

City of Coquitlam

Affordable Housing in Coquitlam

Confirming Our Commitment,
Updating Our Strategy

Adopted by Council April 16, 2007
Resolution No. 356

April 2007



FOREWORD

The project to update Coquitlam's 1994 Affordable Housing Strategy was undertaken on behalf of the City by CitySpaces Consulting Ltd. The updated draft Strategy was presented at a November 2006 meeting of Coquitlam City Council. Subsequent to Council discussion, the draft Strategy underwent further review and revision by staff and the project's Advisory Group, resulting in the April 2007 version of the Strategy.

The consultants and City staff appreciate the advice, perspective and assistance provided by individuals and stakeholder groups during the research and consultation components of this project and are grateful to members of the project's Advisory Group who participated in a number of meetings, helping to shape the research and review the emerging aspects of the Affordable Housing Strategy. The Advisory Group members were:

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AFFORDABLE HOUSING IN COQUITLAM: CONFIRMING OUR COMMITMENT, UPDATING OUR STRATEGY

EXECUTIVE SUMMARY

Access to safe, adequate and affordable housing is fundamental to the physical, economic and social well-being of individuals, families and communities. The City of Coquitlam endorses this principle and has expressed its commitment to helping achieve a community with a wide range of housing choices in its Strategic Plan and Official Community Plans. In 1994, the City adopted its first Affordable Housing Strategy and, since then, has progressively taken actions consistent with that strategy. In 2005, Coquitlam City Council made a decision to comprehensively re-examine the 1994 Affordable Housing Strategy with the assistance of community stakeholders and the support of professional consulting services.

Coquitlam has grown and changed considerably since the adoption of the first Strategy. Development of Greater Vancouver continues eastward and, spatially, Coquitlam has become the geographic centre of the region. The city is becoming more diverse, more dense, and more city-like. With these changes, Coquitlam's housing needs have also changed. There are more singles, more seniors and more new Canadians. There are also Coquitlam residents who are homeless, and others who are at risk of becoming homeless. With population growth, there is also an increase in the number of people with special housing needs.

Although there are various roles that municipalities can play in order to influence housing affordability, it is widely recognized that local governments lack sufficient financial and resource capacity to act alone in this regard. In order to act effectively, a coordinated and concerted effort is needed involving senior governments, the private and non-profit sectors, community support agencies, and municipalities. Ongoing and adequately funded programs to help create additional supply of permanent, affordable housing for low income households are essential.

Within this context, the updated Strategy re-examines the City's role in addressing housing affordability.

The Strategy is underpinned by a vision statement, set of guiding principles, and goals. A Housing and Services Continuum is used as an organizing concept to describe different categories of housing need and corresponding areas for municipal involvement.

The Strategy takes a multi-dimensional approach to addressing housing affordability and proposes ongoing and new actions set within 10 established municipal roles. The actions are organized into three different sections: current and ongoing engagement, three year work program 2007-2009, and longer-term actions 2009 and beyond. The number of current and ongoing actions demonstrates that the City is committed to being a partner in addressing housing affordability. The new actions proposed for 2007-2009 are based on Council's interest and support as well as the current opportunities surrounding housing affordability - regional housing planning, senior government priorities, and community capacity. The longer term actions proposed for beyond 2009 will require further study and consultation to determine if they are appropriate in the Coquitlam context.



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Implementation of the Strategy will be subject to the availability of sufficient resources as well as other Council priorities. An annual report on “Progress Toward Affordable Housing” will be produced and distributed for community feedback and discussion.

In addition, a measurement framework is outlined which includes indicators that will be used in an ongoing manner to assess whether Strategy objectives are being met.

In recognition of the importance of collaboration and partnership in addressing the issue of housing need, community consultation was fundamental to the process to update the Strategy. The update process involved extensive consultation with a community-based, multi-stakeholder Project Advisory Group and a wide range of community stakeholders.



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Access to safe, adequate and affordable housing is fundamental to the physical, economic and social well-being of individuals, families and communities. The City of Coquitlam endorses this principle and has expressed its commitment to helping achieve a community with a wide range of housing choices in its Strategic Plan and Official Community Plan.

In recent years, throughout the Greater Vancouver region, municipalities have increasingly examined what roles they can play to address affordable housing needs, and to prepare for the housing challenges of the future. The City of Coquitlam was among the first municipalities outside the City of Vancouver to recognize the positive force of local government in relation to affordable housing. In 1994, the City adopted its first Affordable Housing Strategy and, since then, has progressively taken actions consistent with that strategy.

The 1994 strategy examined then-current trends and indicators and set out a series of general policies and practices related to:

- Official Community Plan statements;
- City land banking;
- Tenant protection;
- Information services;
- Development process efficiencies; and
- Innovative zoning measures.

The strategy also identified short and long term actions:

- Use of bonus zoning;
- Use of housing agreements/land covenants;
- Establishing a Housing Reserve Fund;
- Advocating for the Province to enable municipalities to use inclusionary measures;
- Encouraging increased residential densities and mixed use; and
- Reviewing regulations (zoning, building)

Affordable Housing - Housing that addresses the needs of low to moderate income and special needs households and has a shelter cost less than 30% of a household's gross income. If a household must spend more than 30% of their income on shelter costs, their ability to spend money on other items necessary for everyday living is compromised. Includes all components of the housing continuum - emergency shelter, transitional housing, supportive housing, non-market and market rental, and home ownership options.



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Since 1994, the City has worked progressively on a number of these action items and added others to its agenda. One of the most significant additions was the legalization of secondary suites in 1999. In April of that year, Council adopted zoning bylaw amendments that implemented a secondary suites program. Suites are now permitted in all single detached zones provided they meet certain criteria. Other housing related actions have included:

- The “Housing Choice and Affordability” section in the Citywide OCP is implemented through various measures in Area and Neighbourhood Plans. City staff remain current with policies / approaches of other cities and are actively engaged in working on Tri-Cities and region-wide issues. Coquitlam has staff membership on the GVRD Housing Subcommittee and the Greater Vancouver Regional Steering Committee on Homelessness, and the Mayor was Vice Chair of the GVRD Housing Committee and Vice President of the Greater Vancouver Housing Corporation (GVHC) in 2006;
- Continuing to review opportunities for non-market housing as part of neighbourhood planning processes;
- Acquiring, and continuing to acquire, land for affordable, non-market, and special needs housing in the Upper Hyde Creek, Lower Hyde Creek and Smiling Creek neighbourhoods (Northeast Coquitlam-Burke Mountain);
- Negotiating density bonusing for accessible housing in the C4 zone; has created pre-conditions for density bonusing in parts of Maillardville and is investigating density bonusing opportunities for other parts of the City;
- Investigating the most appropriate means of residential intensification as part of the updates to the Southwest Coquitlam Area Plan;
- Reducing parking requirements for non-market multi-family developments and maintaining low parking requirements for seniors’ housing;
- Undertaking a comprehensive development application review to streamline and shorten review / approval processes;
- The City has a long-standing Strata Conversion Policy that provides some protection from redevelopment to existing rental buildings;
- Leasing City-owned land for non-market housing (recent contribution of 528 Como Lake Ave under the Provincial Homelessness Initiative; lease of City-owned land for Coquitlam Kinsmen Estates) and selling City-owned land to the GVHC for non-market housing (old City Hall site); and
- Establishing a Mobile Home Park Redevelopment Tenant Assistance Policy to ensure that tenants who are displaced by redevelopment are assisted by the development proponent.



