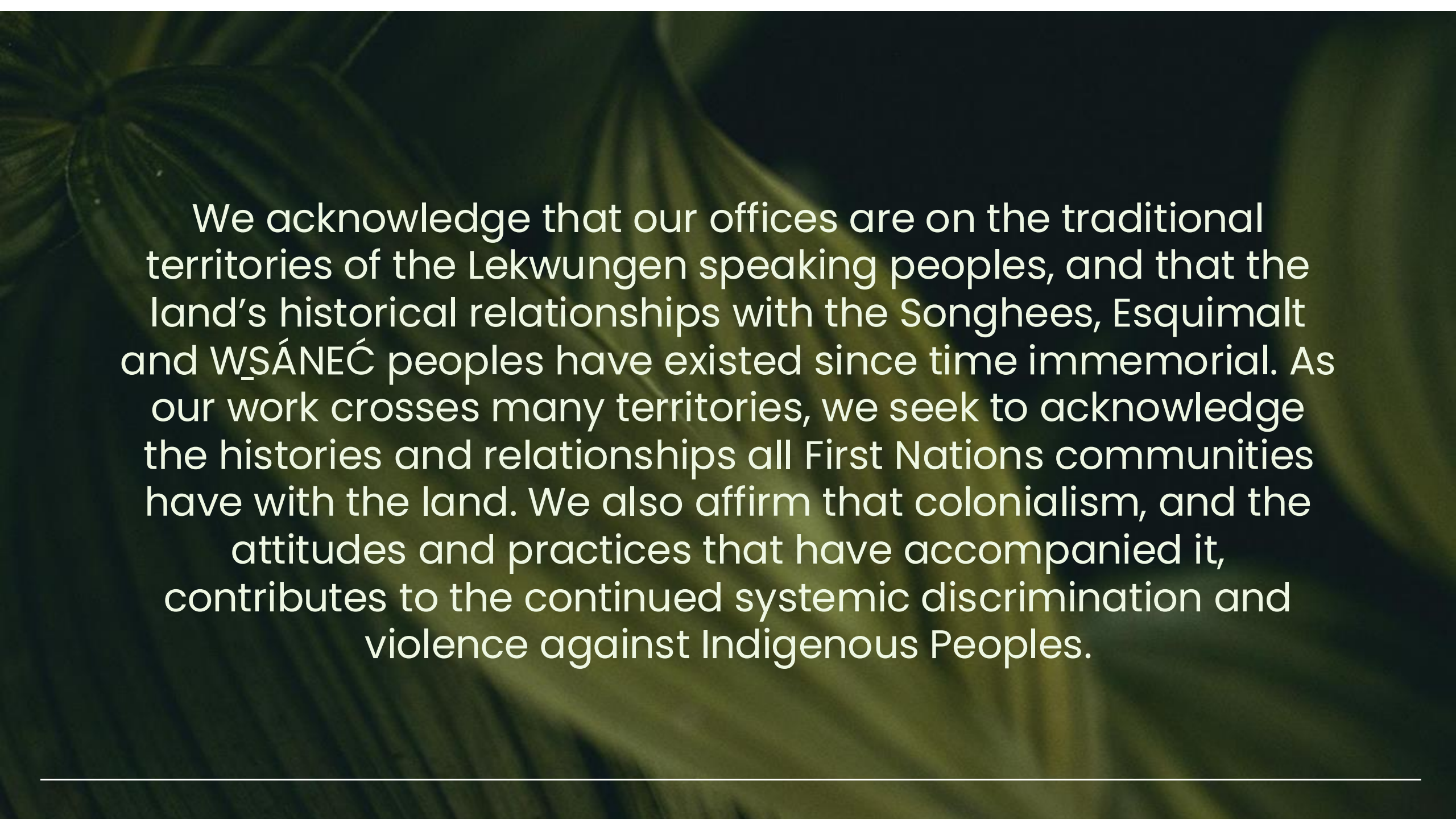


Building Together: Community Housing Partnerships



We acknowledge that our offices are on the traditional territories of the Lekwungen speaking peoples, and that the land's historical relationships with the Songhees, Esquimalt and W̱SÁNEĆ peoples have existed since time immemorial. As our work crosses many territories, we seek to acknowledge the histories and relationships all First Nations communities have with the land. We also affirm that colonialism, and the attitudes and practices that have accompanied it, contributes to the continued systemic discrimination and violence against Indigenous Peoples.

