for Cowichan residents.

AMY MELMOCK, MANAGER
ECONOMIC DEVELOPMENT COWICHAN

VISION

Economic Development Cowichan connects business, community and local government to position the region for success and shared prosperity. We respect and communicate the uniqueness of our communities and create value by acting on sustainable opportunities for partnership, collaboration, resource development and investment.

EDC's Role within the Cowichan Valley Regional District

Economic Development Cowichan is an entity within the Land Use Services Department of the CVRD. It supports and upholds the priorities of the department and works in concert with fellow CVRD staff to create efficient and coordinated growth and development in the region.

Developing Partnerships in Economic Development

As a regional entity, EDC works with communities throughout Cowichan to create new partnerships and projects in economic development. EDC also works with a broad range of federal, provincial and regional partners in the public, private and not-for-profit sectors to support sector development and address regional opportunities and challenges.

Accessing Resources

Economic Development Cowichan uses its resources in a fiscally responsible manner to leverage support and collaboration from provincial and federal agencies and other sources for the benefit of communities within Cowichan.

GUIDING PRINCIPLES

GOALS

GOAL 1

Business Retention,
Expansion
& Attraction

GOAL 2

Sector
Development

GOAL 3

Strengthening
Communities

GOAL 4

Communicating
Our Story

GOAL 5

Aligning with
CVRD Strategic
Activities



BUSINESS RETENTION, EXPANSION & ATTRACTION

GOAL

Create new opportunities for business expansion and attraction through collaboration, networking and leveraging shared resources.

WHY?

Retaining our business base, opening up new opportunities for business expansion and attracting new and innovative businesses is essential to the economic and social health of our region.

ACTIONS	MEASURE	TARGET
1.1 INDUSTRIAL LAND USE ACTION PLAN Working in collaboration with industry and municipal planning staff, EDC will conduct a comprehensive analysis of industrial lands in the region and build a foundation for new business attraction and investment based on capacity and current trends.	Selection of a qualified consultant and launch of study research Municipal and industry engagement in the plan and formation of Industry Advisory Panel Municipal and CVRD endorsement of the plan Creation of key strategies and plan implementation	Q1 2018 Q2 - Q3 2018 Q4 2018 Ongoing
1.2 BUSINESS CONNECTOR PROGRAM The Business Connector Program will provide existing and emerging individual businesses with timely, partnered support and information in product development, market and infrastructure expansion, access to labor and other current issues.	Establish an EDC Advisory Panel Visit a minimum of 60 businesses annually to assess their current needs and recommend partnered mechanisms for support Host partnered workshops on issues relevant to the business community	Q1 2018 Ongoing Q1 2018 Ongoing

SECTOR DEVELOPMENT

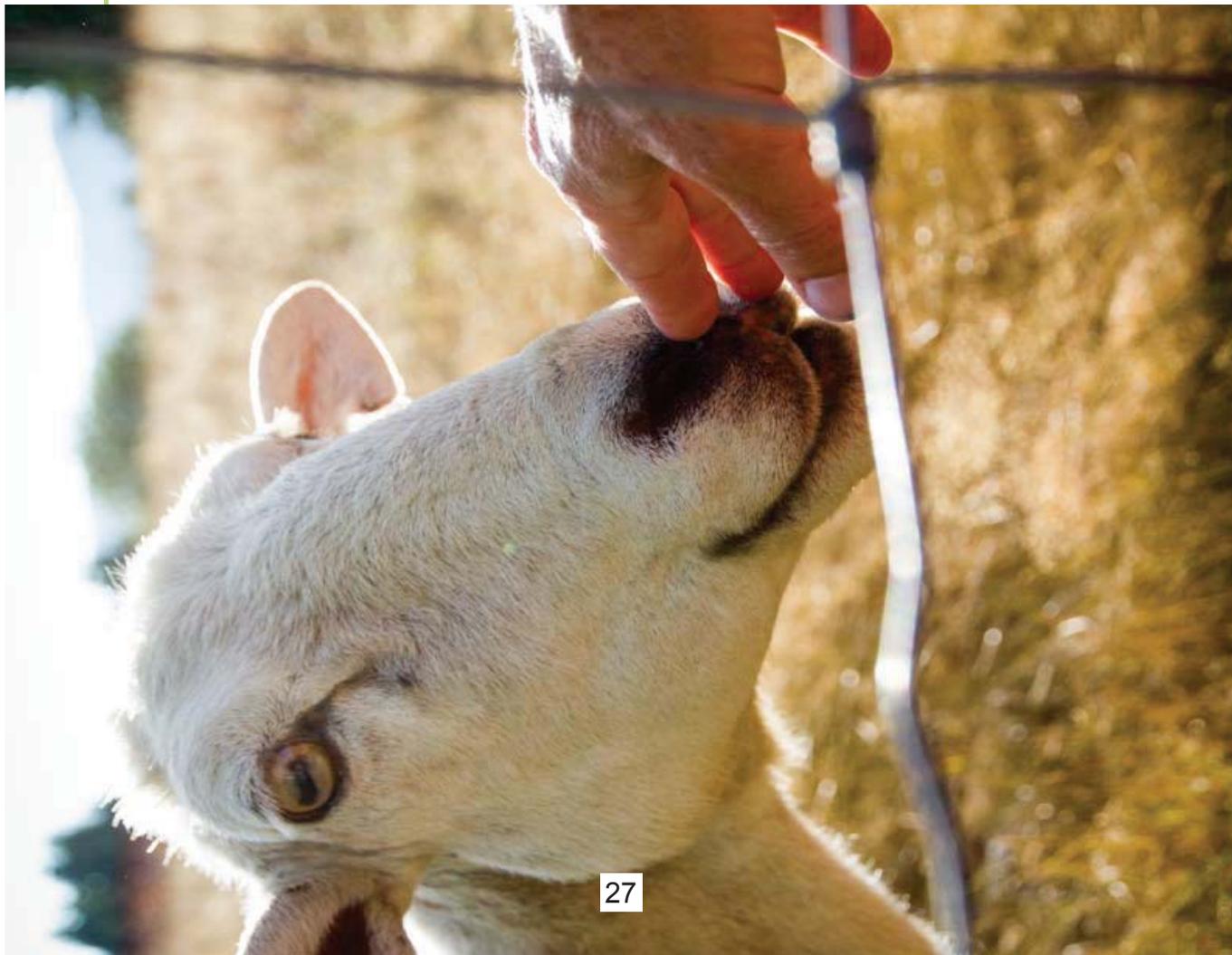
GOAL

Based on their social and economic impact, support the development of existing and emerging sectors in the Cowichan region.

WHY?

The landscape of sector activity is changing in the Cowichan. Traditional sectors are in transition and new opportunities are emerging that will diversify and strengthen the regional economy, provide well-paying jobs, opportunities for new investment as well as the retention and attraction of skilled workers.

ACTIONS	MEASURE	TARGET
2.1 COWICHAN TECH STRATEGY Support the development of a strategy that identifies our value proposition as a region, supports the growth of the existing sector and acts on opportunities for new growth.	Release study results to CVRD Board and the community	Q1 2018
	Implement recommendations in skills development, business development and attraction and investment	Q2-Q4 2018 Ongoing
2.2 AGRICULTURE AND FOOD PROCESSING Act on Board recommendations to establish an Agriculture Select Committee for the CVRD. Support a viable and diverse agricultural industry by creating practical tools and assistance programs for producers and by assisting in the development of new food processing, value-added and agri-tech initiatives.	Bring together select committee stakeholders and establish terms of reference	Q1 2018
	Release the results of Equipment Bank Study and act on priority needs	Q1 - Q4 2018
	Facilitate the creation of a land lease program for Cowichan	Q1 - Q4 2018
	Partner in the development of new agriculture initiatives	Q3 2018 Ongoing





GOAL 2

<p>2.3 VALUE ADDED WOOD AND CUSTOM DESIGN Host and create events and programs that support, promote and diversify value added wood and custom design businesses in Cowichan.</p>	<p>Co-host the inaugural Island Wood Trade Show and Forum with Vancouver Island Economic Alliance</p>	<p>Q1 2018</p>
	<p>Create online profiles of wood and custom design businesses</p> <p>Promote sector growth through business expansion and attraction and special events</p>	<p>Q1 - Q4 2018</p> <p>Ongoing</p>
<p>2.4 TOURISM PRODUCT DEVELOPMENT Champion emerging tourism products that will enhance the growth of the sector and compliment the destination marketing focus of Tourism Cowichan Society.</p>	<p>Identify and act on new product development opportunities related to cycling</p>	<p>Q1 2018</p>
	<p>Identify and champion other new product development opportunities as they emerge</p>	<p>Ongoing</p>
<p>2.5 FILM COWICHAN Continue promoting Cowichan as a film destination by highlighting distinct locations and film production opportunities in the region, raising awareness of film and by providing film liaison services to business, municipalities and incoming production companies.</p>	<p>Promote RONA Building as film production facility</p>	<p>Q1 2018</p>
	<p>Work toward the development of permanent film production facilities and film services in the Cowichan Valley</p>	<p>Ongoing</p>
	<p>Update Cowichan's film location library on Creative BC Reel Scout program</p>	<p>Ongoing</p>
	<p>Assist in the development of new regional film events and film training opportunities</p>	<p>Ongoing</p>
<p>2.6 PARTNERED SECTOR CONSULTATIONS Work with business, community and government partners to connect existing and emerging sectors with information and resources and to stimulate new sector growth.</p>	<p>Create partnered strategies that address skills development and employment issues in Cowichan</p>	<p>Ongoing</p>
	<p>Create new sector opportunities as they emerge</p>	<p>Ongoing</p>



STRENGTHENING COMMUNITIES

GOAL

Strengthen the capacity of key sub-regions, villages and towns throughout the region to act on new community infrastructure, business investment and community economic development opportunities.

WHY?

The next generation of business investors, entrepreneurs and workers will be attracted to communities that enhance their liveability and demonstrate a cohesive, forward-thinking approach to community development and business retention, expansion and attraction.