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1.0 Why this Update?

It has been more than a decade since the first housing strategy was adopted. Since then, Coquitlam has grown considerably, the demographic make-up has changed, and shelter costs, especially for prospective first-time home buyers, have risen significantly.

Development of Greater Vancouver continues eastward and, spatially, Coquitlam has become the geographic centre of the region. The community has shaken off its commuter-suburb image, becoming more diverse, more dense, more city-like. With these changes, Coquitlam's housing needs have also changed. There are more singles, more seniors and more new Canadians. There are also Coquitlam residents who are homeless, and others who are at risk of becoming homeless. With population growth, there is also an increase in the number of people with special housing needs.

From a broader context, Coquitlam falls within the Growth Concentration Area established through the Greater Vancouver Livable Region Strategic Plan. This means that Coquitlam is committed to population and employment growth targets, outlined in the Regional Context Statement of the Citywide Official Community Plan.

In 2005, Coquitlam City Council made a decision to comprehensively re-examine its affordable housing strategy, with the assistance of community stakeholders and advice of consultants.

The goals of the strategy update were to:

- Obtain the clearest possible picture of existing and future affordable housing needs in Coquitlam; and
- Determine, in collaboration with other stakeholders, how the City can build on the foundation of its existing strategy to best address Coquitlam's affordable housing needs over the next 10 years.

2.0 Background Research

Population trends in Coquitlam are indicative of changes in the region. Greater Vancouver is one of the most rapidly growing areas in Canada, and Coquitlam is among the fastest growing municipalities in the region and the sixth largest municipality in BC. The accompanying table illustrates relative changes between Coquitlam and the region as-a-whole over the past 30 years.

Year	Coquitlam	Greater Vancouver	Coquitlam as Percent of Greater Vancouver
1976	55,464	1,166,348	4.8%
1981	61,077	1,268,183	4.8%
1986	69,291	1,380,729	5.0%
1991	84,021	1,602,502	5.2%
1996	101,820	1,986,965	5.1%
2001	112,890	2,073,662	5.4%
2005 Est.	120,000	2,155,880	5.7%
1976-2005 Total Percent Growth	120%	84%	

As background for the strategy update, the consultants reviewed a wide range of statistical data and produced a city-wide housing profile and a separate profile for each of the City's 12 planning communities. The information in these profiles provided a valuable starting point for discussion with the Project Advisory Group and a backdrop for



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further analysis. These profiles form Appendix B and Appendix C to this report. (Note to reader: A glossary of terms is also included as Appendix A).

2.1 City-Wide Framework

Drawing primarily from the detailed profile in Appendix B, from a *City-wide perspective*, the following points provide a framework for the affordable housing update:

- While detached housing still predominates, most new development is in the form of condominium apartments and townhouses;
- 30% of Coquitlam’s population rents their housing while 70% owns their housing;
- Almost three-quarters of the city’s housing stock has been built since 1971;
- One in five residents was in a “low income” household in 2001, according to Statistics Canada’s low-income cut off classification¹;
- Drawing on 2003 data, there were more than 5,000 families with children with low incomes – the median income for low-income couple families with two children was \$16,600; for lone parents it was \$14,400;
- House prices have increased considerably in the past three years.

	3-month Benchmark Price	3-year Change
Detached	\$565,930	58.3%
Attached	\$363,369	56.3%
Apartment	\$251,636	73.6%
<i>Source: Real Estate Board of Greater Vancouver. July 2006</i>		



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- Dual-income couple families have the most choice in the housing market. As of 2003, the median income for these families was \$74,000, sufficient to allow them to pay \$1,857 on housing without spending more than 30% of their income on housing. Using conventional financing and 10% down-payment, these households can afford a home valued at \$288,000;
- Lone parent families and individuals have considerably lower incomes and, therefore, many fewer choices in the housing market. In 2003, a lone parent family at the median income could only afford to pay \$772 per month without compromising their ability to afford other essential items. An individual at the median income could pay only \$560 per month. Although rents have increased only modestly in the past five years, the average rent for a one bedroom apartment is approaching \$700;
- The 2004 PricewaterhouseCoopers report on regional demand for affordable housing, completed for the GVRD, identifies that a growing number of *single* people will have to pay more than 30% of their income for housing in Coquitlam;

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¹ Statistics Canada’s “plain language definition” of low income is income levels at which families or unattached individuals spend 20% or more than average on food, shelter and clothing. Note: the dollar amount of the income cutoff varies by size of household and place of residence.

- In the 2005 homeless count, three individuals were identified as street homeless in Coquitlam (30 in the Tri-Cities area), while 20 people reported their last permanent home as being in Coquitlam. This one-day count was acknowledged as being an undercount. A report on an ongoing local outreach project counted 177 homeless individuals in the Tri-Cities area in the period from April - September 2006. 22% of these people listed Coquitlam as their home, and 16% were currently living in Coquitlam. Half of the 177 people “roamed” throughout the Tri-Cities and approximately one third were living in the wooded areas along the Coquitlam, Fraser and Pitt Rivers;
- In 2001, 2,800 households were at-risk of homelessness, an increase of 8% since 1996.²
- While market housing accounts for about 65% of rented dwellings in Coquitlam, non-market housing plays an essential role for low and modest income families and seniors. There are a total of 1,850 non-market housing units (650 family non-profit units, almost 700 cooperative units, and 500+ seniors’ units). An additional 500 beds are found in residential care facilities.

2.2 12 Communities Framework

For planning purposes, the City of Coquitlam is divided into 12 communities, as shown on the accompanying map. Drawing on the material in Appendix C, *neighbourhood profiles*, there are significant differences among *Coquitlam’s communities* in terms of age of housing stock, housing occupancies, age/household profiles and incomes:

- Non-market housing is concentrated in three communities – Cariboo-Burquitlam, Eagle Ridge, and Maillardville;
- River Heights is the only established community that does not have non-market housing;
- In half of Coquitlam’s communities, 80% or more of dwellings are owner-occupied;
- Three communities have 40% or more of their housing occupied by renters – Cariboo-Burquitlam, Maillardville and Austin Heights;
- The aging of the population is most noticeable in Hockaday-Nestor, Eagle Ridge and Ranch Park;
- One community – Central Coquitlam – has almost 70% of its housing stock built before 1970. Three other communities have more than 40% of their housing stock built before 1970 – Cariboo-Burquitlam, Austin Heights, and Maillardville;
- River Heights and Central Coquitlam are the only two established communities with very little multi-family housing;
- The median income for couple families ranged from a high of \$83,454 in River Heights to a low of \$48, 193 in Austin Heights;
- The median income for female lone parents ranged from \$47,808 in River Heights to \$21,426 in Westwood Plateau; and



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²INALHM (In core housing need and spending at least half of housing income for shelter) data, 2001

- Affordability is directly related to incomes. Those with the most “purchasing power” and, therefore, the most choice in the housing market, live in the established communities of River Heights, the Northeast, and Ranch Park. Those with the least choice live in Austin Heights, Cariboo-Burquitlam, Maillardville and the Town Centre.

