

Greater Nelson Housing Entity Study

Improving Access to Non-Market, Affordable Rental Housing

Phase Two Final Report

October 2023

Prepared For:



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EXECUTIVE SUMMARY

In Fall 2022, Community Futures Central Kootenay and its partners at the City of Nelson, the Regional District of Central Kootenay (RDCK) and the Nelson and District Chamber of Commerce commissioned the Greater Nelson Housing Entity Study on behalf of the Nelson and Area Economic Development Partnership (NAEDP). The goal of the study was to assess the need for a local government supported housing entity and to explore other strategies and tools to facilitate the creation of non-market, affordable housing in the Greater Nelson area with a specific focus on housing options to meet the needs of moderate-income, working families and individuals (also known as workforce housing).

In Phase One, the project team conducted a review of best practices for local or regional government supported housing models. This included a review of prominent housing corporations, local government supported non-profit models, and other relevant housing organizations, including some regional models. Key commonalities, structures, partnerships, and funding mechanisms were identified, and a findings report that included a high-level benefit and relevance analysis was completed and shared. Also included in the findings report was a preliminary evaluation criteria matrix that informed Phase Two engagement.

The focus of Phase Two was to generate educated feedback and input from City of Nelson Council, the RDCK Regional Board, the NAEDP, and other relevant housing organizations and committees. The consulting team, with support from project partners, hosted visioning and education sessions with City of Nelson Council and RDCK Area Directors and the NAEDP, as well as met with non-profit housing operators. Additionally, the consulting team spoke with current and former staff from housing organizations most relevant to the study, including the Tofino Housing Corporation (THC), Cowichan Housing Association (CHA), and the Revelstoke Community Housing Society (RCHS). Findings from the engagement sessions and interviews have informed steps for immediate action in the short term and a long-term vision recommendation.

RECOMMENDATIONS

Informed by the research completed in Phase One and the engagement findings in Phase Two, the consulting team is presenting the immediate and long-term recommendations outlined below for project partners to consider.

IMMEDIATE STEPS

Over the next one to two years, the consulting team recommends that the City and the RDCK work closely with existing non-profit housing organizations to partner with and respond to upcoming provincial and federal funding calls. With funding opportunities on the horizon, and non-profit housing expertise already in Greater Nelson, the consulting team recommends the City and the RDCK focus on the following in the immediate term:

- Identify municipal and/or regional land that is suitable for non-market, affordable housing and develop a land disposal process/strategy.

- Through a formalized process, identify and partner with non-profit operators in Greater Nelson to respond to provincial and federal government funding calls (e.g., BC Housing’s Community Housing Fund (CHF), Canadian Housing and Mortgage Corporation (CMHC) funding).
- Explore financial options to develop a Pre-Development Fund (PDF) to assist non-profit operators with the planning and pre-development costs of building new non-market, affordable housing.

LONG-TERM VISION

Over the next three to five years, the consulting team recommends that the City of Nelson establish a municipal housing development corporation to facilitate the development of non-market, affordable housing units. The housing development corporation would act as a land steward and/or housing facilitator and partner with existing non-profits to operate the units.

A more detailed summary and review of the primary advantages and potential risks/challenges for each recommendation is included in the full report.

NEXT STEPS

Following receipt and publication of this report, and with the approval of the project steering committee, the consulting team, with support from project partners, will present the key engagement findings and recommendations to City of Nelson Council, the Regional District Board and the NAEDP Coordinating and Advisory Committee. Following these presentations and subsequent feedback from elected officials, the project team will discuss how best to use the funds allocated for Phase Three. Some key activities may include:

- Supporting staff and partners to secure potential funding opportunities (e.g., Rural Economic Diversification and Infrastructure Program).
- Support for municipal staff to action the proposed Immediate Steps Implementation Workplan (see Appendix A).
- Developing a next steps guide that includes further details about the municipal housing development corporation and a high-level action plan. This guide could include a draft vision, staff requirements, proposed budget, board composition, required internal policies, regional considerations, and other relevant pieces.