ACTIONS	MEASURE	TARGET
3.1 SUB-REGIONAL ECONOMIC DEVELOPMENT STRATEGIES Assist in developing partnered economic development strategies that will influence the economic and social wellbeing of municipalities and sub-regions in Cowichan.	Assist municipalities and sub-regions in the development of partnered economic development and sector attraction strategies Act on strategy recommendations by leveraging new financial resources	Q1-Q4 2018 Ongoing
3.2 VILLAGE CORE STRATEGIES Take part in design charrettes and other partnered activities aimed at strengthening and creating connections between village cores.	Help local business and community organizations to resource recommendations stemming from the design charrettes Create investment profiles for village cores that highlight new development opportunities	Q2 2018 Ongoing
3.3 COMMUNITY-BASED INITIATIVES Help community organizations throughout the region strengthen their governance, strategic planning and fundraising capacity.	Assist in the development of community infrastructure and special initiatives that are supported by a strategic and partnered approach to development	Ongoing

COMMUNICATING OUR STORY

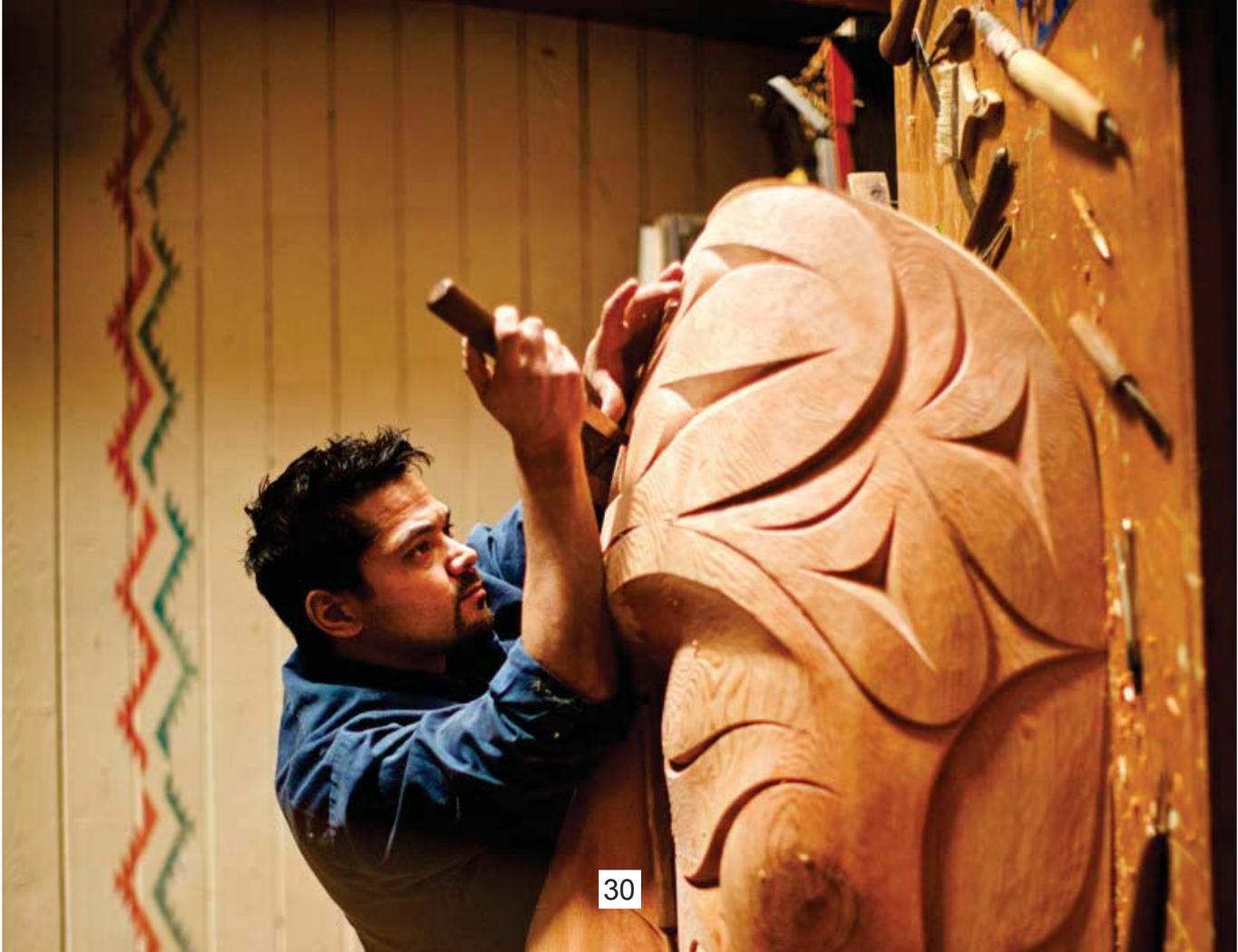
GOAL

To effectively communicate the business and lifestyle advantages of living in Cowichan and raise the profile of economic development activities in the region.

WHY?

A dynamic and timely approach to promoting the region is required to foster external interest and knowledge of the Cowichan Region and to create a positive perception of the region amongst local business and community members.

ACTIONS	MEASURE	TARGET
4.1 WEBSITE DEVELOPMENT Create and promote a comprehensive Economic Development Cowichan website that provides information on the business and lifestyle advantages of the region in a compelling, dynamic and up-to-date format.	Launch new website	Q1 2018
	Continue to add current event information and Changemaker profiles to the website, along with up-to-date demographic information about the region	Ongoing
	Introduce industrial land profiles, update community investment profiles	Q3 2018
4.2 ECONOMIC DEVELOPMENT FORUMS Participate in and host economic development forums aimed at raising awareness of activities in the Cowichan Region.	Make regular presentations to municipalities, local business organizations and the private sector	Q2 - Q4 2016
	Host bi-annual Economic Development Forums and annual review of the Strategic Plan	Ongoing
4.3 SECTOR PROFILES Continue to research and develop the business case for specific sectors within the Cowichan Region.	Conduct detailed research and update profile information related to key sectors in the region	Q2 2018 - Ongoing





ALIGNMENT WITH CVRD STRATEGIC ACTIVITIES

GOAL

To take an active role in the strategic initiatives of the CVRD that have a direct impact on economic development and effective management of CVRD resources.

WHY?

Many of the strategic initiatives of the CVRD have implications for Economic Development Cowichan. To add value to these initiatives, Economic Development Cowichan will be proactive in working with CVRD divisions and the Board of Directors.

ACTIONS	MEASURE	TARGET
5.1 LAND USE MANAGEMENT AND BUSINESS LICENSING Explore opportunities for new land use and business licensing protocols.	Work with CVRD colleagues to explore the potential for leasing CVRD lands for industrial, agricultural and other purposes Create an internal CVRD working group to determine a business licensing protocol and present findings to the Board	Q1 2018 - Ongoing Q1 2018 - Q4 2018
5.2 FIRST NATIONS CONSULTATIONS Conduct and participate in relationship building activities with First Nations throughout the Cowichan Region.	Participate in relationship building opportunities with fellow CVRD staff and conduct individual discussions with First Nations economic development staff	Ongoing
5.3 COWICHAN 2050 Participate in the Cowichan 2050 project management team and provide organizational support for the Vancouver Island Placemaking Speaker Series.	Assist in organizing and promoting speaker series events and other placemaking initiatives Work with CVRD staff and community partners to develop a Creative Economies conference in 2019	Ongoing Ongoing



STAFF REPORT TO COMMITTEE

DATE OF REPORT January 15, 2018
MEETING TYPE & DATE Regional Services Committee Meeting of January 24, 2018
FROM: Office of the CAO
SUBJECT: Community Engagement – Drinking Water and Watershed Protection
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to provide an overview of planned community engagement activities regarding seeking public input on the proposed Drinking Water and Watershed Protection Service for the region.

RECOMMENDED RESOLUTION

For information.

BACKGROUND

Drinking water and watershed management have consistently been identified as priority issues by the public. In early 2017, the Cowichan Valley Regional District (CVRD) asked the community for its input on the role of local government in addressing drinking water and watershed protection in the region.

Building on what we heard in 2017, and following Board direction, the CVRD will be reaching out to the community, other local governments and interest groups again throughout February to get input on the proposed function.

ANALYSIS

Starting Monday, February 5, the public can provide their input at www.placespeak.com/drinkingwater or by attending one of the following open houses.

Tuesday, February 6	3 - 5 p.m. and 6 - 8 p.m. Cowichan Lake Sports Arena
Thursday, February 8	3 - 5 p.m. and 6 - 8 p.m. Island Savings Centre
Tuesday, February 13	3 - 5 p.m. and 6 - 8 p.m. Kerry Park Recreation Centre
TBD	3 - 5 p.m. and 6- 8 p.m. Ladysmith

Mr. Brian Carruthers will also be providing an overview of the proposed function to the following municipal councils and requesting input.

Tuesday, January 30	4 p.m. Town of Lake Cowichan
Monday, February 5	7 p.m. Town of Ladysmith
Wednesday, February 7	1:30 p.m. Municipality of North Cowichan
Monday, February 19	6 p.m. City of Duncan

Information regarding engagement opportunities will also be shared with key stakeholder groups for distribution amongst their membership.

The public's input and further recommendations will be considered by the Regional Services Committee at its March 28 meeting.

FINANCIAL CONSIDERATIONS

None at this time as the required resources are included in the 2018 Budget.

COMMUNICATION CONSIDERATIONS

All of the above items will be communicated to the public via our website, social media, PlaceSpeak, directed outreach and through a news release.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Protection of Water Resources and Community Engagement are two strategic focus areas identified in the CVRD Strategic Plan.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Planning & Development Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

Reviewed by:



Brian Carruthers
Chief Administrative Officer

Not Applicable
Not Applicable

Not Applicable
Not Applicable



STAFF REPORT TO COMMITTEE

DATE OF REPORT January 16, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of January 24, 2018

FROM: Public Safety Division
Community Services Department

SUBJECT: Community Emergency Preparedness Fund Grant Application

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to obtain approval for an application to the Union of British Columbia Municipalities (UBCM) Community Emergency Preparedness Fund (CEPF) to augment costs for outfitting the CVRD Emergency Operations Centre (EOC).