2.3 Greater Vancouver Framework

In developing the updated strategy for Coquitlam, it is helpful to review the region’s housing context. The Greater Vancouver Regional District is currently developing a regional affordable housing strategy. The following key points are extracted from a workshop hosted by the GVRD in February 2006 - “*Regional Housing Strategy Workshop: Issues and Options*”, as they are particularly relevant.

- The forecasted demand for housing units in Greater Vancouver by 2021 is an annual additional 15,570 units. Three-quarters of this demand will be for ownership. One-third of the total annual need (both rental and owned) will need to be affordable.
- Forecasts of housing supply show a significant shortfall in the production of rental housing. The annual demand for rental units is forecast at 3,525 per year and new production will fall far short of this demand.
- The higher than national average shelter costs and the below national average incomes in Greater Vancouver mean that owners are being squeezed, and that even middle-income renters cannot “move up” into home ownership. 20.7% of homeowners spend more than 30% on their housing, well above the national average of 16.0%.
- A 1% increase in interest rates has been shown to result in a drop of 3,000-5,000 housing starts in the region. Inflation also contributes to reduced housing starts and a household’s purchasing power.
- Existing rental housing is the region’s most affordable rental housing. As it ages, it not only poses increased maintenance costs for owners and renters, but it is increasingly vulnerable to pressure for redevelopment. A 2006 pro forma comparison shows that the rate of return on equity is 1.7% for rental and 57.0% for condominium development, leaving little incentive for the development of new, purpose-built rental housing.
- Market rental housing built specifically for rental tenure provides a stable, long term supply. Non-traditional rental units (secondary suites, investor condominiums) are estimated at providing 51% of the supply for renter households.
- Vacancy rates for the lower end of market units are consistently lower than for higher rent units. In social housing, vacancy rates for the deeply subsidized units are virtually zero.
- Three groups are over-represented in households with affordability problems: recent immigrants, Aboriginal people, and lone-parent families.



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- Regionally, the number of absolutely homeless people has doubled between 2000 and 2005, with 2,100 identified as being on the street or in emergency shelters.
- One in three renter households and one in 10 owner households is in core need in Greater Vancouver – defined by CMHC as a household living in housing that falls below one or more of the established quality and crowding standards, and if the household cannot find alternative housing with a 30% affordability threshold.

2.4 New Legislative Tools

In 2004, portions of the *Local Government Act* were moved into the new *Community Charter*, giving local governments considerably more flexibility in offering direct or indirect financial incentives to meet community objectives. This flexibility may take the form of cash grants (possibly from a housing reserve) or the reduction or waiving of development fees and property taxes. Specific tools suitable for housing purposes and that are being used by municipalities to achieve affordable housing include:

- Waiving/reducing fees and charges when land or improvements are owned or held by a charitable, philanthropic or other non-profit corporation (Section 224, *Community Charter*);
- Allowing for flexibility in the administration of development cost charges (DCCs) according to different sizes or different numbers of lots or units in a development (Section 934, *Local Government Act*). At the building permit stage, DCCs can be charged on a square metre basis rather than on a unit count basis, which may encourage the development of smaller, more affordable units. In terms of multi-family housing, Coquitlam currently charges DCCs at both the subdivision stage (based on unit number) and building permit stages (based on unit size), depending on the type of project. Single family home DCCs are currently charged on the basis of parcel size, which is used as a proxy for unit size.

2.5 New Approaches for Affordable Housing

2.5.1 Broader Constituency

In the post-1992 era, after the Federal Government withdrew funding for additional social and cooperative housing, there was a period where very little subsidized housing was built across the country. In BC, however, the Provincial Government chose to maintain a program to add new social housing, albeit at a much reduced level. During the 1990s, funding was largely directed towards special needs households and seniors. Although this was a difficult transition period for the non-market housing community, it served to bring more stakeholders into the discussion of affordable housing, particularly health and social service providers and local governments. This study's multi-stakeholder Advisory Group is a reflection of that transition.



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2.5.2 *Effective Partnerships*

In this new environment, collaboration is necessary in order to address housing need. In the past decade, across Canada, there have been a number of “one off” innovative approaches to facilitating the construction of affordable housing. These include a wide variety of partnerships among governments, non-profit organizations and, in some cases, the private sector. While there have been lessons learned from many of these partnerships, most are unique in one or more aspects. Canada Mortgage and Housing Corporation (CMHC), the Canadian Housing and Renewal Association (CHRA) and various provincial housing departments have produced excellent resource documents related to partnerships that can be used to adapt approaches to the Coquitlam context.

2.5.3 *Non-Traditional Funding*

With limited government funding or borrowing, there has been an interest in exploring other funding sources, including the philanthropic sector and local government. In BC, community organizations such as the Vancouver Foundation and other charitable groups have been a source of grants for some housing providers, primarily directed towards a specific purpose rather than on an ongoing basis. Among local governments, a number have established or added to their affordable housing reserve funds. In the Lower Mainland, for example, The City of Surrey recently changed an existing home ownership assistance program into a “Homelessness Fund” program in order to build capacity for projects addressing homelessness. The fund had a value of \$8.4 million as of July 2006. It will be administered by an external committee, allowing business and community members to make tax-deductible donations. Vancouver, Richmond and Whistler also have growing reserve funds targeted to social housing.

2.5.4 *Focus on Home Ownership*

In the last several years, there has been a renewed interest in assisting people with minimal or no equity to become home owners. CMHC has relaxed its conditions regarding mortgage insurance and lenders have become more creative by providing prospective home owners with more choice and flexibility in the mortgage market. From another perspective, Habitat for Humanity is probably the best known organization to focus on home ownership. But, increasingly, there have been a number of projects – particularly in Ontario – where partners have come together to create opportunities for home ownership for people of low to moderate incomes. Appendix E provides examples of approaches being tried across the country. The appendix is intended as a sampler rather than a comprehensive report.

2.5.5 *Transfer of Federal Social Housing*

Across Canada, provinces have renegotiated their social housing agreements with the federal government. In June 2006, the BC Government and the Government of Canada announced an agreement to *transfer* the administration of social housing resources from Canada to BC, allowing for the direct management by the Province of this housing stock.