REPORT OVERVIEW

This document is the final deliverable for Phase Two: Best Practice Research and Analysis of the Greater Nelson Housing Entity Study. The focus of Phase Two was to generate educated feedback and input from the City of Nelson, the RDCK, and other relevant housing organizations and committees to validate and confirm Phase One findings and preliminary recommendations from the consulting team. Findings from the engagement sessions and interviews have informed steps for immediate action in the short term, and a longer-term vision recommendation to form a municipal housing development corporation. This report provides a high-level overview of the Phase Two process, engagement findings and recommendations.

GEOGRAPHY

For the purposes of this report, “Greater Nelson” refers to the combined geographic areas of the City of Nelson and Electoral Areas ‘E’ and ‘F’ of the Regional District of Central Kootenay (RDCK). Electoral Area ‘E’ includes the unincorporated communities of Blewett, Balfour, Queens Bay, Longbeach, Harrop/Procter, Sunshine Bay, Bealby/Horlicks, Taghum Beach and Nelson to Cottonwood Lake. Electoral Area ‘F’ includes the unincorporated communities of Beasley, Taghum, Willow Point, Nasookin, Grohman, Crescent Beach, Sproule Creek, Six Mile and Bonnington.

Although this report is for Greater Nelson, there is the opportunity for the findings and options presented in this report to serve and apply to a broader geographic area in the future, including other municipalities and electoral areas within the RDCK.

PHASE TWO PROCESS SUMMARY

The focus of Phase Two was to generate educated feedback and input from City of Nelson Council, the RDCK Regional Board, the NAEDP, and other relevant housing organizations and committees. The consulting team, with support from project partners, hosted visioning and education sessions with City of Nelson Council and RDCK Area Directors and the NAEDP, as well as met with non-profit housing operators. Additionally, the consulting spoke with current and former staff from housing organization models most relevant to the study, including the Tofino Housing Corporation (THC), Cowichan Housing Association (CHA), and the Revelstoke Community Housing Society (RCHS). Findings from the engagement sessions and interviews informed the immediate steps and long-term vision recommendations. A high-level overview of the engagement findings is provided in the engagement overview section below.

ENGAGEMENT OVERVIEW

EDUCATION AND VISIONING SESSION WITH CITY OF NELSON COUNCIL AND RDCK REGIONAL DIRECTORS

In June 2023, the project team held an education and visioning session with City of Nelson Council and the RDCK Area Directors. This session was an opportunity for the project team to share information about the project, provide an overview of housing need in Greater Nelson, explain the importance and necessity for non-market, affordable housing, and share tools that local governments use to encourage the development of non-market, affordable housing.

As part of this session, the consulting team presented three of the most relevant housing option models – the Society Model (e.g., Revelstoke Community Housing Society), the Regional Model (e.g., Cowichan Housing Association), and the Corporation Model (e.g., Tofino Housing Corporation) – in the context of Greater Nelson. Using the online engagement software Menti, the consulting team gathered information from participants about their preferred housing option model(s) by asking a series of scaled and multiple-choice questions related to organizational scope, key assets, governance and organizational structure, and relevant legal and financial implications. Key findings from the engagement session are presented below.

KEY FINDINGS:

- **Elected officials are most in favour of a Society model that incorporates and values community expertise and is operated at an arm's length.** This aligns with the preliminary findings in Phase One, that any new housing entity will need to account for the strong existing non-profit housing ecosystem and existing community expertise.
- **Participants expressed a preference for a non-market housing entity to be undertaken through a municipal approach, not a regional approach.**
- **The proposed entity should function as a land steward/and or housing facilitator, not an operator.** Participants expressed that the municipality and/or RDCK should not be involved with the day-to-day operations of any proposed non-market housing entity.
- **Elected officials are most comfortable with the municipality/and or RDCK indirectly supporting a non-market housing entity through resources such as staff time, waivers, property tax exemptions, and the provision of land assets, rather than increasing taxes.** Participants were moderately comfortable with the municipality and/or RDCK providing direct grants (e.g., Pre-Development Funding (PDF), capital contributions) and least comfortable with the provision of direct operations support (e.g., tenancing, maintenance, etc.). Overwhelmingly, participants were not in favour of the non-market housing entity being funded through an increase in taxes, such as the implementation of a Housing Service Bylaw.