GOALS OF THIS MEETING

Explore the fundamentals of successful collaborations in housing & community development

Gain an understanding of key strategies and opportunities using real-world examples

Understand how to effectively partner and work with non-profit, public and private organizations to deliver projects

The word "Wiser" is written in a vibrant pink, cursive script. The letters are thick and fluid, with the 'W' being particularly large and stylized. The background is a close-up of green leaves, with some areas appearing slightly blurred, creating a natural and organic feel.

Wiser

Who we are
and what we do

WHO WE ARE

- PROFESSIONAL PLANNERS, VANCOUVER ISLAND AND LOWER MAINLAND BASED
- WOMEN-LED, B-CORP
- NON-PROFIT DEVELOPMENT AND PLANNING
- OWNER'S REPRESENTATIVE
- PUBLIC, PRIVATE, INDIGENOUS & MUNICIPAL PARTNERS
- We help non-profits navigate the complex system of housing and community planning
- We strongly believe transparent knowledge and resource sharing, capacity building within and across sectors, and deep engagement and consultation are all critical to a project's success
- Our mission is to service the full development spectrum, from ***vision to reality***

OUR APPROACH

We use a **co-planning model** so project teams are closely involved in identifying and assessing their own needs, goals, and objectives.

We **meet organizations where they are at**, by picking appropriate resources and services to fill capacity gaps.

We **build board and staff capability**, so you are in a strong position now and in the future.

Demonstrated, successful, transparent approach that is **customized** for each board, region, funder and needs.

Culturally **respectful, responsive, and collaborative.**

Development Consultants' Role

The development consultant's role is to facilitate and form partnerships to increase a project's viability and chances of success and navigate the development system and process.

1. Develop concepts and programs
2. Understand project processes and planning, risks and opportunities
3. Project budgeting – from pre-development to operations
4. Build strategic partnerships with funders, governmental bodies, and service providers
5. Manage the 'process' from pre-development through to operations and support strategic management of assets

Also: Support capacity building to the next time – within your organization and the community at large