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In the first full year of the 30-year agreement, \$140 million will be transferred to BC for the management of non-market housing stock.

3.0 COMMUNITY CONSULTATION

Community consultation was an integral component of the strategy update. A 19 member, multi-stakeholder Project Advisory Group comprised of representatives of the private and non-market housing sector as well as local community agencies and residents was formed at the beginning of the update and met five times between February and September, 2006, with two additional meetings to review revisions to the draft Strategy in March 2007. Three facilitated focus groups, two interviews and one meeting with the Tri-Cities Community Planning Committee were held to gain further understanding and insight of current and emerging housing and related issues. Questionnaires were also distributed to non-market housing providers, developer-builders and realtors who are active in Coquitlam.

Appendix D is a synopsis of the input received by the consultants and City staff from these interviews and group discussions. A public open house was held in October 2006 to allow for broader public review of the draft Strategy.

Input from housing stakeholders was extremely helpful. The following key points are derived from the stakeholder consultations.

3.1 The Housing and Services Continuum

The Housing and Services Continuum is an organizing concept used to describe different categories of housing need and corresponding areas for municipal involvement. There is a shared understanding among stakeholders that the City has the tools to play an influential role at all points along the housing and services continuum – from homelessness to the middle market. This ranges from short term emergency shelter and transitional housing, to subsidized housing, through to longer term housing that is rented or owned. The goal is to enable people to move to the most appropriate place on the housing continuum for their individual circumstances.

emergency shelters	transition housing	supportive housing	non-market housing	market rental housing	home ownership options
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Requires more public funding ←————→ *Requires less public funding*

The community consultation process revealed general agreement with the following points:

- Home ownership is a generator of wealth and income security for many Canadians, and, as opportunities arise, the City should be receptive to helping low and moderate income households participate in gaining equity in the housing market;
- Government involvement should be most significant where the housing need is greatest. For example, the transition from the street to permanent supportive housing requires major intervention and a significant share of available government funding. Senior governments must take the lead role but the City should also be involved;



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- More subsidized rental housing is needed to have significant impact on social housing waiting lists. Non-market housing provides a stable base of affordable housing for low income households, and is not as vulnerable to market conditions. Again, senior governments must take the lead role but the City can have a role to play in facilitating new developments or regenerating older non-market housing stock; and
- More market rental housing will be needed to meet growing demand – a significant shortfall is forecast throughout the region. The City can play a significant role in encouraging the development of new rental housing within its planning and development approval authority.

3.2 Market Housing

This refers to both ownership and rental housing operated without any subsidy.

- First time home buyers are finding it increasingly difficult to purchase a detached home. Even with 25% down, a household needs an annual income greater than \$100,000 to finance a mortgage in today's market. Condos and townhouses are still a realistic purchase for households with incomes between \$65,000 and \$100,000. Realtors report that first-time buyers are being priced out of the inner Greater Vancouver market. They are moving east – Maple Ridge, Mission, Langley.
- Young single people have affordability challenges and either live in basement suites, share accommodation, or remain at home. There is a need for studio and small units in purpose-built rental buildings.
- Seniors have varied housing needs, depending on their income, mobility and health status. There is a need to have a range of housing for seniors, including small, ground-oriented market housing, assisted living and “three-tiered” housing and care to allow seniors to “age-in-place”. Seniors want the same housing choices as the broader population but do need care options when they can no longer live independently.
- Low income renters indicate that units rent quickly and that their options are limited. It is difficult to find landlords who accept children and pets. Separate charges – utilities, parking – add considerably to their housing costs, especially with rising energy prices.
- Landlords and developers indicate that the business models for new, purpose-built rental housing will not be attractive until the Federal capital gains tax law is changed and other incentives are provided.
- Existing landlords cite challenges with drugs, break and enter, and vandalism, especially in some neighbourhoods.
- Realtors confirm that secondary suites have been a positive feature in the local housing market, both as a “mortgage helper” and helping to alleviate the shortage of rental housing.
- Purpose-built rental housing is aging. Some complexes are vulnerable to redevelopment and may be torn down and rebuilt as condominiums



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(e.g., mobile home parks, older properties with view potential or near transportation corridors). This will result in a loss of rental housing stock.

3.3 Non-Market Housing

Non-market housing refers to housing that operates through some form of subsidy and includes emergency, transitional and supportive housing, non-market rental housing, cooperatives, assisted living projects with ongoing subsidy, and residential (complex) care facilities.

- Non-market housing plays a very important role for many of Coquitlam's renters. There are significant wait lists, the unit numbers are static and the stock is at an age where it may require substantial reinvestment. As of February 2007, the number of households in Coquitlam on the regional waitlist for social housing numbers 504 households, two thirds of which (323) are family households;
- A number of stakeholders identified that there is not enough non-market housing to meet growing community needs. There are more recent immigrants, often with larger families, and there is short supply of larger units to meet the needs of these families.
- It is unrealistic to think that if there is no more social housing, there will be no more people who need housing assistance moving to Coquitlam. With continued growth, and increasing housing costs, the numbers will increase. (Note: There are currently over 10,300 households on the waiting list for non-market housing in the Greater Vancouver region).
- Rent subsidy measures are not always the best arrangement for people with special needs (e.g., mental illness) who may be misunderstood by landlords and neighbours, and require supports in order to maintain their housing. However, rental assistance is a required component of the system as some people with mental illness may no longer need supports, just housing.
- Operating funds are being stretched. It is difficult to keep up with the increased costs of maintenance and repair, particularly in older complexes.
- There is growing demand for residential care (assisted living and complex care) for low and moderate income seniors' households. Costs of building new facilities are escalating. Health authorities will find it increasingly difficult to build to meet the needs of the 85+ population.

3.4 Homelessness

- Homelessness is evident and will become even more evident as the area grows. It is likely that homeless people are "under counted". People who are homeless are undercounted due to the transient nature of the homeless population, requiring that counts be estimates rather than a census.
- The Coquitlam River corridor is a common location for people who are homeless. They have their own community and feel safe to leave their possessions in this location. Extreme housing need presents itself in various ways, and may look different in family-oriented communities such as Coquitlam than in other communities. The population at-risk of homelessness is very evident in the school system, and the Ministry of Children and Family Development sees many families who cannot be reunited due to a lack of



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appropriate housing. Many of the parents end up living along the Coquitlam River.

- The Ministry of Employment and Income Assistance and BC Housing see a need for emergency services for the homeless in the Tri-Cities and are currently funding an outreach project in order to address this gap.
- There is an immediate need for a continuum of housing for homeless people in the Tri-Cities – emergency shelter for cold/wet weather; permanent emergency shelter; drop-in day centre; and supportive transitional housing. Among the Tri-Cities communities, there is a shared view that homelessness is most evident in Port Coquitlam, partly due to geography and the availability of housing and services.
- Some stakeholders advocate that a subregional Tri-Cities strategy, which integrates support services with housing, is essential to deal with the issues of homelessness. There is a regional plan on homelessness and Coquitlam is represented on the regional steering committee which developed and oversees this plan, but a subregional Tri-Cities strategy would provide more precise directions on addressing local housing related issues related to homelessness. To this end, the Tri-Cities Homelessness Task Group is currently working to create a strategic plan.