- **Elected officials felt strongly that neither the municipality nor RDCK should be legally responsible for a non-market housing entity.** This speaks to the preference for a housing model that functions at an arms-length from the municipality and/or RDCK.

The full list of Menti questions and corresponding results can be found in Appendix A.

EDUCATION AND VISIONING SESSION WITH THE NAEDP

In June 2023, the project team held a similar education and visioning session with the Nelson and Area Economic Development Partnership (NAEDP). Given this committee has been largely informed and involved throughout Phase One of the project, this session focused on reiterating the need and demand for non-market, affordable housing in Greater Nelson and discussing key non-market actors and partnerships that are necessary to support the development of non-market, affordable housing.

Similar to the session with elected officials, the consulting team presented three of the most relevant housing option models in the context of the Greater Nelson Area (the Society Model (e.g., Revelstoke Community Housing Society), the Regional Model (e.g., Cowichan Housing Association), and the Corporation Model (e.g., Tofino Housing Corporation)). Using the online engagement software Menti, the consulting team gathered information from participants about their preferred model(s), the role of the organization, the geographic scope of the organization, key organizational assets, governance models, and funding structures. Key findings from the engagement session are presented below.

KEY FINDINGS:

- **Participants are most in favour of the Society model as it values community expertise and governance.** This aligns with the findings in Phase One, that any new housing entity will need to account for the strong existing non-profit housing ecosystem and expertise that already exists in the community.
- **Participants expressed a strong preference for the proposed organization to be a partner and/or facilitator in the development of non-market, affordable housing.** There was minimal preference for the organization to act as a funder or developer, and no participant expressed interest in the organization taking on the role of an operator.
- **The preference is for the non-market housing entity to be undertaken through a regional approach.** This preference differs from that of elected officials, who expressed their support for a municipal approach.
- **Participants felt the most appropriate municipal or regional contribution would be through supports such as staff time, waivers, and property tax exemptions, and through the provision of land assets.** Participants were moderately comfortable with the municipality and/or RDCK providing direct grants (e.g., Pre-Development Funding (PDF), capital contributions) and least comfortable with the provision of direct operations support. Overwhelmingly, participants were not in favour of the proposed entity being funded through an increase in taxes, such as a Housing Service Bylaw.

The full list of Menti questions and corresponding results can be found in Appendix A.

INTERVIEWS WITH ESTABLISHED HOUSING ENTITIES

As part of Phase Two engagement, the consulting team spoke with current and former staff from housing organization models most relevant to the study, including the Tofino Housing Corporation (THC), Cowichan Housing Association (CHA), and the Revelstoke Community Housing Society (RCHS). Through these interviews, the consulting team gathered information about the structure of the organization, the funding model, the function (i.e., developer, operator, or both) and future development and expansion plans. Key findings from these interviews are presented below.

KEY FINDINGS:

- **The creation of a new, non-market housing entity requires significant financial and human resources.** These resources are not only required to start up the organization but are necessary to sustain yearly operations. It was suggested that an annual investment of \$150,000 to \$200,000 per year is needed from either a municipality or a regional district until the housing entity can generate revenue from built units.
- **There is increased interest in the housing/development corporation model to drive the development of non-market, affordable housing.** The Cowichan Housing Association, for example, is currently working with a consultant to explore options to restructure to a housing and/or development corporation model following a community consultation process on workforce housing challenges.
- **Political support, interest, and involvement from a municipality and/or a regional district are crucial to the successful development of non-market, affordable housing units.** One interviewee noted that it is very difficult to get development projects off the ground if local governments do not see themselves or the value of their involvement in the projects.
- **The implementation of a non-market housing entity should be viewed as a generational solution.** All interviewees expressed that creating a new non-market housing entity comes with many challenges – it is expensive, politically charged, and complex to establish. It is not a panacea solution. Despite these challenges, all spoke to the importance and timeliness of investing now, to ensure future generations have access to affordable, safe, and secure housing.