Development 101

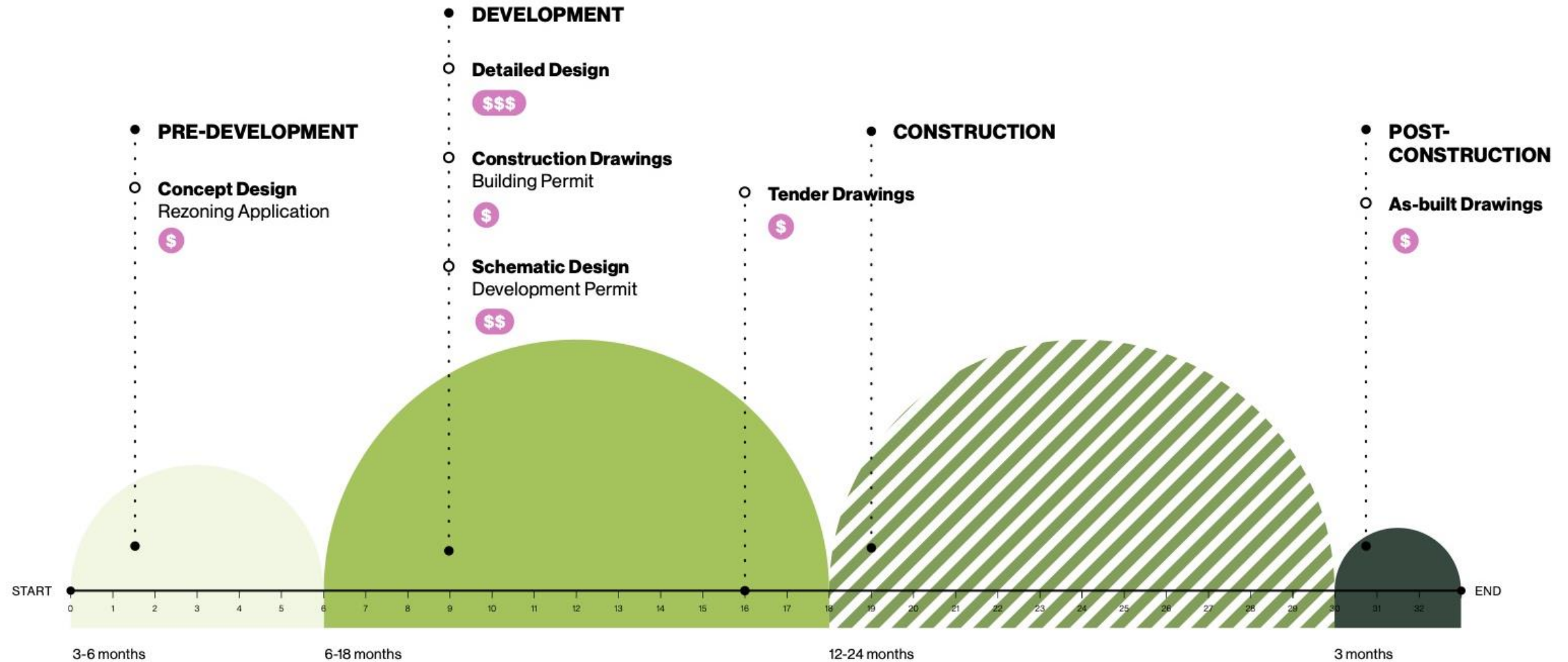
COSTS:

Lowest Cost: \$

Medium Cost: \$\$

Highest Cost: \$\$\$

The timeline below introduces the phases of development in a capital project and general time and effort associated with each. Cost and time and complexity vary by site, project and regulatory and governing body; however the phasing and approach below applies to any development project from concept through to completion.



WHERE DO PROJECTS COME FROM?

1.

- Non-profits seek trusted support to help them solve a challenge they are facing
- Wanting to leverage their assets to grow their organizational mandate or address a community need

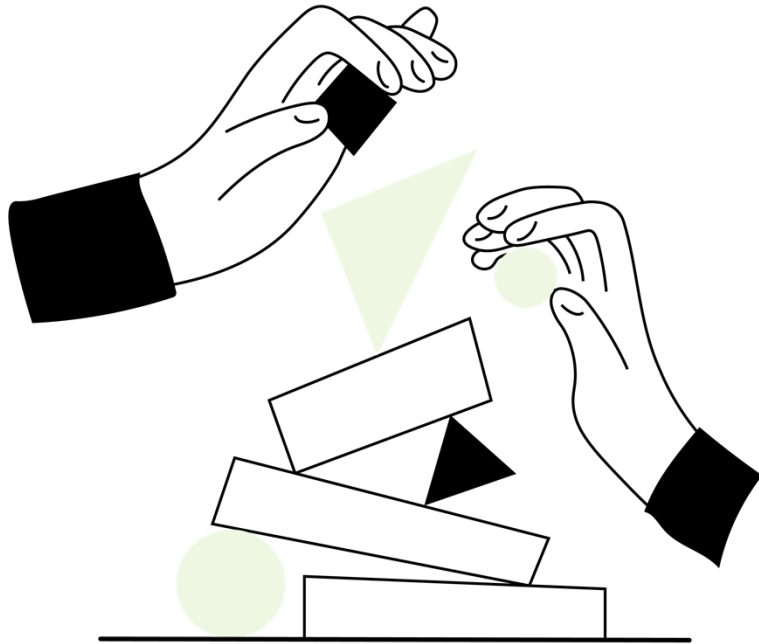
2.