RECOMMENDED RESOLUTION

That it be recommended to the Board that a grant application be submitted to the Union of British Columbia Municipalities for the Emergency Operations Centre Grant under the Community Emergency Preparedness Fund Initiative.

BACKGROUND

The CVRD Emergency Program is a regional program that works cohesively and collaboratively with the following authorities: City of Duncan, District of North Cowichan, Town of Ladysmith, Town of Lake Cowichan, Cowichan Tribes, Ditidaht (Nitinaht) First Nation, Halalt First Nation, Malahat Nation, Lake Cowichan First Nation, Lyackson First Nation, Penelakut First Nation, and Stz'uminus First Nation. The CVRD has an Emergency Program Bylaw and various agreements and Band Council Resolutions to support a regional emergency program that works collaboratively to build regional and local community capacity through joint training and resource acquisition.

As each local government works to increase their capacity, this increases the overall capacity of Vancouver Island to prepare, respond and recover from major events such as wildfires and earthquakes. The Emergency Operations Centre is an integral component of our ability to respond to a multi-jurisdictional events. Additional grant funding will strengthen our emergency management during and after emergency/disaster events, therefore strengthening community disaster resilience.

ANALYSIS

The purchase of equipment and technology (SMARTBoards, Technology enhanced conference table, computer systems, and communications systems, etc.) will allow us to be able to collaborate real-time and effectively coordinate response and recovery activities and enhance EOC capacity through practical training and exercises.

FINANCIAL CONSIDERATIONS

The Public Safety Division has been given the directive to relocate the Primary Regional Emergency Operations Centre to our Bings Creek Facility. Operating Reserves are being considered for this project and when finalized they will provide funding for upgrades to the facility as well as outfitting the new EOC location.

From the 2017 budget for Emergency Planning (205), it is anticipated that the majority of the

funds available will be utilized for facility renovations and upgrades to make it fully functioning, with \$12,000 allocated towards outfitting the EOC.

The (CEPF) program can contribute a maximum of 100% of the cost of eligible activities to a maximum of \$25,000. The evaluation process suggests that applicants that have allocated funding in their budgets process are considered to be more favourable. To this, the Public safety Division has allocated \$12,000 towards equipment and training resources from the 2018 budget allocation, 205 Emergency Planning.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

N/A

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Conrad Cowan
Manager

Reviewed by:

Not Applicable
Not Applicable



John Elzinga
General Manager

ATTACHMENTS:

Attachment A – CEPF 2018 EOC Application
Attachment B – CEPF 2018 EOC Application Budget

Community Emergency Preparedness Fund
Emergency Operations Centres & Training

Phone: 250 387-4470 E-mail: cepf@ubcm.ca
 Mail: 525 Government Street, Victoria, BC, V8V 0A8

2018 APPLICATION FORM

Please complete and return this form by **February 2, 2018**. All questions are required to be answered by typing directly in this form. For detailed instructions regarding application requirements, please refer to the *2018 Emergency Operations Centres & Training Program & Application Guide*.

SECTION 1: APPLICANT INFORMATION

Applicant: Cowichan Valley Regional District	Date of Application: January 15, 2018
Contact Person*: Sybille Sanderson	Title: Emergency Program Coordinator
Phone: 250-746-2560	E-mail: ssanderson@cvrld.bc.ca

* Contact person must be an authorized representative of the applying local authority or Treaty First Nation.

SECTION 2: PROJECT INFORMATION

1. NAME OF PROJECT.

Primary Regional Emergency Operations Centre Relocation and Upgrade

2. EMERGENCY PLAN. Please describe the extent to which the proposed project will support recommendations or requirements identified in the local Emergency Plan.

To be compliant with the Emergency Program Act, the Regional Emergency Plan requires the provision of Emergency Operations Centres throughout the region to provide site support in major incidents impacting our residents. Currently, our EOC locations are within local government facilities, usually in Boardroom or Committee Room settings.

The 2017 Wildfires clearly demonstrated that Emergency Operations Centres and Recovery Operations Centres need to be sustainable over long periods of time (months or even years). During this time, local governments are also expected to continue business as usual. Having our EOCs located in local government offices really challenges business continuity for regular essential services when required for long-term coordination of emergency response and recovery.

In late 2017, the CVRD Board approved a proposal to relocate the Primary Regional Emergency Operations Centre to its Bings Creek Facility to ensure 24/7 operations capability while reducing

the impact to local government business continuity of essential services. The Primary Regional Emergency Operations Centre will also provide much needed space for on-going training of staff and volunteers in all aspects of emergency management including: Emergency Operations Centres; Incident Command System; Emergency Social Services; Recovery and Resilience Centres; Emergency Communications Team; Fire Rescue and Search & Rescue, etc. This dual purpose facility will ensure that all Emergency Program components can be effectively trained and implemented at a moments notice.

The new location for the Primary Regional Emergency Operations Centre is central to the region, has great highway access and is in an area with the least vulnerability as per the most recent Hazard, Risk & Vulnerability Analysis.

3. MASS CARE. Please describe the extent to which the proposed project will consider mass care scenarios.

The Regional Emergency Plan includes several contingency plans (i.e. interface wildfire and earthquake) that speak to the need for coordinating Mass Care. During such events, the Regional Emergency Operations Centre will be coordinating Emergency Social Service and Mass Care needs as part of the overall support and coordination of the event.

4. TRANSFERABILITY. Please describe the extent to which the proposed project will demonstrate transferability to other local governments and/or Treaty First Nations.

The Primary Regional Emergency Operations Centre can be used by all local governments and First Nations contiguous to the Cowichan Valley Regional District and can also operate in support of other communities or as was experienced during the 2017 Wildfires, support the role as a host community for other jurisdictions.

5. PARTNERSHIPS. Please identify any other authorities you will collaborate with on the proposed project and outline how you intend to work together.

The CVRD Emergency Program is a regional program that works cohesively and collaboratively with the following authorities: City of Duncan, District of North Cowichan, Town of Ladysmith, Town of Lake Cowichan, Cowichan Tribes, Ditidaht (Nitinaht) First Nation, Halalt First Nation, Malahat Nation, Lake Cowichan First Nation, Lyackson First Nation, Penelakut First Nation, and Stz'uminus First Nation. The CVRD has an Emergency Program Bylaw and various agreements and Band Council Resolutions to support a regional emergency program that works collaboratively to build regional and local community capacity through joint training and resource acquisition.

How will a collaborative approach leverage efficiencies and be a cost effective approach to maintaining or improving EOC operations.

As each local government works to increase their capacity, this increases the overall capacity of Vancouver Island to prepare, respond and recover from major events such as wildfires and earthquakes. The Emergency Operations Centre is an integral component of our ability to respond to a multi-jurisdictional events and additional grant funding will strengthen our emergency management during and after emergency/disaster events, therefore strengthening community disaster resilience.

6. PROPOSED ACTIVITIES. What specific activities will be undertaken as part of the proposed project. Please refer to Section 4 of the Program & Application Guide. *A detailed list of equipment purchases is required in your budget.*

The specific activities to be undertaken include:

- Request for Quotations will be issued for purchase of EOC equipment

- Smartboard 8,000 Series interactive display system with SMART Meeting Pro and SMART Bridgit
- large Conference Table that works as both a meeting/training table and as a fully functioning EOC table with integrated computer systems
- 10 computer systems
- 10 phones with headsets
- 1 conference phone

7. CAPACITY BUILDING. Describe how the proposed project will increase emergency response capacity in your community.

Current EOC capacity is heavily reliant on a paper-based model. Although this is always important as a redundancy, in this day and age, it seriously hinders the ability for EOC personnel to develop a common operating picture to clearly understand the issues being dealt with at the site level response and recovery. Real-time interactive technology will greatly improve the decision-making power of the Emergency Operations Centre personnel and ensure better interoperability and collaboration between sites, departmental operations centres and EOCs.

8. EVALUATION. How will the project be evaluated?

The EOC equipment will be purchased and utilized in numerous exercises, training events and activations. All activities include a debriefing component that identifies what works and what needs improvement. This will provide regular use and testing of the equipment to evaluate ease of use, improvement of collaboration and common operating picture with real-time updates with images, maps and reports at our fingertips and searchable during and post event to capture response and recovery processes, lessons learned and action list for improvements.

SECTION 3: REQUIRED APPLICATION MATERIALS

Only complete applications will be considered for funding. The following separate attachments are required to be submitted as part of the application:

- Local government Council or Board resolution, or First Nation Band Council resolution, indicating support for the current proposed activities and willingness to provide overall grant management.
- Detailed budget for the proposed project. Include a breakdown of desired equipment to be purchased, work activities, training activities, and other considerations or comments. The budget must also clearly identify the Community Emergency Preparedness Fund funding request, applicant contribution, and/or other grant funding.

SECTION 4: SIGNATURE (To be signed by Local Government or First Nation Applicant)

I certify that: (1) to the best of my knowledge, all information is accurate and (2) the area covered by the proposed project is within our local authority's jurisdiction (or appropriate approvals are in place).