INTERVIEWS WITH NON-PROFIT SOCIETIES

Throughout Phase One and Phase Two of the project, the consulting team met with non-profit housing societies that currently operate non-market, affordable and supportive housing to understand their potential interest in developing new units. Through these discussions, it was evident there is interest and excitement from existing societies to develop and expand their housing portfolios to include non-market, affordable, workforce housing options. Non-profits highlighted the importance of working collaboratively and transparently with the City and/or the RDCK to reduce competition and foster positive working

relationships and partnerships amongst the sector. They also shared they are comfortable entering into an operating partnership with the City and/or the RDCK where the land owner maintains assets and land and the Society operates the building(s).

Non-profits expressed that one of the biggest barriers to developing new units is the lack of available pre-development funding to assist with the planning and pre-development costs of building new affordable housing, including site surveys, planning fees, preliminary/schematic architectural designs, environmental site assessments, geotechnical reports, engineering studies, and development consultant fees. Non-profits are eager to see the City and RDCK play a more active role in the development of non-market, affordable units, through funding for pre-development costs and land contributions (e.g., below-market sale or long-term lease agreement).

PHASE TWO RECOMMENDATIONS

IMMEDIATE STEPS (1-2 YRS):

Over the next one to two years, the consulting team recommends that the City and the RDCK work closely with existing non-profit housing organizations to partner with and respond to upcoming BC Housing funding calls. The Province, through the Building BC Community Housing Fund, has issued a third notice of funding (announced August 28, 2023). This funding is an opportunity for the City and the RDCK to support and partner with existing non-profits that are interested and have the capacity to develop and expand their non-market, affordable housing portfolios. This recommendation is informed by the preference of elected officials and the NAEDP for a Society housing model that incorporates community expertise and governance. It does not require forming a new Society given there are existing resources within the community.

With funding opportunities on the horizon, and non-profit housing expertise already in Greater Nelson, the consulting team recommends the City and the RDCK focus on the following in the immediate term:

- Identify municipal and/or regional land that is suitable for non-market, affordable housing and develop a land disposal process/strategy.
- Through a formalized process, identify and partner with non-profit operators in Greater Nelson to respond to provincial and federal government funding calls (e.g., BC Housing's Community Housing Fund (CHF), Canadian Housing and Mortgage Corporation (CMHC) funding).
- Explore financial options to develop a Pre-Development Fund (PDF) to assist non-profit operators with the planning and pre-development costs of building new affordable housing, including site surveys, planning fees, preliminary/schematic architectural designs, environmental site assessments, geotechnical reports, engineering studies, and development consultant fees.

An Immediate Steps Implementation Work Plan for City of Nelson and/or RDCK staff is included in Appendix B.

PRIMARY ADVANTAGES

- **Standardized Practice:** It is common practice for local governments to dispose of land for the purpose of non-market, affordable housing development. Municipalities that share similar affordable housing challenges with Nelson, such as Revelstoke, are beginning to play a larger role in non-market, housing development, by providing grants to assist with planning and pre-development costs.¹
- **Efficient and Expedited Implementation:** This recommendation can be completed internally by staff at the City and RDCK, likely with City staff playing a lead role. New units will be developed quicker as existing non-profits already have the capacity and willingness to partner with the City.
- **Existing Community Expertise:** Non-profits have experience developing non-market, affordable housing in partnership with BC Housing and have the necessary expertise to partner with the City and to develop more units.
- **Investment in Local Sector Capacity:** This recommendation builds capacity and capability in the local sector by leveraging and building upon existing community expertise and resources.
- **Supports Multiple Partners:** This recommendation will support the ability of existing non-profits to build and operate new affordable rental units. It also encourages potential partnerships with senior levels of government.