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4.0 PROPOSED AFFORDABLE HOUSING STRATEGY

The proposed strategy is underpinned by a series of statements - from vision through principles and goals. The updated Strategy builds on the 1994 Strategy and the various actions and initiatives that the City has undertaken since then. But it is also a Strategy that calls on the City to work within its powers and authority on a number of fronts, both proactively and simultaneously.

4.1 Vision Statement

That all residents of Coquitlam will be able to live in safe, appropriate housing that is affordable for their income level.

4.2 Four Principles

1. Affordable housing is an essential community good.
2. The City of Coquitlam is committed to a sustainable community, including affordable and safe housing for its residents.
3. The City will collaborate with senior government, its municipal neighbours, the region, the housing industry and community stakeholders in the interests of housing affordability.
4. The principle of social integration, of both neighbourhoods and housing developments, underlies the City's approach to affordable housing.

4.3 Three Goals

1. To preserve and increase Coquitlam's stock of safe, affordable, appropriate housing.
2. To decrease the number of Coquitlam residents in housing need.
3. To support Coquitlam residents in moving through the stages of the housing continuum, from homelessness to independent market housing.

4.4 The Housing and Services Continuum: Municipal Role Approaches

The increasingly limited leadership and financial support from federal and provincial governments has placed significant pressures and challenges on local governments to take on a bigger role in addressing affordable housing issues. Municipalities have responded to these challenges through a number of different roles to influence housing affordability along the continuum of housing. Some of the roles require direct commitment and resources while others form more of an extension of regular City business. A graphic indicating the housing and services continuum with associated municipal role options is included as Appendix F.

Although there are various roles that municipalities can play in order to influence housing affordability, it is widely recognized that local governments lack sufficient financial and resource capacity to act alone in this regard. In order to act effectively, a coordinated and concerted effort is needed involving senior governments, the private and non-profit sectors, community support agencies, and municipalities. Ongoing and adequately funded programs to help create additional supply of permanent, affordable housing for low income households are essential.



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4.5 Roles and Actions

The core of the strategy is presented in the context of 10 established municipal roles and associated actions in addressing housing affordability. The 10 roles are:

1. **Serviced Land Supply.** Maintain a planned supply of serviceable land for residential development of various types and densities.
 2. **City Land.** Use some of the City's land holdings to help meet affordable and special housing needs.
 3. **Zoning, Subdivision, and Building Regulations.** Minimize regulatory barriers for residential developers.
 4. **Advocacy and Involvement.** Advocate about Coquitlam's housing issues and needs. Participate in and support Tri-Cities, regional and provincial housing initiatives.
 5. **Information and Outreach.** Increase public awareness of housing needs, issues and opportunities for action.
 6. **Measuring Accomplishments.** Analyze measures associated with achieving goals; spot emerging trends and monitor issues to help inform City policy and decision-making.
 7. **Policy and Implementation.** Keep housing affordability on the City's agenda through continued implementation of the Affordable Housing Strategy.
 8. **Policy Development.**
 - (i) Work with residential developers towards the goal of an inclusionary (inclusive of various income, ability and support needs) housing mix in residential and mixed use developments.
 - (ii) Encourage adaptable and accessible housing in multi-unit buildings.
 - (iii) Protect against the loss of affordable rental housing and assist displaced tenants.
 - (iv) Encourage the development of new rental housing.
 9. **Assistance to Non-market Housing Providers.** Assist Non-market housing providers to produce additional rental and special needs affordable housing.
 10. **Market Rental Housing Stock.** Encourage the development industry to add more rental housing and landlords to upgrade existing rental housing.
- The Strategy is organized into three different sections: current and ongoing engagement in affordable housing, three year workprogram 2007-2009, and longer-term actions 2009 and beyond. Opportunities to implement actions may arise prior to the designated work program year and should be considered where appropriate.
- Priorities will change from year to year as contexts shift and will be subject to the availability of sufficient resources as well as other Council priorities.
- The Strategy is also framed within the context of opportunities for responding to housing affordability.



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4.6 Opportunities

There are a number of opportunities in addressing housing affordability including the City's ongoing engagement in addressing housing affordability, local community capacity, and senior government planning and funding for housing.

1. City Engagement and Policy Support

The proposed Strategy is based on a solid foundation of ongoing City action to address housing affordability, and recent City actions indicate an ongoing and increased engagement in the issue of housing affordability.

- City contribution of 528 Como Lake Avenue for a supportive housing project under the Provincial Homelessness Initiative;
- Council adoption in February 2006 of Mobile Home Park Redevelopment Tenant Assistance Policy. Current implementation of this policy on two sites;
- Current research work on Community Planning Division workprogram to expand the use of density bonussing to secure community amenities. This work provides a strong foundation for the use of density bonussing as a tool to secure affordable housing;
- Ongoing Council and staff involvement on regional and local housing committees;
- Sites designated for non-market/special needs housing in neighbourhoods contained in Northeast Coquitlam Area Plan;
- New Manager of Lands and Properties position - capacity and expertise in affordable housing;
- Town Centre Area Plan update process - opportunities to integrate tools for addressing housing affordability in updated plan - expansion of density bonussing, development negotiations, use of some of the City's land holdings for affordable housing;
- Southwest Coquitlam Area Plan review process - opportunities for expanding the use of density bonussing, development negotiations, sensitive residential intensification.
- 2006 Strategic Plan. Housing is an essential component for achieving the vision, mission, values and goals of Coquitlam 2021. The Plan has a strong focus on working with and in support of the community, a focus essential for addressing housing affordability.

2. Community Capacity

- Tri-Cities Homelessness Task Group is revitalized and active, forming a coordinated community-based response to the issue of homelessness in the Tri-Cities;
- Tri-Cities Extreme Weather Response Plan, to shelter people who are homeless in extreme winter weather, is operational for the first time in the 2006-2007 season;
- Outreach services to people who are homeless in the Tri-Cities are active and outreach workers collaborate with the Extreme Weather Response and the Tri-Cities Homelessness Task Group.



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3. Senior Government Planning and Funding for Housing

- The vision and focus of Coquitlam's Strategy is consistent with the GVRD's draft Regional Affordable Housing Strategy (RAHS) Discussion Paper released in November 2006. The RAHS Discussion Paper contains actions that could support the implementation of some of the actions in Coquitlam's Strategy. It also, however, contains actions relating to subregional and municipal targets that may guide the adoption of municipal housing targets in the future. Coquitlam will be well-placed to respond to regional policy of this nature.