Name:	Title:
Signature:	Date:

All applications should be submitted to:

Local Government Program Services, Union of BC Municipalities

E-mail: cepf@ubcm.ca

Mail: 525 Government Street, Victoria, BC, V8V 0A8

**Community Emergency Preparedness Fund
Emergency Operations Centre
2018 Grant Funding Budget**

Description	Quantity	Est. Cost	Cost	CEPF	CVRD
SMARTboard 8000 Series	1	\$16,000.00	\$16,000.00	\$11,200.00	\$4,800.00
Conference Table with technology capability	1	\$6,000.00	\$6,000.00	\$4,200.00	\$1,800.00
Computer Systems	8	\$1,000.00	\$8,000.00	\$5,600.00	\$2,400.00
Communications Systems	1	\$7,000.00	\$7,000.00	\$4,000.00	\$3,000.00
			\$37,000.00	\$25,000.00	\$12,000.00



STAFF REPORT TO COMMITTEE

DATE OF REPORT January 8, 2018

MEETING TYPE & DATE Regional Services Committee Meeting of January 24, 2018

FROM: Community Planning Division
Land Use Services Department

SUBJECT: Affordable Housing: Cowichan Housing Association's Proposal to
Establish a Regional Service

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to introduce the Cowichan Housing Association's proposal that the CVRD establish a regional affordable housing service. Cowichan Housing Association will be presenting this proposal to the Committee, and be able to respond to any questions about it.

RECOMMENDED RESOLUTION

For direction.

BACKGROUND

In July 2017, the Regional Services Committee considered a report on options for taking action on the issue of affordable housing. At that meeting, a decision was made to learn more about the issues through an Affordable Housing workshop, to be organized by the Cowichan Housing Association. Other opportunities to learn more about what is being done on this issue were made available as well, such as a tour of Warmland House to learn more about the facility and the services offered, as well as an invitation to participate in a Cowichan Housing Association workshop on "Housing First."

On November 6, 2017, members of the CVRD Board, together with elected officials from municipal jurisdictions and alternate Board members, participated in an Affordable Housing workshop, facilitated by representatives from the Cowichan Housing Association, Social Planning Cowichan, OUR Cowichan, and the United Way. The workshop included presentations from two nearby Regional Districts, together with their community partners: Capital Regional District, and the Comox Valley Regional District. Through discussions at that workshop, and a subsequent delegation to the Regional Services Committee in November 2017, the Cowichan Housing Association was encouraged to bring a proposal forward to the CVRD outlining a regional response to the affordable housing situation. This proposal is attached, together with a slide presentation.

ANALYSIS

The proposal presented by the Cowichan Housing Association reflects the considerable work being undertaken within the Cowichan community, including community-based organizations, churches, and local governments, to develop a comprehensive and effective response to the issue of affordable housing and homelessness within the Cowichan Region. The community is mobilizing to develop capacity and partnerships to meet current needs for shelter and affordable housing, and prevent homelessness. Part of the overall response is the development of a community-based plan to identify priority actions. This plan should be completed by March 2018.

Recent announcements regarding the National Housing Strategy, which is anticipated to invest significant new money into communities to address affordable housing needs, have emphasized

that all levels of government need to be involved with community-based organizations in working together on affordable housing issues. It is anticipated that matching funds will be required.

The community planning process has identified that there are three gaps:

1. Financial resources at the local level to provide opportunities for matching or leveraging funds for projects to be financed by the federal initiative;
2. The need for a regional strategy to address the spectrum of housing needs; and
3. Access to data, such as GIS data, that local governments could provide in support of community-based planning efforts, and other ways that local governments could lend their capacity to community-based efforts.

The attached document presents a proposal that the CVRD participate in addressing these three gaps, by:

1. Establishing a CVRD Affordable Housing Contribution Service, to be managed (via contribution agreement) by the Cowichan Housing Association, in the amount of \$750,000 per year to be allocated to community-based investment in affordable housing (67%), community planning services such as partnership development, research and education (18%), and administration of the funds and overhead costs (15%);
2. Supporting the development of a Regional Attainable Housing Strategy and Action Plan by the Cowichan Housing Association and community partners. This could be through grant-in-aid funding or some other mechanism; and
3. Permitting CVRD staff members (as appropriate) to work in partnership with community-based organizations, and provide in-kind support to community projects as appropriate and as negotiated on a case-by-case basis respecting workloads, privacy regulations, etc., including:
 - providing GIS and other data as required for community-based plans and project development;
 - participating in planning processes;
 - partnering on grant applications (particularly in those cases where the funding source requires that the local government submits the grant applications); and
 - other related activities.

Prior to moving ahead with the proposal for an Affordable Housing Contribution Service, the Board may wish to have an evaluation of the relative costs and benefits of having the CVRD operate such a service, in contrast with contracting with the CHA as a community-based organization to operate such a service.

FINANCIAL CONSIDERATIONS

The establishment of a CVRD Affordable Housing Contribution Service is, essentially, the establishment of a new tax. This will require that a referendum be held.

Given the procedures as laid out in the *Local Government Act* regarding the establishment of new services, and given the community engagement commitments laid out in CVRD policy, there will be costs associated with these processes. A rough estimate of these costs is \$100,000. This cost estimate includes hiring a consultant to develop the community engagement/communications plan and execute the plan.

Should the CVRD Board decide to proceed with this investigating this initiative further funding for referendum costs will need to be addressed in the 2018 budget, although should the service be established, *Local Government Act* Section 379 (5) directs that "the costs of the referendum are

deemed to be costs of the service." Actual implications for the 2018 budget need to be determined by the Finance Division.

COMMUNICATION CONSIDERATIONS

Should the CVRD Board decide to proceed with this initiative, which will require a referendum, community education and engagement on the proposal will be required. The nature of the required communications are laid out in the CVRD's Alternative Approval Process Policy, adopted by the Board in 2016. The CVRD may consider working collaboratively with member municipalities and community-based organizations in undertaking the necessary community education and engagement initiatives. Financial implications are considered above. This cost estimate addresses advertising in newspapers and other media, venue rentals for meetings to be held, and other related costs.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

The CVRD's vision is that "Cowichan communities will be the most livable and healthy in Canada." Its mission is that "We serve the public interest through leadership, cooperation and a focus on community priorities and strengths."

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

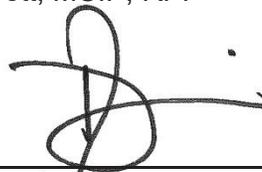


Beverly Suderman, MCIP, RPP
Senior Planner

Reviewed by:



Mike Tippett, MCIP, RPP
Manager



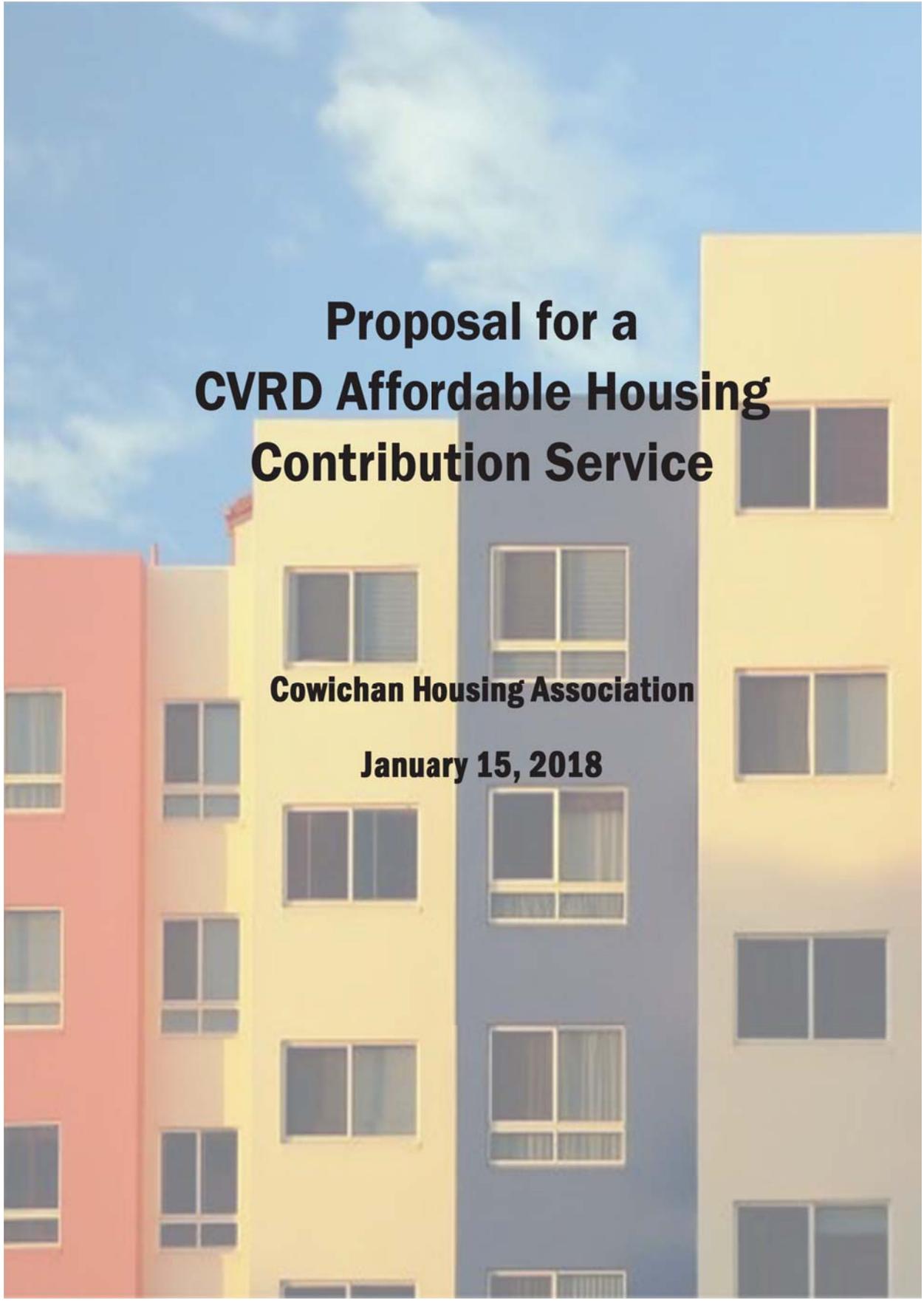
Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:

Attachment A – Proposal for a CVRD Affordable Housing Contribution Service

Attachment B – Letter dated January 15, 2018, from Cowichan Housing Association to Chair Lefebure

Attachment C – January 15, 2018, PowerPoint Presentation Affordable Housing In the Cowichan Region



**Proposal for a
CVRD Affordable Housing
Contribution Service**

Cowichan Housing Association

January 15, 2018

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1. Background and Purpose

The issue of affordable housing has been of concern in the Cowichan region for the past decade or more. Appendix B provides a detailed background on the issues and actions undertaken to address them.