POTENTIAL RISKS/CHALLENGES

- **Multiple Non-Profit Partner Options:** Multiple non-profit partners expressed interest in partnering with the City and RDCK to operate new non-market, affordable units. This could lead to competition and perceived favoritism if processes and decisions are not transparent and equitable.
- **Political Implications and Sustainability:** Internal departments are easily impacted by political changes. This is an immediate-term recommendation with the goal of bringing affordable units to Greater Nelson quickly. If political priorities change, a similar process may not be feasible in the future.
- **Cost implications:** This recommendation requires funding from the City of Nelson and/or RDCK and would likely need to be reallocated from other service areas/departments.
- **Limited Control:** The City and RDCK have less control over the unit type and final form of developments as they are not leading the development process, simply providing land and start-up funding.
- **Land Disposal:** This recommendation requires the City or RDCK to sell or lease land to the non-profit.

¹ [*“City of Revelstoke gives \\$100,000 to Community Housing Society.”*](#) In 2023, the City of Revelstoke provided a \$100,000 grant to the Revelstoke Community Housing Society (RCHS) in support of future projects and development costs. These funds became available through a \$500,000 grant from the Rural Economic Diversification and Infrastructure Program (REDIP) for funding non-profit housing organizations.

LONG TERM VISION (3-5 YEARS):

In the long term (three to five years), the consulting team recommends that the City of Nelson establish a municipal housing development corporation to facilitate the development of non-market, affordable housing units². The housing development corporation would act as a land steward and/or housing facilitator and partner with existing non-profits to operate the units. This model enables the City to lead the housing development process, maintain ownership of the land, and control the final built asset. A corporate structure also allows for more creative funding and borrowing options; a corporation can borrow money from senior funders without impacting municipal borrowing limits. The goal of the development corporation would be to develop and service the land, build non-market, affordable housing with support from senior funders, and partner with existing community operators. When forming this corporation, the consulting team, recommends that the City work closely with existing non-profit housing societies to ensure a spirit of collaboration, not competition, for limited housing resources.

PRIMARY ADVANTAGES

- **Greater Degree of Control:** Land and assets developed by the corporation are retained by the City.
- **Arms-length Independence:** Rather than voting to fund individual sites or projects, funding the corporation is a regular, annual expenditure. A standardized funding mechanism can help enable sustainable operations. The corporation model also externalizes day-to-day decision-making, removing operations from council or board control or staff work plans.
- **Borrowing Capabilities:** A municipal corporation has more flexible borrowing capabilities, unlike a municipality that is subject to the Municipal Liabilities Regulation.
- **Flexibility:** The corporation can enter into a wide range of partnerships and agreements, including creative land swaps, private sector partnerships, and land acquisition opportunities.
- **Expertise:** The corporation can leverage community expertise through partnerships but can structure its board to include individuals with specialized knowledge and experience, including non-market and market developers, real estate specialists, tenants' rights advocates, operators, builders, and representatives from local First Nations.
- **Regionality:** A corporation is not bound by municipal borders. It can develop and invest outside of the City of Nelson – for example, in Electoral Area E and F – provided those activities are within the corporate mandate and approved by the board.

POTENTIAL RISKS

- **Slow Implementation:** Setting up a development corporation will take significant financial and human resources and will likely not lead to the permitting of new non-market, affordable units for at least five years.
- **Cost implications:** The creation of a development corporation will require initial and longer-term investment (e.g., ongoing operations costs) from the municipality and would likely be an expense from general tax funds and therefore directly supported by the taxpayer.

² A municipal development corporation, owned by the City of Nelson, does not preclude the corporation from developing projects on Electoral Areas 'E' and 'F' land. See "Regional Considerations" and "Regional Opportunities" sections for more information.