- The Provincial government released Housing Matters BC: A Housing Strategy for British Columbia in October 2006. The Strategy takes a multi-dimensional approach to addressing housing need by including a rental assistance (subsidy) program for working families, a commitment to build 450 new supportive housing units for people who are homeless or at-risk of homelessness, a commitment to build 550 new assisted living units for lower income seniors and people with disabilities, and funding for outreach programs to assist the homeless. An outreach program for the Tri-Cities homeless population is currently being funded under this initiative, and the new supportive housing supply dedicated under the Strategy, while limited, represents a significant opportunity for the City to achieve some of its affordable housing objectives. Council recently approved the use of a City-owned site (528 Como Lake Ave) for a long-term, low cost lease for non-market housing under the Provincial Homelessness Initiative component of Housing Matters BC.



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4.7 Current and Ongoing City Engagement in Affordable Housing

As shown by the following table, the City continues to play a significant role in addressing housing affordability in the community.

CURRENT AND ONGOING ACTIONS	COMMENTS/RESPONSIBILITIES
<p>1. Continue to plan land use and services up to 10 years in advance of need.</p> <p>Role 1 Serviced Land Supply</p>	<p>- This is current City planning practice through the existing Citywide Official Community Plan, Zoning Bylaw, and Area and Neighbourhood Plans.</p> <p>- Planning and Development</p>
<p>2. Designate and/or acquire land for a "land bank" for affordable and special needs housing as opportunities become available. Some City land holdings could be sold to leverage the purchase of land in a strategic location for affordable housing.</p> <p>Role 2 City Land</p>	<p>- In November 2006 Council designated a City-owned site at 528 Como Lake Avenue for use under the Provincial Homelessness Initiative for supportive housing through a long-term, low cost lease to a non-market housing provider. The City is currently partnering with BC Housing to select a proponent to build and operate supportive housing on the site.</p> <p>- Sites have been acquired/designated as part of neighbourhood planning initiatives for new communities in Northeast Coquitlam including the current Partington Creek Village Neighbourhood Plan process.</p> <p>- Planning and Development/Lands and Property</p>
<p>3. Reduce/minimize regulatory barriers to help reduce development costs.</p> <p>Role 3 Zoning, Subdivision and Building Regulations</p>	<p>- Continue to implement the 2006 Development Application Process Improvement report to facilitate the approvals process and reduce development costs. As a result of the report, processes are underway to delegate authority to the General Manager, Planning and Development to issue minor development permits and enable issued Development Permits to be transferred to a new property owner.</p> <p>- Planning and Development</p>
<p>4. Continue to advocate to senior government.</p> <p>Role 4 Advocacy and Involvement</p>	<p>- Council has advocated in past to stress need for senior government role and leadership and encourage increased and sustained levels of funding support to affordable housing and an increased supply of non-market housing.</p> <p>- Partnership in local and regional housing/homelessness planning committees present further opportunities for advocacy to senior government re: senior government policy and programs and local needs</p> <p>- Advocate through the Federation of Canadian Municipalities and other groups for changes in the tax barriers that inhibit the development of new purpose-built rental housing.</p> <p>- The 2005 report of the Riverview Task Force, for the Future of Riverview, identifies transitional housing for people with mental health needs as an important component of the re-use of the Riverview site and Council continues to advocate for this use.</p> <p>- Council/Planning and Development/Lands and Property</p>
<p>5. Continue to engage in discussions with the local community, including the Cities of Port Coquitlam and Port Moody, to develop and implement community-based strategies for responding to homelessness.</p> <p>Role 4 Advocacy and Involvement</p>	<p>- The Tri-Cities Homelessness Task Group is a community-based committee undertaking a coordinated community response to homelessness in the Tri-Cities area. Coquitlam, Port Coquitlam and Port Moody each have staff representatives on the Task Group. Senior governments look to communities with coordinated responses to the issues of housing and homelessness to invest funds, and expect municipal participation in these initiatives.</p> <p>- The Homelessness Task Group is undertaking a strategic planning exercise in 2007; City staff will be supporting and working with the Task Group on this process</p> <p>- Planning and Development</p>

CURRENT AND ONGOING ACTIONS	COMMENTS/RESPONSIBILITIES
<p>6. Continue to participate in Tri-Cities, regional and provincial housing initiatives and forums.</p> <p>Role 4 Advocacy and Involvement</p>	<p>- Coquitlam actively participates on the following regional and local committees:</p> <ul style="list-style-type: none"> • Greater Vancouver Regional Steering Committee on Homelessness • GVRD Technical Advisory Committee (TAC) Housing Subcommittee • GVRD Technical Advisory Committee (TAC) Social Issues Subcommittee • Tri-Cities Homelessness Task Group • Advisory Committee on Regional Affordable Housing Strategy <p>- Planning and Development</p>
<p>7. Collect, monitor and analyze data in order to track trends and identify issues to help inform City policy and decision-making and monitor progress in achieving goals.</p> <p>Role 6 Measuring Accomplishments</p>	<p>- City currently tracks housing-related development trends and compiles annual housing inventories. Data would also come from non-market housing providers, social service providers, CMHC, the Greater Vancouver Real Estate Board, regional housing and homelessness committees, and Statistics Canada.</p> <p>- The Strategy recommends developing performance measures to annually track and monitor progress towards addressing local housing issues.</p> <p>- Planning and Development</p>
<p>8. Ensure affordable and special needs housing objectives and policies are included in all area and neighbourhood plans</p> <p>Role 7 Policy and Implementation</p>	<p>- All adopted Neighbourhood Plans in Northeast Coquitlam designate specific sites for affordable/special needs housing. The current processes to review the Southwest Coquitlam Area Plan and update the Town Centre Area Plan provide opportunities to incorporate specific policies related to housing affordability.</p> <p>- Planning and Development</p>
<p>9. Assign a staff person to shepherd non-market housing proposals through the development review and approvals process.</p> <p>Role 9 Assistance to Non-market Housing Providers</p>	<p>- Planning and Development/Lands and Properties</p>
<p>10. Continue enforcement of the City's Strata Title Conversion Guidelines to protect against the loss of affordable rental housing.</p> <p>Role 7 Policy and Implementation</p>	<p>- Planning and Development</p>
<p>11. Continue to apply the Mobile Home Park Redevelopment Tenant Assistance Policy.</p> <p>Role 7 Policy and Implementation</p>	<p>- Planning and Development</p> <p>- The development of a market rental building with subsidized units as part of the Windsor Glen redevelopment will require some staff assistance in 2007.</p>

4.8 Three Year Work Program 2007- 2009

The work program proposed for 2007 - 2009 is based on Council’s interest and support, as well as the current opportunities regarding housing affordability - regional housing planning, senior government priorities, and emerging community capacity to help address local issues. The following table is organized by year.