The last four years has seen increasing homelessness in our region; more people are precariously housed or couch surfing and due to the rising cost of rents and shrinking affordable housing supply, there are more people at risk of becoming homeless. Young people entering the job market, anyone on a fixed income, and many others, are struggling to find and maintain affordable housing.

There is compelling evidence from around the country that providing housing has long-term benefits to communities in lowering costs for a wide range of health, police and other services and in supporting community well-being and economic development. The Cowichan community has mobilized to develop capacity and partnerships to address homelessness and affordable housing. Federal and provincial funding strategies have existed in the past and are being revised and up-dated now.

Three key gaps have been identified:

- 1) Lack of financial resources at the local level to enable the breadth of partnerships and funding resources required to address needs for affordable housing and homelessness prevention.
- 2) Lack of a Regional Attainable Housing Strategy to provide clear direction and aims for addressing the spectrum of housing needs.
- 3) Access to data (for example, GIS services) that local governments could provide in support of community-based planning efforts, and staff assistance in planning and partnership initiatives.

The purpose of this report is to provide a proposal and rationale for the involvement and support of the Cowichan Valley Regional District in directly addressing affordable housing need for the Region.

2. Summary of Recommendations

It is recommended that:

- I. The Cowichan Valley Regional District (CVRD) establish a CVRD Affordable Housing Contribution Service to address issues related to Affordable Housing and Homelessness Prevention (see Section 3)
- II. The CVRD enter into a working agreement with Cowichan Housing Association (CHA) to manage the funding on behalf of the community and provide community coordination and development services related to affordable housing and homelessness prevention (Section 4)
- III. The CVRD support the development of a Regional Attainable Housing Strategy and Action Plan that will assist in guiding implementation of the Service objectives (Section 5)
- IV. The CVRD strengthen community partnerships through allocating staff time to support and participate in community planning processes (Section 6).

Each of these recommendations will be discussed in turn.

3. Proposed Cowichan Valley Regional District Affordable Housing Service

Cowichan Housing Association (CHA), together with members of the newly formed Cowichan Coalition to Address Homelessness and Affordable Housing, proposes that the CVRD establish a Regional Affordable Housing Contribution Service. This Service would provide flow-through funding to the Cowichan Housing Association to address issues related to Affordable Housing and Homelessness Prevention.

The benefits of this Service would be to provide and leverage funds to invest in Affordable Housing and Homelessness Prevention. Moreover, it would position Cowichan as a region that is engaged in investing, funding and partnerships for Affordable Housing and Prevention of Homelessness and is therefore ready for investment from other levels of government and funding agencies. To access additional funds from provincial and federal sources requires commitments from local municipal levels as evidenced by the success of other municipalities across the country.

3.1 Objectives of the Service

The specific objectives of a Regional Affordable Housing Contribution Service would be to:

- i. Increase the supply of affordable housing
- ii. Prevent housing loss and homelessness
- iii. Facilitate community planning and partnerships
- iv. Conduct research and analysis to inform and guide planning and decisions
- v. Engage, educate and inform the broader community around issues and solutions
- vi. Ensure efficient management, oversight, monitoring and accountability

The following table lays out these objectives in detail.

3.2 Detailed Aims of an Affordable Housing Contribution Service

Objective		Details
I.	Increase supply of affordable housing	<ul style="list-style-type: none"> i. Assist in the acquisition, development and retention of housing that is affordable for those households in the region with low or moderate household incomes ii. Facilitate economic and social investment in affordable housing iii. Provide partnership funding to assist in development of affordable housing and particularly to leverage the funding resources of non-profit private, municipal, provincial and federal sources iv. Facilitate partnerships with other levels of government and foundations to garner funding for affordable housing
II.	Prevent housing loss and homelessness	<ul style="list-style-type: none"> i. Provide partnership funding to assist community-based initiatives to leverage funds and to deliver housing loss and homelessness prevention services ii. Facilitate partnerships with other levels of government and foundations to garner funding for homelessness prevention
III.	Facilitate community planning and partnerships	<ul style="list-style-type: none"> i. Provide coordination to the Cowichan Coalition and be the first point of contact for the Coalition in the community ii. Establish linkages with regional, provincial and national agencies and networks
IV.	Conduct research necessary to inform and guide planning and decisions for the Contribution Service	<ul style="list-style-type: none"> i. Conduct research, data gathering and policy analysis to ensure there is a current body of information, evidence and best practices necessary to inform strategies, planning and actions
V.	Engage, educate and inform the broader community on issues and solutions	<ul style="list-style-type: none"> i. Develop a Communications Plan and communications tools for effective information sharing and consultation ii. Provide education and information on housing and homelessness issues and solutions geared to all sectors of the community iii. Conduct broader community engagement and networking to share information and to engage and consult with relevant agencies and organizations regionally, provincially and nationally
VI.	Ensure efficient management, oversight, monitoring and accountability of Contribution Service funds	<ul style="list-style-type: none"> i. Develop, implement and maintain a sound and efficient process for financial and decision making processes related to the Service, as well as monitoring, performance analysis, reporting and financial accounting ii. Establish and maintain thorough and sound policies, criteria and processes for soliciting, reviewing and awarding of project funding

3.3 Costs of A CVRD Affordable Housing Contribution Service

In consideration of the level of need for affordable housing in the Cowichan Region and of the capital requirements for developing housing, the recommended annual amount for the Contribution Service is \$765,000.

The annual allocation of funds would be as follows:

- \$500,000 (67%) Directly for affordable housing and homelessness prevention projects
- \$138,000 (18%) Research, data, coordination, communications and education activities
- \$112,500 (15%) devoted to administration of the Service
(Management, overhead, professional development, accounting)
- \$15,000 (2%) CVRD Administration Fee

4. Working Agreement with Cowichan Housing Association

4.1 Fund Administration and Accountability

CHA will steward funds provided by the CVRD on behalf of the community, and be responsible for implementation of Service objectives and fund administration.

Decisions relating to direct fund investments and allocations will be made in close consultation with the Cowichan Coalition and CVRD and will be based on relevant community plans and strategies, research, data and needs analysis. Principles, policies and processes will be developed to manage and guide fund expenditures and measure impact based on maximum benefit, positive outcomes, community priorities and leveraging potential. CHA will provide an annual budget and work plan outlining current year priorities.

CHA is a registered non-profit society governed by a Board of Directors. The Society was formed in 2015, building upon ten years of work and development by Social Planning Cowichan and the Regional Affordable Housing Directorate. Since 2015, CHA has developed a number of initiatives, including most recently, a Housing First For Youth initiative. We have successfully leveraged over \$270,000 in support of affordable housing and homelessness prevention (see Appendix B for background). CHA is part of the Collective Backbone 'Home Team' and will serve as the coordinator/facilitator for the Cowichan Coalition (see Appendix C) in planning and decisions.

The newly formed Cowichan Coalition made up of agencies and funders is under development, and considerable work has already been completed in 2017 to create a new multi-year strategy to address homelessness and affordable housing. The new plan will be completed by March 2018.

5. Development of an Attainable Housing Strategy and Action Plan

Evidence suggests that in addition to lack of supply and variable conditions of existing affordable and supported rental units, that home ownership is not attainable for many working people. As house prices rise, fewer young households and households with low to moderate incomes are able to purchase a home. This lack of housing impacts employee recruitment and retention and has broader economic development implications.

Appendix B lists several studies that have been undertaken with regard to affordable housing needs and strategies including a 2010 CVRD Affordable Housing Strategy (Regional Affordable Housing Directorate (RHAD) and a 2014 Regional Affordable Housing Needs Assessment (CVRD). A Community Plan to address homelessness is under development.

An updated Strategy is needed to support the Community Plan with current statistical data, strategies and an action plan that reflects the current situation and information. A Regional Attainable Housing Strategy would identify in more detail, ownership and rental housing needs in communities around the region, and to develop strategies, actions and an implementation plan that will support decisions for allocation of a Contribution Service. As such this would be developed during 2018 for completion by January 2019.

The support and participation of the CVRD in the development of this Strategy will be important in both its elaboration and implementation. CHA requests that the CVRD support its development through participation of staff and in-kind resources, and commit to adopting the plan upon completion.

6. CVRD Partnership

A partnership with the CVRD is needed to provide assistance to community efforts and where possible, to align our activities. In our efforts to plan, develop partnerships, funding applications, and to build and maintain a body of data, it is helpful to identify areas where we can work together, share information, leverage impact and avoid duplication.

We request that the CVRD allocate staff time to support and participate in community planning processes including:

- Providing data in support of community-based planning and project development.
- Participating in planning and committee processes to ensure the voice of the CVRD in decisions.
- Partnering in and assisting with grant applications where funding sources require that the local governments, in partnership with community, submit the grant applications.

7. Conclusion

The Cowichan community has mobilized to develop capacity and partnerships to address affordable housing and prevention of homelessness. Three key needs have been identified:

- 1) Financial resources at the local level to enable the breadth of partnerships and resources required to address needs for affordable housing and homelessness prevention.
- 2) A Regional Attainable Housing Strategy to provide clear direction and aims for addressing the

spectrum of housing needs.

3) Partnering in and assisting with grant applications where funding sources require that the local governments, in partnership with community, submit the grant applications.

Through providing financial resources, local government can assist both directly to increase housing services, and to leverage funding from other levels of government. A Regional Attainable Housing Strategy will establish direction toward achieving a broad spectrum of housing needs. Through strengthening the partnership between the CVRD and the community, we can achieve greater alignment, benefit from in kind support and participation in planning processes.