- Concept, feasibility, options analysis undertaken
- Need and demand, land histories/cultural protocol, space and program, policies, funding

3.

- Recommendations often lead to risks or gaps that can be addressed by partnerships
- Non-profit or public land, municipal approvals and seed funding, provincial grants, federal financing

WHAT ROLE CAN YOU PLAY AS LOCAL GOVERNMENT LEADERS?



- Financial: Land & Space
- Policy support
- Politics – strategic and local

All of these lead to...certainty.

Financial:


Land and Space

- Local governments have a valuable resource to contribute to non-profit housing projects: **Land and Space**
- Using public lands and spaces for amenities like affordable housing helps bring project costs down and accelerate project timelines with prioritized approvals
- Capital contributions from local governments also contribute to overall project affordability and demonstrate early, key commitment
- Opportunity for proactive planning and development, build internal development knowledge with staff and Council, realize community goals through collaborative design


POLICY SUPPORT



Local Governments: Housing Funds and Reserves, fee waiving and forgiveness, tax exemptions, process expediency, letters of support/approvals, politicking




Provincial Government: BC Housing, BC Builds, Ministry of Housing and Municipal Affairs




Federal Government: CMHC Seed Funding, CMHC Affordable Housing Fund, Federation of Canadian Municipalities, New Horizons, Transformation Centre


POLITICS: STRATEGIC AND LOCAL



Strategic Politics: positioning your community by providing certainty and continuity; connect with higher levels of government and Indigenous partners; learn from other jurisdictions and bring lessons learned home.



Local Politics: lead by example, act as a connector, educate local applicants on policy alignment; seek collaborative, regional opportunities; support positive, constructive dialogue and problem-solving; support staff in bring solutions forward



Partnership Politics: non-profits have a deep understanding of the community challenges and stresses. Support them as they are the ones delivering your community needs and goals.

Time actually *is* money
in development.

WELLNESS HOUSE

Certainty

- Project reflects priorities
- Paramountcy but also partnership with City

Land

- BCH/PRHC purchased site and lot purchased from adjacent Anglican site

Money

- Non-profit grants early, leveraged BCH land and equity for CMHC RHI; Island Health/FNHA for operations

Policies and politics

- Had to wait for provincial/federal priorities to catch up with culturally supportive model
- Worked directly with community and neighbours