- **Competition:** Any new entity may be seen as competition and garner negative perception from existing non-profit housing societies in the area who are already engaged in affordable and non-market housing initiatives.
- **Regional Equity:** It would be very challenging to have one corporate entity, owned by multiple municipal partners. Strategic decisions made by the corporation may not be perceived as benefiting communities equitably, despite similar levels of investment. There is precedent for a Regional District-owned housing corporation, but Phase Two engagement revealed little to no interest in proceeding with a Regional Housing Service Bylaw, necessary for funding a Regional Corporation.

A Long-Term Vision Implementation Work Plan for City of Nelson and/or RDCK staff is included in Appendix C.

RDCK ELECTORAL AREAS 'E' AND 'F' CONSIDERATIONS

Although the consulting team recommends establishing a municipal housing development corporation, there are opportunities for the corporation to collaborate regionally with Electoral Areas 'E' and 'F' of the RDCK. Additionally, a municipal development corporation does not preclude the corporation from developing projects on Electoral Areas 'E' and 'F' land. Opportunities for future collaboration could include:

- The RDCK identifying Regional-District owned sites in Electoral Areas 'E' and 'F' which are appropriate for non-market, affordable housing and selling or leasing the land to the corporation at a reduced cost or nominal fee for the purposes of development.
- The corporation supporting and collaborating with the RDCK to facilitate site specific feasibility and planning work.
- The creation of a shared service model that allows for the RDCK to pay for or cost share land upgrades and servicing on Electoral Area sites.
- Representatives from Electoral Area 'E' and 'F' of the RDCK sitting on the corporation's Board to provide regional governance oversight.

REGIONAL OPPORTUNITIES

Other municipalities within the RDCK have expressed interest in exploring the creation of a non-market housing entity to increase the stock of non-market, affordable housing units in their community. Given this interest, there is an opportunity to explore a regional approach in greater detail. However, further discussion with elected officials is required as Phase Two engagement revealed little to no interest in implementing a Regional Housing Service Bylaw, necessary for funding a Regional Corporation. Across the Province, multiple Regional Districts have added housing to their suite of services, increasing taxation to provide housing support and capital – for example, the Cowichan Housing Association (CHA) in Cowichan Valley Regional District (CVRD) and the Capital Regional Housing District (CRHD) in the Capital Regional

District. Highlighted below are some of the primary advantages and potential risks of proceeding with a regional housing entity.

PRIMARY ADVANTAGES

- **Arms-length Independence:** Funding the regional entity becomes a regular, annual expenditure. A Regional Housing Service Bylaw would be the standardized funding mechanism to sustain operations. The regional model also externalizes day-to-day decision-making, removing operations from council or board control or staff work plans.
- **Borrowing Capabilities:** An external housing agency or entity has more flexible borrowing capabilities.
- **Flexibility:** The regional housing entity can enter into a wide range of partnerships and agreements.
- **Expertise:** The regional entity can leverage community expertise through partnerships but can structure its board (depending on the organization structure) to include individuals with specialized knowledge and experience, including non-market and market developers, real estate specialists, tenants' rights advocates, operators, builders, and representatives from local First Nations.
- **Regionality:** A regional entity is not bound by municipal borders. It can develop and invest in multiple municipalities and Electoral Areas that are within the entity's mandate and approved by the board.
- **Flexibility to Opt-in or Opt-out:** Municipalities have the option to financially opt in or opt out of the regional entity.

POTENTIAL RISKS

- **Land Disposal:** For the regional entity to acquire land and develop, municipalities will have to sell or lease land to the entity, giving up control of their land and assets.
- **Slow Implementation:** Setting up a regional entity will take significant financial and human resources and will likely not lead to the permitting of new non-market, affordable units for at least five years.
- **Cost implications:** The creation of a regional housing entity will require initial and longer-term investment (e.g., ongoing operations costs) and would be funded through a Regional Housing Service Bylaw, therefore directly supported by the taxpayer.
- **Competition:** Any new entity may be seen as competition and garner negative perceptions from existing non-profit housing societies in the region who are already engaged in affordable and non-market housing initiatives.
- **Regional Equity:** Strategic decisions made by the corporation may not be perceived as benefiting communities equitably, despite similar levels of investment.