APPENDIX A: COWICHAN HOUSING ASSOCIATION BACKGROUND

Incorporated: January 14, 2015

S-0063519

Our Vision

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.

Our Mission

Cowichan Housing Association (CHA) works to improve affordable housing at all levels of the housing continuum with a focus on prevention of homelessness. CHA is a regional organization that coordinates community initiatives and provides a host of services, programs, and projects that are best provided through a central organization.

Our Purposes

- 1) Addressing the need for housing for low income individuals and families and all vulnerable populations living in the Cowichan region by undertaking development and operation of affordable housing units and to also support development of new affordable housing units by other parties;
- 2) Addressing the need for housing for low income individuals and families and all vulnerable populations living in the Cowichan region by facilitating the establishment of and operating an affordable housing trust fund;
- 3) Addressing the need for secure, stable and adequate rental accommodation for individuals and families and all vulnerable populations living in the Cowichan region by providing educational programs and workshops on tenants and landlords rights and responsibilities;
- 4) Addressing the need to maintain rental accommodation of low-income individuals and families living in the Cowichan region by offering various forms of assistance.

Our History

From 2007 to 2014 the Regional Affordable Housing Directorate (RAHD) under Social Planning Cowichan brought together a diverse group of stakeholders who were concerned about homelessness and housing needs. Over the years, their work and accomplishments included:

- Report on Inadequate Shelter in the Cowichan Region
- An Affordable Housing Strategy for the Cowichan Region
- Community consultations on Strategy Implementation resulting in recommendation to develop a new housing association with a two year plan
- A Regional Homeless Count (February 2014)
- Aboriginal Off-Reserve Housing Needs study (2014)
- Ready to Rent Programming and Aboriginal Housing Outreach Worker
- Community information and education
- Incorporation of Cowichan Housing Association in 2015

From 2015 to 2017 Cowichan Housing Association has:

- Developed a four year Strategic Plan
- Leveraged approximately \$270,000 in grants from the Homelessness Prevention Strategy for

provision of Tenant and Landlord Education, Community Information and Education, Tenant Information and Referrals, Rental Subsidies for emergency assistance

- Conducted community consultations into youth homelessness and produced a partnership proposal that leveraged \$154,000 from the Homelessness Partnering Strategy to address youth homelessness through the Close to Home: Housing First for Youth Project
- Conducted a region-wide Youth Homelessness Needs Assessment
- Conducted comprehensive research and data gathering to produce a series of Snapshots on Affordable Housing and Homelessness and is in the process of establishing a regional database
- Worked with key community partners (Social Planning Cowichan, Our Cowichan Communities Health Network, United Way and Cowichan Division of Family Practice) to host three community forums, and plan a Cowichan Coalition to Address Affordable Housing and Homelessness Prevention
- Facilitated partnerships toward development of Affordable Housing and currently working to foster two key youth housing projects

Our Board and Staff

CHA's Board holds skills in a number of fields including those who are or were directly involved in the following: law, city and regional planning, senior government housing programs, homelessness support, chartered accountant/business development and community activism.

Board Chair: Chris Hall - Consultant; Board - Social Planning Cowichan

Chris is a long time Vancouver Island resident, having spent time exploring as much of the Island as possible. Most of his career years have been involved with local governments, notably Campbell River and North Cowichan where he provided oversight to the respective Planning and Development Departments. More recently, he works part time as a consultant on land use and development projects. Housing needs in our communities remains one of his interests.

Vice Chair: Craig Marchinko - Semi- Retired - Extensive Background in Social Housing

Craig spent the past 30 plus years in the social housing sector. He is a Chartered Member of the Chartered Institute of Housing and a founding member of the CIH Canada chapter. [CIH is a UK based royal chartered entity established 100 years ago to ensure professionalism and continuing education for public housing entities in the UK]. Craig recently retired from the position of Deputy Minister, Housing and Community Development for the Government of Manitoba and as Chairman of the Manitoba Housing and Renewal Corporation. He is former President of Saskatchewan Housing Corporation and ADM within Social Services. Craig recently retired and now lives in the Cowichan Valley

Treasurer: Gail Calderwood – M.Sc. (Oceanography), LLB.

Gail studied and worked in the field of biological oceanography and served on the board and worked with the Cowichan Community Land Trust before becoming a lawyer. She has now retired from her law practice which had a substantial focus on real estate. Gail remains involved in various community groups in the Cowichan region that are working to sustain and build resilience in our natural and social environments.

Secretary: Monica Finn - Vancouver Island Regional Library

Monica is a librarian at the Vancouver Island Regional Library system. She has lived on Vancouver Island since 2002 and now lives in Duncan where she is actively involved in community events. She has been contributing to RAHD since attending the first Day of Direct Services event during Homelessness Action

Week in 2013.

Morgan McLeod – Development Planner, Municipality of North Cowichan

Morgan originally grew up in the Cowichan Valley but left to pursue education and careers in real estate assessment and urban planning. After 19 years away, Morgan has returned to the Cowichan Valley as a Development Planner for the Municipality of North Cowichan. Her specialties include policy writing, land development of both urban and rural communities and public engagement. She has a passion for minimalism, affordable housing, community resiliency and sustainable development. She is an avid hot yogi, foodie, runner and hiker.

Debbie Williams - Executive Director - Hiiye'yu Lelum – House of Friendship

As Executive Director of Hiiye'yu Lelum (House of Friendship), Debbie Williams oversees a broad and effective range of programs of cross-cultural awareness, parenting and social skills development. Debbie has served as Secretary of the Cowichan Foundation. She has also served as the Representative to the National Association of Friendship Centres Board of Directors, an ex-officio position to the B.C. Association of Aboriginal Friendship Centres Executive Committee and is currently on the Minister's Advisory Council on Aboriginal Women.

James (Jim) Cosh - Retired Accountant

James is a retired Fellow of the BC Institute of Chartered Accountants. He spent his career in public practice serving local government, small business and government enterprises. Much of his career was involved in the management of KPMG, one of the major accounting firms, based in Victoria, Vancouver, Calgary, Ottawa, China and Korea. James and his wife Lois retired to the Cowichan Valley in 2003 to take time for gardening and enjoying the family dog Harley. He is currently active in Rotary, Community Planning and Quamichan Stewards.

Georgina (Georgie) Jackson

Key Staff: Terri Mattin Dame MA, Executive Director

Terri has an undergraduate degree in Urban and Regional Geography, and an MA in Community Safety & Crime Prevention emphasizing local and neighbourhood planning, social development and inclusion. Terri has over twenty years of experience in project and performance management, community-based research and social development, working with complex community issues, engaging communities and developing and maintaining collaborative relationships.

APPENDIX B: BACKGROUND ON AFFORDABLE HOUSING AND HOMELESSNESS ISSUES

Affordable Housing and Homelessness

The issue of affordable housing has been of concern in the Cowichan region for the past decade or more. Several reports have outlined issues and needs including:

1. SPC/RAHD (2007) Inadequate Shelter in the Cowichan Valley
2. SPC/RAHD (2010) Cowichan Region Affordable Housing Strategy
3. SPC/RAHD (2010) Affordable Housing in the Cowichan Valley, A Discussion Paper
4. RAHD/SPC (2014) Aboriginal Off-Reserve Housing Needs in the Cowichan Region
5. RAHD/SPC (2014) Cowichan Region Homelessness Report
6. CVRD (2013) Cobble Hill Age-Friendly Community Report
7. CVRD (2014) Regional Affordable Housing Needs Assessment
8. CVRD (2014) Housing Indicators Report
9. CVRD (2017) Mill Bay Age-Friendly community Report
10. BC Non Profit Housing Association (2012) Our Home, Our Future: Projections of Rental Housing Demand and Core Housing Need – Cowichan Valley Regional District to 2036
11. Cowichan Housing Association (2016) Youth Homelessness and Housing Challenges Community Meetings
12. Emmanuel, Joy (2017) Duncan Winter and Summer Point in Time Homeless Counts
13. Cowichan Housing Association (2017) Affordable Housing Snapshot
14. Cowichan Housing Association (2017) Rental Housing Snapshot
15. Cowichan Housing Association (2017) Cost of Homelessness

In 2015, the Regional Affordable Housing Directorate developed a Business Case for a Cowichan Valley Regional Affordable Housing Trust Fund which outlined the implications of establishing a Housing Trust Fund, essentially a way to assist non-profit housing providers with capital costs related to new affordable housing projects, or renovations to existing affordable housing.

In addition to local studies that have highlighted issues of homelessness and affordable housing, these issues have been discussed at numerous community tables including the Tze Tza Community Advisory Board, CVRD Community Safety Advisory Commission, Cowichan Harm Reduction Roundtable, Our Cowichan Communities Health Network, Social Planning Cowichan, the Cowichan Safe Needle Disposal Committee, the Mental Health and Substance Use Collective Impact table, and Safer Pregnancies Collaborative.

Key challenges in the region include: increasing costs to own, increasing demand and cost for rental housing, declining rental supply plus adequacy issues, and increasing homelessness.

- In 2011, 8,325 or 25% of CVRD households did not meet one or more standards for housing adequacy, suitability or affordability. This number represents an increase of over 100 households since 2006.
- The 2014 Cowichan Regional Affordable Housing Needs Assessment characterized a range of housing needs for both affordable home ownership and affordable rentals.
- 1 in 5 families in the CVRD are renter households.
- In 2011, 3,195 (1 in 2) Renter households in the CVRD were spending more than 30% of their

income on housing.

- The 2017 Point in Time Counts indicate an increase of approximately 26% of absolutely homeless people in the Cowichan Region since 2014.

Costs Associated with Homelessness and Lack of Affordable Housing

Homelessness and inadequate housing are correlated with increased incidence of illness and injury, and incarceration. The annual economic costs of responding to homelessness in Canada through emergency responses such as shelters, policing, and emergency medical services is estimated to be as high as \$7.05 billion, annually.