DUNCAN HOUSING SOCIETY

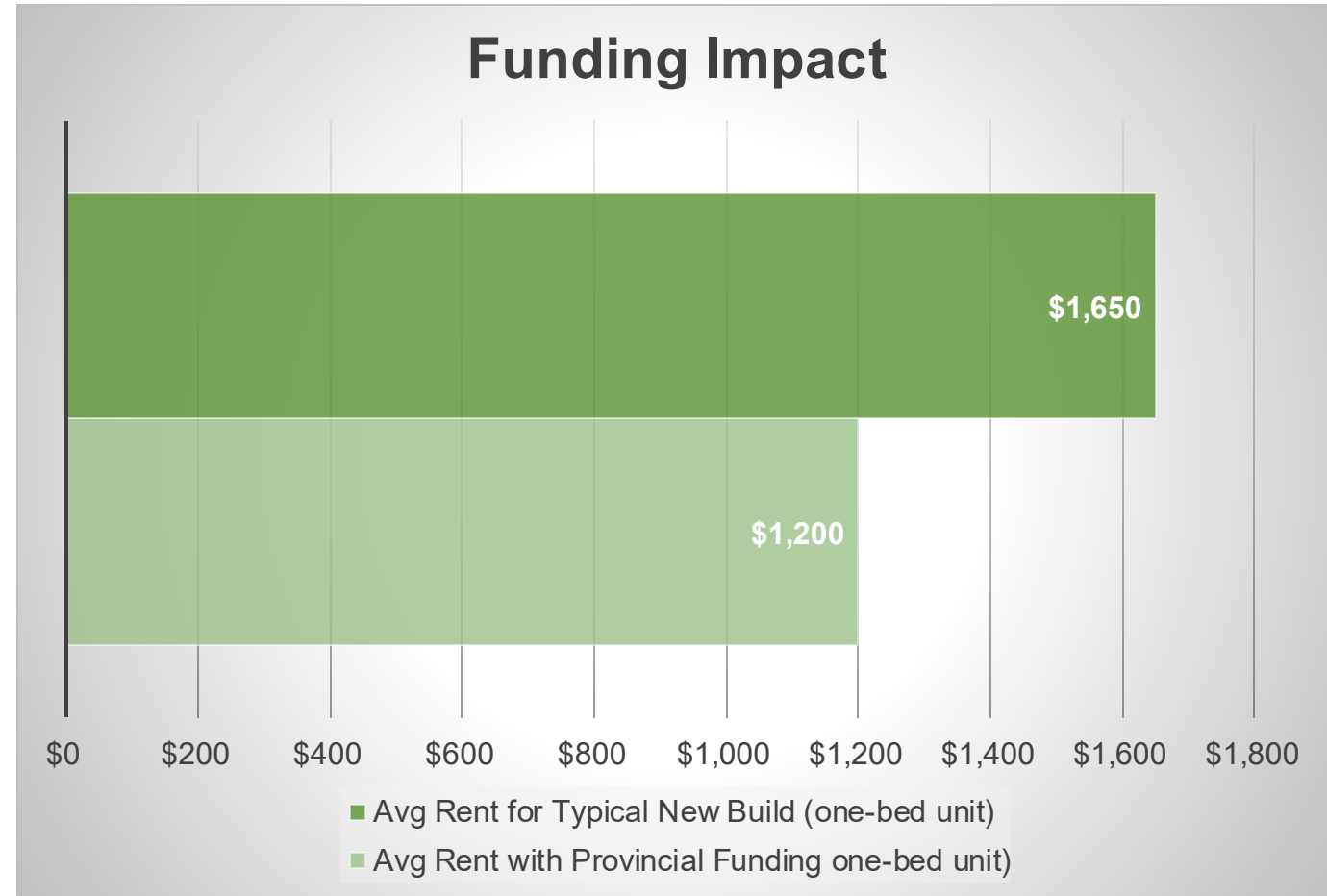
- Replacement of aging facility – identified 10 years prior to end of life of building
- Renewal, redevelopment, new build options analysis
- Build strategic partnerships with funders, governmental bodies, neighbours
- Experienced team – consultants and staff – attracted funding and partnerships; provided certainty when certainty was hard to find
- Phased Project – tenant care