2007 WORK PROGRAM	
WORK PROGRAM ACTIONS	COMMENTS/RESPONSIBILITIES
<p>1. Require affordable housing as a component and a condition of the sale/lease of some of the City’s land holdings. Negotiate whether housing is provided as units or through a financial contribution. Other avenues may include designating a proportion of the City’s land holdings in areas such as the Town Centre as available for lease to non-market housing providers at below-market rates.</p> <p>Role 2 City Land</p>	<ul style="list-style-type: none"> - The immediate focus would be opportunities in the Town Centre. Priority for action as Town Centre continues to develop. - This would require development of a policy statement to guide Council decisions regarding the disposition of City land and opportunities for increasing the stock of affordable housing. - In November 2006, Council approved a City-owned site (528 Como Lake Ave) for a long-term, low cost lease for non-market housing under the Provincial Homelessness Initiative. Analysis of the City’s land holdings requirements should be completed prior to the designation of additional sites in the longer term. - Planning and Development/Lands and Properties.
<p>2. Explore policy options for new housing forms that address affordability.</p> <p>Role 3 Zoning, Subdivision and Building Regulations</p>	<ul style="list-style-type: none"> - Area and neighbourhood plan reviews (e.g. current and upcoming reviews of the Town Centre Area Plan and Southwest Coquitlam Area Plan) offer opportunities to explore different housing forms that would address affordability through size and design. Exploring opportunities for residential intensification (small lot, townhouse, etc.) is a key component of the Southwest Coquitlam Area Plan review process. - Planning and Development
<p>3. Work with the Coquitlam community on Not In My Backyard Issues (NIMBY). Prepare and distribute information materials and make presentations to community groups re: NIMBY issues.</p> <p>Role 5 Information and Outreach</p>	<ul style="list-style-type: none"> - Both proactively and as opportunities arise. Involvement in local and regional housing and homelessness committees present opportunities for information that could be further disseminated to the community. - Site at 528 Como Lake Ave designated for supportive housing under the Provincial Homelessness Initiative is an opportunity to share information with the community about housing need and the purpose of the development. - Planning and Development/Lands and Properties
<p>4. Implement incentive-based approaches i.e. density bonusing and other financial incentives to secure affordable housing and community amenities.</p> <p>Role 8 Policy Development</p>	<ul style="list-style-type: none"> - Density bonusing policy currently in use in the Town Centre Commercial (Mixed Use) C-4 zone to secure accessible housing. Staff are currently exploring density bonusing through the review of development proposals in the Town Centre. There is an opportunity to expand the use of density bonusing through future area and neighbourhood planning processes. Staff will bring forward to Council recommendations on density bonusing for affordable housing in spring 2007. - Early and ongoing consultation with the development industry e.g. UDI Liaison Committee will be required in developing this policy - Planning and Development

2007 WORK PROGRAM	
WORK PROGRAM ACTIONS	COMMENTS/RESPONSIBILITIES
<p>5. Establish an Affordable Housing Reserve Fund. Role 8 Policy Development</p>	<ul style="list-style-type: none"> - Establishment of an Affordable Housing Reserve Fund requires careful policy and practice review. Review of policy and practice would establish how funds are received and used. - Methods of contribution to a fund could include cash-in-lieu contributions through development incentives, a portion of the proceeds from City land sales, and/or a percentage of the City's annual budget. - Council approval through a bylaw will be required to establish the fund. - Opportunities and the willingness on the part of developers to provide monetary contributions for affordable housing are emerging through the implementation of the Mobile Home Park Tenant Assistance Policy and the investigation of the expanded use of density bonussing through the current review of development proposals in the Town Centre. - Funds could be used to contribute to the development of new affordable housing stock or the purchase of older rental units for non-market housing. - Planning and Development/Corporate Services
<p>6. Develop housing delivery strategies for the lands in Northeast Coquitlam that have been designated for non-market/special needs housing. Strategy development will involve consultation with the non-market and private housing sectors. Role 2 City Land</p>	<ul style="list-style-type: none"> - Designated sites in Upper and Lower Hyde Creek and Smiling Creek neighbourhoods may be suitable for family housing in medium/longer term. In order to achieve this a strategy to get units built is needed now. Work on this project has been initiated and will be continued in 2007. - Planning and Development/Lands and Properties
<p>7. Consider the endorsement of the principles and targets of the 2006 Greater Vancouver Shelter Strategy, 2006 - 2015. Role 4 Advocacy and Involvement</p>	<ul style="list-style-type: none"> - The Regional Shelter Strategy is an implementation component of the Regional Homelessness Strategy, the principles of which were endorsed by Council in 2003. - The purpose of the Shelter Strategy is to plan for the emergency shelter system in Greater Vancouver for the next 10 years. It includes subregional targets for shelter services. - Staff will review the Shelter Strategy and bring forward recommendations to Council. - Planning and Development

2008 WORK PROGRAM

WORK PROGRAM ACTIONS	COMMENTS/RESPONSIBILITIES
<p>1. Retain and update the affordable and special needs housing objectives, policies and definitions in the Citywide Official Community Plan and Zoning Bylaw. Amend the Citywide OCP to add policy that speaks to affordable housing as an essential component of a community and the City's intent to support people through the continuum of housing, from subsidized housing through to home ownership.</p> <p>Role 7 Policy and Implementation</p>	<ul style="list-style-type: none"> - Successive Official Community Plans and the current Citywide OCPs have included affordable and special needs housing policies to provide a broad framework for the City's response to housing issues. - Staff will prepare for Council's consideration Citywide OCP and Zoning Bylaw amendments to clarify definitions of affordable, special needs and non-market housing. - Additional policy speaking to affordable housing as an essential component of a community will provide a foundation for securing affordable housing through incentive-based approaches at the time of subdivision or rezoning. - Town Centre Area Plan Update and Southwest Coquitlam Area Plan Review processes, initiated in 2007, provide opportunities to incorporate this additional policy.
<p>2. Produce and distribute annual reports on "Progress Toward Affordable Housing" for community feedback and discussion. Continued discussion with the Project Advisory Group would be a potential mechanism for discussion with the community.</p> <p>Role 7 Policy and Implementation</p>	<ul style="list-style-type: none"> - The reports would focus on both measurements outlined in Section 4.10 as well as qualitative actions (e.g. committee involvement, policy development). - Target date for first annual report would be May 2008. - Planning and Development
<p>3. Encourage new detached homes to be built as "secondary suite ready".</p> <p>Role 8 Policy Development</p>	<ul style="list-style-type: none"> - Secondary suites are an extremely important component of the affordable housing stock in the City, and new homes can be designed to accommodate a future suite fairly easily. Brochures could be developed and distributed to indicate how to design suite-ready homes. - Planning and Development
<p>4. Consider the adoption of a Standards of Maintenance bylaw to upgrade and protect rental (market and non-market) housing.</p> <p>Role 8 Policy Development</p>	<ul style="list-style-type: none"> - Staff could investigate different models for Standards of Maintenance bylaws and report back on implications of such a bylaw. - Monitor the quality of non-market and market rental housing stock (through site surveys) as a way to determine when further action may be necessary to upgrade existing housing stock (e.g. Standards of Maintenance Bylaw) or protect housing stock that is vulnerable to redevelopment. - Planning and Development/Bylaw Enforcement/Legal