Our Cowichan Communities Health Network is gathering research to provide a comprehensive estimate of the range of local costs borne by services in relation to homelessness, mental health and substance use. At present we have two indicators that illustrate this aspect: 1) Justice: In January 2017 Duncan/North Cowichan RCMP utilized the equivalent of two full time officers on issues related to homelessness. A total weekly cost for policing homelessness by the Detachment would be \$8,190 and over one month, \$32,760. 2) Health Care: On the night of the February 2017 Count, 29 people were being kept at the local hospital who no longer needed the acute care services of a hospital because they do not have adequate housing to be released to.

Current Programming and Initiatives

There are many organizations in the region providing a wide range of services to support the well being of individuals. A number of organizations provide homelessness supports and shelter services, including the local branch of the Canadian Mental Health Association that operates Warmland Shelter (30 plus 10 extreme weather beds). Ladysmith Resource Centre operates 5-10 emergency shelter beds. CMHA also operates scattered site housing and Tenant Support, as well as a Sobering and Detox program. Cowichan Women Against Violence Society Transition House operates 10 shelter beds for women and children. A comprehensive inventory of existing community resources is being prepared through the Regional Community Plan process.

The Cowichan Region has nineteen Non Profit Housing buildings, with approximately 540 units (110 of which are for First Nations families living off-reserve). As at March 2017 there were 154 individuals on wait lists.

The Cowichan Region currently has insufficient supply of housing that is affordable for many people. Statistics indicate 750 renter households in the region are currently in need of a new unit, and rental housing demand in Cowichan Valley is projected to increase by 30% to 34% over the next 25 years. Within five years alone, we will need an additional 1092 units to accommodate the need.

Currently, federal and provincial levels of government are funding housing projects and services to address homelessness in our region. These include:

- Homeless Partnering Strategy Aboriginal Funding (United Way Community Entity) is investing over \$150,000 annually into Aboriginal Homelessness in Duncan. The Tze Tza Watul Community Advisory Board supports investment decisions and currently, HPS is funding a youth outreach program and a breakfast program at Hiiye'yu Lelum - House of Friendship. HPS is also currently funding a regional Community Plan to Address Homelessness and Affordable Housing, and

funded the 2 Point-in-Time counts that took place in 2017. HPS is also supporting the Extreme Weather Shelter for women.

- The Homeless Partnering Strategy Innovative Solutions Program is currently funding CHA to work with the Mental Health and Substance Use Collective Impact Team in the development of a Youth Housing First initiative including a comprehensive Needs Assessment, Housing First Plan and Housing Plan.
- Homelessness Partnering Strategy Rural and Remote Funding through CHA supports Tenant and Landlord education, information and referrals and Emergency Housing Assistance.

The work to address affordable housing needs and homelessness prevention in the Cowichan Region is complex and will potentially require substantial investments. In “BC’s Affordable Housing Plan” the BC Non Profit Housing Association estimates that a \$28.39 million average annual investment is needed to support current and future affordability and supply needs in the Cowichan Valley. The report suggests that to meet these needs, resources should come from all levels of government and the community. While this overall level of funding may not be realistically achievable, key to this message is the importance of broad partnerships, collaboratively planning and prioritizing actions, and increasing available resources.

Evidence on Homelessness and Affordable Housing Solutions

The current situation with regard to homelessness and affordable housing in the Cowichan Region mirrors that of many communities across Canada and in depth research into evidence and Best Practices has been done to provide a foundation for action. Responses and solutions that have been successful in other communities indicate the importance of 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 to address the complexities of the problem.

- *The At Home Chez Soi Project funded by the Mental Health Commission of Canada estimated that for every \$10 invested in affordable housing, a cost savings of almost \$22 was the economic result.*
- *The BC Housing (2016) Social Return on Investment report noted that for every dollar invested in supporting affordable housing, between two and three dollars in direct social and economic value is created for individuals, governments, and communities.*

Key Actions on Homelessness and Affordable Housing During 2017

In recognition of the links between housing and the social determinants of health, and the need for working together, five key organizations (Cowichan Housing Association, Social Planning Cowichan, Our Cowichan Communities Health Network, United Way, Cowichan Division of Family Practice) are working collaboratively to build capacity and coordination, foster affordable housing development and enhance prevention and response to issues of homelessness and affordable housing.

This year, a number of initiatives have been launched in the community toward fostering awareness of the issues, development of community plans and development of partnerships needed for affordable housing development and homelessness prevention.

During 2017, three community forums were held that brought together community members to develop an overarching coordinating structure that would bring the necessary partnerships together to address

this complex issue. These efforts were coordinated by Social Planning Cowichan, Our Cowichan Communities Health Network, Cowichan Housing Association and the United Way, with funding from the federal Homelessness Partnership Strategy (Duncan Aboriginal and Rural/Remote HPS), and the in-kind efforts of all the organizations involved in the planning. The Community Plan Steering Committee evolved into the Cowichan Coalition to Address Homelessness and Housing was formed in October 2017 with the Vision that: All citizens in the Cowichan Region have a safe, affordable home and adequate supports for well-being.

The Cowichan Coalition (see Appendices C and D) will house four streams of work – Homelessness Prevention and Response, Affordable Housing, Communications/Education/Advocacy and Funding. Key highlights of work to date include:

- The Coalition has been working over the past year with a consultant (funded by HPS through the Tze Tza Watul Community Advisory Board and United Way) to prepare a comprehensive plan to address homelessness and affordable housing for the region. This plan will be complete by March 2018. Included in the plan will be a service gap analysis, map of what funding currently comes into the community, and recommendations on solutions that are tailored for the Cowichan region and grounded in experience learned from other communities on the Island and in BC. The Coalition is currently undertaking actions to address an extreme weather response for the winter months.
- Also under the Coalition umbrella, Cowichan Housing Association in partnership with the Mental Health and Substance Use Collective Impact Team is working on a Housing First for Youth Initiative and Youth Housing Plan (also funded by HPS) that will be completed in May of 2018.
- The Ad Hoc Affordable Housing Committee under the Coalition is working to identify potential properties, community and funding partnerships for the creation of Youth Transitional and Supported Housing and Affordable Housing units.
- The Home Team (Cowichan Housing Association, Social Planning Cowichan, Our Cowichan Community Health Network and United Way) designed and delivered a workshop for CVRD Elected Officials and Staff in November 2017 to provide information on local government options for affordable housing.

National and Provincial Context

Recently, senior levels of government have resumed engagement with housing matters. The federal government, in its 2017 budget, announced \$11.2 billion over 11 years allocated for the implementation of an inclusive National Housing Strategy.

The new National Housing Strategy was released in November 2017 lays out a framework of investments that will be implemented in partnership with local and provincial levels of government.

- The National Housing Strategy is a 10-year, \$40-billion plan with the goal of a 50% reduction in chronic homelessness, 100,000 units of new housing and 300,000 units repaired or renewed.
- It will include a National Housing Co-Investment Fund that will provide \$15.9 billion – including \$4.7 billion in contributions and \$11.2 billion in low interest loans – to repair existing rental housing and

develop new affordable housing. The Fund is expected to create up to 60,000 new homes and repair up to 240,000 existing community homes.

- The federal government will invite provinces and territories to partner on a jointly funded \$4-billion Canada Housing Benefit. To be launched in 2020, the Canada Housing Benefit will provide affordability support directly to families and individuals in housing need, including those currently living in social housing, those on a social housing wait-list and those housed in the private market but struggling to make ends meet.

At the Provincial level the mandate letter for the Minister of Municipal Affairs and Housing indicates the intention that through partnerships with local governments, the federal government, and the private and not-for-profit sectors, the Province will begin to build 114,000 units of affordable market rental, non-profit, co-op, supported social housing and owner-purchase housing. In both the provincial and federal cases, there is an expectation that matching funds will be raised by the community.

With the return of senior levels of government to the funding table for affordable housing, there are opportunities for the CVRD to assist non-profit organizations and others in addressing the issues.

Examples of Regional District Homelessness and Affordable Housing Services

Nearby examples of local government-community partnerships include the Capital Regional District (CRD), and the Comox Valley Regional District.

Comox Valley Regional District

The Comox Valley Regional District has established a financial service related to homelessness as an “arm’s length” model, in that the board will approve annual funding contributions to non-governmental organizations (NGOs) to deliver the services. Bylaw Number 389 was adopted in 2015, and is “A bylaw to establish the Comox Valley homelessness supports service to provide funds to non-governmental organizations to address homelessness in the Comox Valley”. Funding is provided to one or more local non-governmental organizations based on a board-approved, and community developed, five-year action plan to address homelessness in the Comox Valley, with annual recommendations from the Coalition to End Homelessness.

In this case, with the support of the local community, as determined through a specific survey in advance of the referendum, a level of taxation was established specifically to support the provision of resources to the community to address the issues. The northern CVRD can be characterized as facilitating the work of community. There is no overhead burden within the regional district to support their Housing Service. The funds are passed straight through to the community.

Capital Regional District

The CRD has established a two-part housing function: 1) the Capital Region Housing Corporation (CRHC), and 2) a division called Housing Planning and Programs (HPP). HPP has a mandate to develop a coordinated approach within the Region to increase the supply of affordable housing by identifying how municipalities, funding agencies and the non-profit sector can work together to meet the housing needs of the most vulnerable citizens. The CRD provides funding to the Victoria Coalition and also manages a Housing Trust Fund.

The Regional Housing Trust Fund is a key implementation initiative of the Regional Housing Affordability Strategy. The Fund was established by the CRD Board in 2005, in recognition that housing affordability is a regional priority and key issue in the Capital Region. The Fund provides capital grants for “bricks and mortar” in the acquisition, development and retention of housing that is affordable to households with low or moderate incomes in the Capital Region. The Regional Housing Trust Fund has significantly increased the Capital Region’s ability to raise funds for affordable housing, by raising an ongoing equity stake that can be used to leverage additional funds, primarily from senior levels of government and the private sector. Between 2005-2016 \$9.6 million was granted toward capital assets valued at more than \$114 million.