DUNCAN: DELIVERING ON AFFORDABILITY

BC Housing

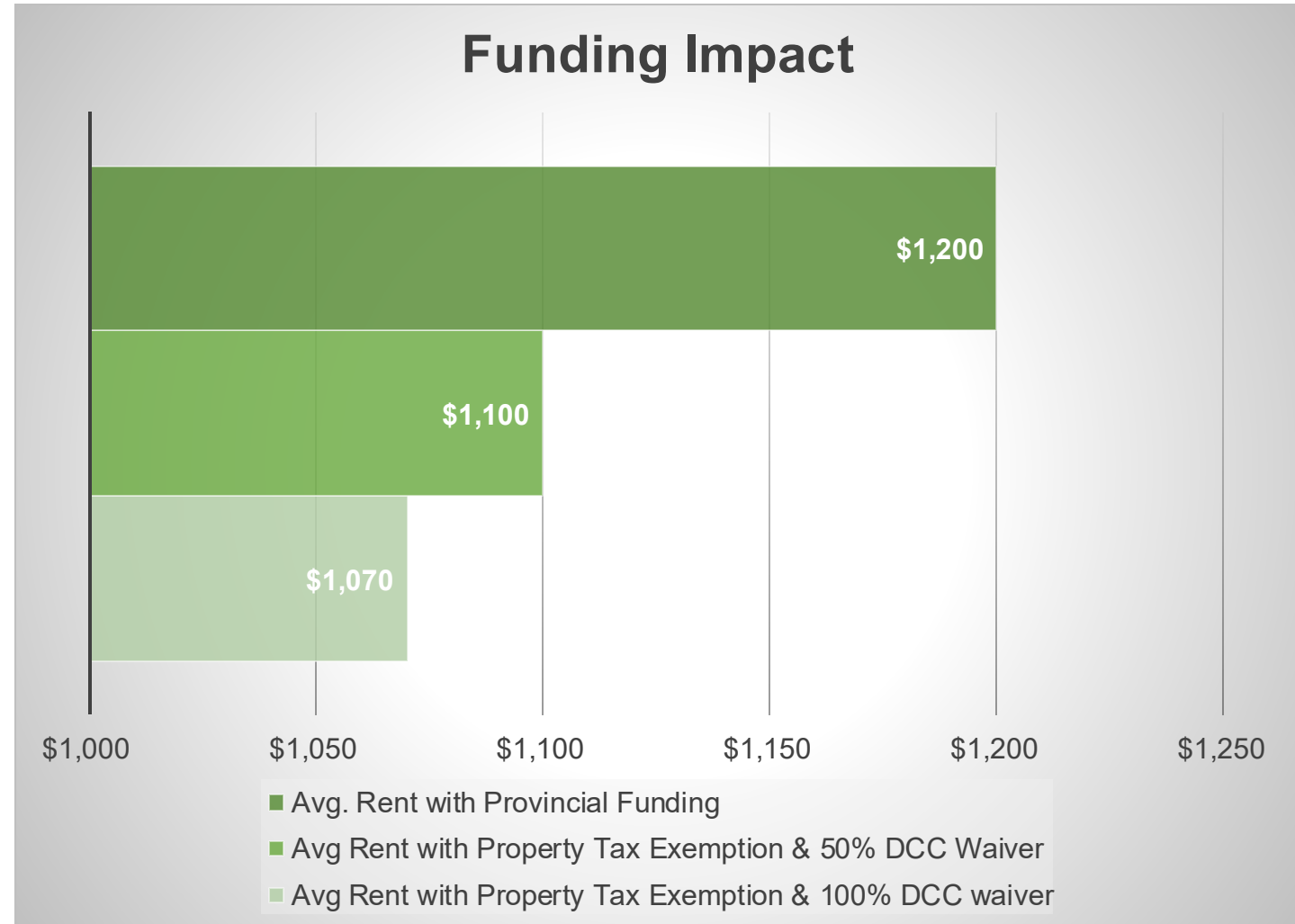
- \$20,540,000 through the Community Housing Fund in 2021



DUNCAN: LOCAL GOVERNMENT IMPACT

Further affordability opportunities

- Property tax exemptions (approx. \$150k/ year for 10 years)
- Waiver/Reduction in DCC's (up to \$1,465,182)
- Funding through Cowichan Housing Association (\$350,000)




PARTNERSHIPS

- **Non-residential organizations:** Increasingly, non-profits are being given notice on their spaces as they are re-developed
- **Budget deficits:** times for creative partnership, balancing books, bringing to the table what you can
- **Non-profit** does not mean *'no money'*
- **Example:**



LOOK AHEAD: OPPORTUNITIES



Deepest affordability: BCH CHF 2025 funding call (possibly last of program); FCM Green Municipal Fund (ongoing); CMHC seed funding (now and competitive); BCH IHF (unknown if will occur again); ISC and NICHl funding for partnered Indigenous organizations

Middle-income: FCM Green Municipal Fund (ongoing); CMHC Affordable Housing Fund, BC Builds (ongoing and 20% units below market, these units become more affordable over time as secured rental)

All housing: the above layered with private development partnerships for market sale or rental units; non-profit or institutional partners who can have capital for non-residential space (i.e. childcare, health providers)



DISCUSSION

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