2008 WORK PROGRAM

WORK PROGRAM ACTIONS	COMMENTS/RESPONSIBILITIES
5. Develop a replacement policy for the loss of rental units through redevelopment. Role 8 Policy Development	- Existing rental apartment buildings represent an essential component of Coquitlam’s affordable housing stock, particularly in the Lougheed, Burquitlam and Austin Heights areas. Loss of this lower-cost housing puts additional pressure on the affordable stock and means that some people may be forced into at-risk of homelessness or homeless situations. Rental housing of this nature is no longer being built; therefore the development of a policy to replace some of the stock with lower-cost housing options is essential. - Planning and Development
6. Develop a policy to ensure adequate notice and appropriate compensation to assist tenants who are displaced through the redevelopment of rental housing. Role 8 Policy Development	- Development of a specific policy under the guidance provided by general policy in the CWOCP: Continue to ensure that tenants displaced by redevelopment are protected through relocation assistance from the developer. - The assistance policy would be focused on assisting tenants with moving costs and securing alternate and affordable accommodation. - Planning and Development

2009 WORK PROGRAM

WORK PROGRAM ACTIONS	COMMENTS/RESPONSIBILITIES
1. Prepare and adopt guidelines for adaptable and accessible housing for use by applicants and City staff. Role 8 Policy Development	- The Town Centre Commercial C-4 zone contains density bonussing provisions for the inclusion of accessible housing in developments. CMHC standards are used, but a specific policy and standards have not been adopted. - As a starting point, in September 2006 staff received direction from Council to create a handbook of low- or no-cost accessible housing features for use by the local building industry. This project will be started in 2007. - Planning and Development
2. Initiate process involving staff and Council to review regulatory barriers to housing affordability. Role 3 Zoning, Subdivision and Building Regulations	- Planning and Development
3. Work with landlords and homeowners re: utilizing senior government housing programs eg. Federal Residential Rehabilitation Assistance (RRAP) program. Role 5 Information and Outreach	- Planning and Development

4.9 Longer Term Actions — 2010 and beyond

The following table lists actions for longer-term consideration. These actions will require further study and consultation to determine if they are appropriate in the Coquitlam context.

LONGER TERM ACTIONS	COMMENTS
<p>1. Explore the feasibility of upzoning appropriate sites for multiple-unit development following Council’s adoption of area and neighbourhood plans. Retain development permitting requirements for specific project review in order to address form and character concerns.</p> <p>Role 1 Serviced Land Supply</p>	<p>- Upzoning appropriate sites would permit further intensification.</p>
<p>2. Explore policy options for allowing newly constructed duplexes, townhouses and condominiums to have a secondary suite.</p> <p>Role 3 Zoning, Subdivision and Building Regulations</p>	<p>- These are housing options that may be workable in the future as Coquitlam grows and changes. This could be done as a pilot project and would require community consultation.</p>
<p>3. Explore the feasibility of incentive-based approaches for securing affordable housing and community amenities from large scale commercial, office and industrial developments.</p> <p>Role 8 Policy Development</p>	<p>- Consultation with the community and industry would be required. Analysis to determine potential impact on economic development would be required.</p> <p>- This policy would be in recognition of the importance of housing for a growing workforce and local economic development and the responsibility of everyone in addressing housing need.</p>
<p>4. Facilitate, in partnership with senior government and the non-market housing sector, the regeneration (infill and redevelopment) of existing older non-market housing that may be approaching the end of its economic life.</p> <p>Role 9 Assistance to Non-Market Housing Providers</p>	<p>- Coquitlam has significant stock of non-market housing that is aging and will provide opportunities for intensification.</p> <p>- Encourage regeneration through support in managing NIMBY issues, capital support through the Affordable Housing Reserve Fund, and assistance working through the development review process.</p>
<p>5. Consider incentives such as reduced DCCs or lower/ graduated property tax over a specified period in order to encourage new rental construction. Use a housing agreement to ensure that housing remains rental unless proof is shown that units cannot be sustained due to market conditions.</p> <p>Role 10 Assistance to Market Rental Housing Landlords</p>	<p>- Would require consultation with housing industry to determine is these measures would encourage construction.</p>

4.10 Measuring Accomplishments

As part of any strategic plan, ongoing monitoring and assessment ensure that the outcomes are effectively addressing the original objectives. An annual audit of accomplishments is suggested. The following indicators are suggested as a basis for this annual audit. Several of these were used in Appendices B and C.

<i>Goals</i>	<i>Indicators, measured over time</i>	<i>Data Source</i>
To preserve and increase Coquitlam's stock of safe, affordable, appropriate housing.	<ul style="list-style-type: none"> • Number of new units by housing type and location • Median price by housing type • Number of new units of non-market housing by housing type, provider and location • Number of small lots created • Number of secondary suites legalized • Number of secondary suites decommissioned • Number of new single detached homes built "suite-ready" • Number of new, purpose-built rental units • Amount of non-market housing (land and units) secured through contract with the City • Number of rental units lost through conversion to strata titling/demolition • Rental vacancy rate; rental rates 	<p>City of Coquitlam</p> <p>Real Estate Board</p> <p>City of Coquitlam, BC Housing</p> <p>City of Coquitlam, BC Assessment Authority</p> <p>City of Coquitlam</p> <p>City of Coquitlam</p> <p>City of Coquitlam</p> <p>City of Coquitlam</p> <p>City of Coquitlam, BC Housing</p> <p>City of Coquitlam</p> <p>CMHC</p>
To decrease the number of Coquitlam residents in housing need.	<ul style="list-style-type: none"> • Number of households in core need • Number of households by type who make less than the median income • Affordability by household type – rental, ownership 	<p>Statistics Canada/CMHC</p> <p>Statistics Canada taxfiler data, City of Coquitlam</p> <p>City of Coquitlam using Statistics Canada taxfiler data</p>
To support Coquitlam's residents in moving through the stages of the housing continuum, from homelessness to independent market housing.	<ul style="list-style-type: none"> • Number of people who are homeless in Coquitlam and Tri-Cities • Number of food bank users • Number of residents receiving income assistance • Number of first-time home buyers 	<p>Regional and local homelessness count data</p> <p>Local service providers</p> <p>BC Ministry of Employment and Income Assistance</p> <p>Real Estate Board of Greater Vancouver</p>



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5.0 CONCLUDING COMMENTS

Coquitlam has shown commitment to building a sustainable community that ensures that all who choose to live in Coquitlam can do so affordably. But today, as in 1994, housing needs remain varied and complex. It takes multiple, sometimes controversial, approaches to make headway on affordability issues, and a strong network of government, community and business partners to help people move through stages of the housing continuum.

The proposed City roles and actions of this strategy, if acceptable to Council and the broader community, will make a significant contribution towards maintaining an affordable community.



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