In 2016 the CRD Board approved the Regional Housing First Program (RHFP) Implementation Plan that will create at least 268 supported and affordable housing units at provincial shelter rates and at least 175 housing units affordable to low and moderate income households in the region. Island Health has agreed to align its existing mental health and substance services with new affordable housing opportunities developed through the RHFP.

Observations

These two examples from neighbouring regional districts showcase the power of community and local government partnerships. Such partnerships leverage the strengths of community groups to maximize the financial investments that are required, which are within the purview of local governments. They also position a community or region to best compete for funding from senior levels of government to address the issues.

Neither of these examples can be transferred directly to the Cowichan Region. We need a “made in Cowichan” response to the issues we have here, that reflects the community resources and energy on these issues. However, these examples can serve as inspirations and case studies, allowing the Cowichan Region to learn from the initiatives of others.

APPENDIX C: COWICHAN COALITION DRAFT GUIDING PRINCIPLES

(NOVEMBER 2017)

1. Overarching Aims

- 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.
- To foster and support policy to promote the development of affordable housing.

2. Functions of the Coalition

The Cowichan Coalition will undertake four inter-related streams of work that will be outlined in a Strategic Plan.

i. Affordable Housing

- Assesses, evaluates, and monitors the need for affordable housing
- Plans, sets targets
- Links with other streams to identify projects, research and facilitate funding, leverage resources, service provision, education and advocacy

ii. Homelessness Response and Prevention

- Coordinates the continuum of services to facilitate a holistic response for supporting individuals to get and maintain housing
- Assists with navigation
- Includes Housing First

iii. Communications/Education/Advocacy

- Ensures communications between the Coalition work streams
- Provides continuous communication with the larger community
- Provides, supports and facilitates community dialogue and education needed to promote support for affordable housing and reduce stigma
- Is guided by a Communications Strategy
- Provides a table for issues relating to systemic challenges

iv. Funding and Resource Procurement

- Researches, networks and fosters development of a range of resources including funding from government, foundations, private sector, as well as in kind resources and lands
- Works to align funding

3. Representation

- Representation on the Cowichan Coalition will be comprehensive and diverse. The Coalition will include people with lived experience, community agencies from pre-natal to end of life, faith-based organizations, the business, construction and economic development sectors, and municipal, regional, provincial, federal levels of government ensuring adequate representation from Cowichan Tribes and other First Nation bands.
- The Coalition will work to have strong links with local governments, including staff and/or political representation from the CVRD and all member municipalities.
- The Cowichan Coalition will provide the community 'space' for dialogue and action on homelessness and

affordable housing. As such it must be inclusive and provide a trusted and culturally safe environment.

- To ensure that it is properly linked and informed, it will establish a Social Inclusion Advisory Committee/function.
- To ensure focussed and specific attention to Aboriginal and Youth homelessness and housing issues, the Coalition will have Aboriginal and Youth Task Forces.

4. Structure and Process

- The Cowichan Coalition will be guided by a Coalition Charter, Terms of Reference, Vision and Mission Statements. These documents will provide for transparency and accountability, and will have a process built in for self-assessment.
- The Cowichan Coalition will be guided by a Strategic Plan with clear and achievable goals that highlight **“Every citizen in the Cowichan Region has access to safe, affordable and supported housing”**. The Strategic Plan will include an evaluation and monitoring plan and be re-visited annually to allow for changing needs.
- To ensure sustainability, Coalition members may choose to form a registered Society, and seek ongoing funding that will contribute to the activities as well as coordination and administration.
- The Coalition will either be supported by a “backbone”, or through the formation of a Society, will provide a backbone function for the community (similar to the Victoria model).
- The Cowichan Coalition is regional in scope to acknowledge that issues and needs cross municipal, electoral and health jurisdictions, and are not limited to urban areas.
- The Coalition will need a strong and efficient Administrative structure to support the range of work.
- The Cowichan Coalition will liaise and network with other Coalitions, and seek mentorship of the Victoria Coalition.

APPENDIX D: COWICHAN COALITION INITIAL STRUCTURE

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

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 Station
• 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 RESOURCES

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



January 15, 2018

Chair Jon Lefebure
Members of the CVRD Board of Directors
Cowichan Valley Regional District
175 Ingram Street, Duncan BC V9L 1N8

Dear Chair Lefebure and Members of the Board,

Re: Affordable Housing and Homelessness in the Cowichan Region

Cowichan Housing Association (CHA), together with members of the newly formed Cowichan Coalition to Address Homelessness and Affordable Housing, have worked over the past year to build capacity and collaboration toward addressing issues of homelessness and lack of affordable housing in the Cowichan Region.

We request that the CVRD Board take action on Affordable Housing and the rising number of homeless in our region. The attached report provides further background on the current situation with regard to Affordable Housing, steps the community is taking to address this issue, and the gaps that have been identified. These gaps include lack of funding to support affordable housing initiatives, lack of comprehensive strategy for attainable housing and CVRD assistance in planning and partnership initiatives.

Therefore we are making the recommendation that:

- I. The Cowichan Valley Regional District (CVRD) establish a CVRD Affordable Housing Contribution Service to address issues related to Affordable Housing and Homelessness Prevention
- II. The CVRD enter into a working agreement with Cowichan Housing Association (CHA) to manage the funding on behalf of the community and provide community coordination and development services related to affordable housing and homelessness prevention
- III. The CVRD support the development of a Regional Attainable Housing Strategy and Action Plan that will assist in guiding implementation of the Service objectives
- IV. The CVRD strengthen community partnerships through allocating staff time to support and participate in community planning processes.

Attached please find our proposal and case for the recommendations that we have made.

Sincerely,

A handwritten signature in cursive script that reads "Terri Dame".

Terri Mattin Dame
Executive Director, Cowichan Housing Association

Affordable Housing In the Cowichan Region

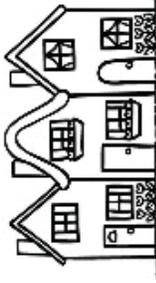
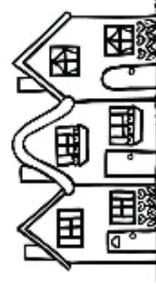
Cowichan Housing Association
January 2018

R8



A Decade of Work and Success

- RAHD (2007-2014)
- Cowichan Housing Association (2015)
- Solid base of research and data (2015-2017)
- Homelessness Prevention projects (2013-now)
- Cowichan Coalition formed (2017)
- National Strategy announced stressing Partnerships at all levels



Increasing Housing Need



What Has Been Learned

- This is an issue that spans many sectors
- Housing First is key
- Housing is a long term investment with economic, social and health benefits
- Partnerships are essential: collaboration and working regionally



What is needed to move forward

- Financial resources at the local level to support partnership funding and collaboration
- Regional picture and action plan for Attainable Housing
- Local government partnerships for planning and data



Why It's So Hard to Build Affordable Housing: It's Not Affordable

Developers struggle to break even on rental projects for the poorest Americans.

By **Patrick Clark**

July 26, 2016, 3:00 AM PDT

A real estate developer wanted to increase affordable housing in Denver, trying to make fiscal sense out of a plan to build rental apartments for people making only 30 percent of the area's median income—the kind of housing America desperately needs. He discovered that, no matter what lever he moved or compromise he made, he was going to need some money from the government to make it work. Then he was going to need some more.



A CVRD Affordable Housing Contribution Service

- I. Assist in the acquisition, development and retention of affordable housing
- II. Prevent housing loss and homelessness
- III. Facilitate community planning and partnerships
- IV. Research and analysis to inform and guide planning and decisions
- V. Engage, educate and inform the broader community
 - I. Ensure efficient management, oversight, monitoring and accountability



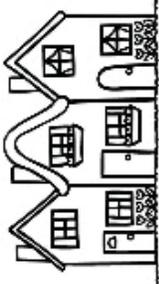
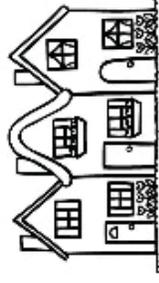
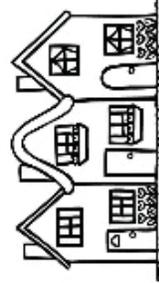


- Flow through funding
- Administered under Service Agreement by Cowichan Housing Association
- Management, Monitoring and Accountability
- Consultation, planning with the Cowichan Coalition and CVRD
- Recommendations for allocations based on solid principles, criteria and priorities



Recommended Annual CVRD Affordable Housing Contribution Service

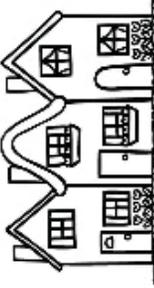
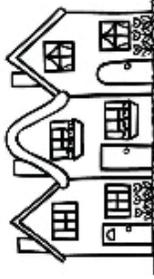
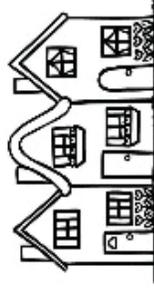
- \$500,000 (67%) directly for affordable housing and homelessness prevention.
- \$137,500 (18%) devoted to implementation of Service objectives
- \$112,500 (15%) devoted to administration of the Service
- \$15,000 (2%) CVRD Administrative fee



Cost Areas

Implementation and Administration

- Community planning services
- Research, data, policy analysis
- Coordination, communications and education activities
- Management
- Overhead
- Professional development
- Accounting and financial processes



Next Steps: 2018



- **Finalize Community Plans**
- **Undertake region-wide community engagement and education**
- **Continue to update knowledge, research and best practices**
- **Coalition development and key implementation plans**
- **Systems planning - financial accountability, monitoring and performance, policies and linkages**



Desired Outcomes



- **By spring 2019, Service established with a solid administrative / financial structure and guiding partnerships, policies and processes**
- **Established community and government / funding partnerships**
- **Community plans and strategies in place to guide investment**
- **A new era for collaboration and investment begins**