NEXT STEPS

Following receipt and publication of this report and with the approval of the project steering committee, the consulting team, with support from project partners, will present the key engagement findings and recommendations to City of Nelson Council, the Regional District Board and the NAEDP Coordinating and Advisory Committee. Following these presentations and subsequent feedback from elected officials, the project team will discuss how best to use the funds allocated for Phase Three. Some key activities may include:

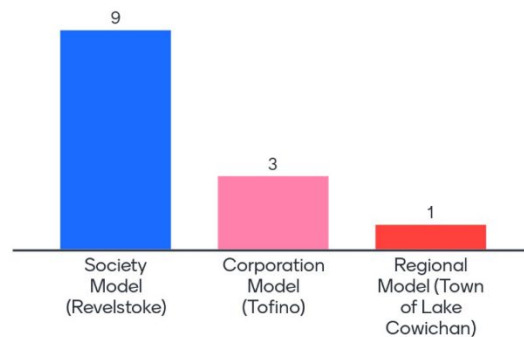
- Supporting staff and partners to secure potential funding opportunities (e.g., Rural Economic Diversification and Infrastructure Program).
- Support for municipal staff to action the proposed Immediate Steps Implementation Workplan (see Appendix A).
- Developing a next steps guide that includes further details about the municipal housing development corporation and a high-level action plan. This guide could include a draft vision, staff requirements, proposed budget, board composition, required internal policies, regional considerations, and other relevant pieces.

APPENDIX A – MENTI ENGAGEMENT RESULTS

MEETING WITH ELECTED OFFICIALS

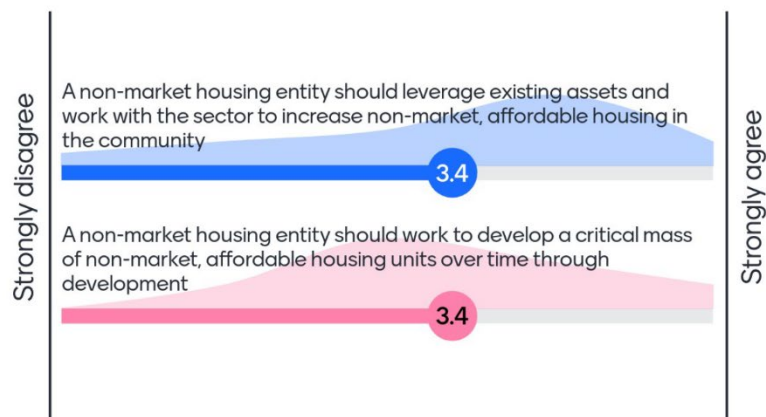
QUESTION 1: WHICH OF THESE MODELS MOST RESONATES WITH YOU?

Which of these models most resonates with you?



QUESTION 2: ORGANIZATIONAL SCOPE - ASSETS

Organizational Scope - Assets



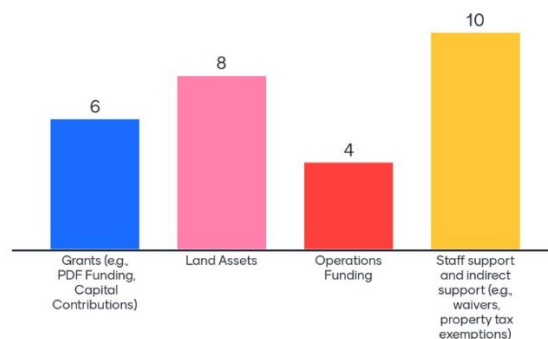
QUESTION 3: ORGANIZATIONAL SCOPE – REGIONAL OR MUNICIPAL ENTITY?

Organizational Scope - Regional or Municipal Entity?

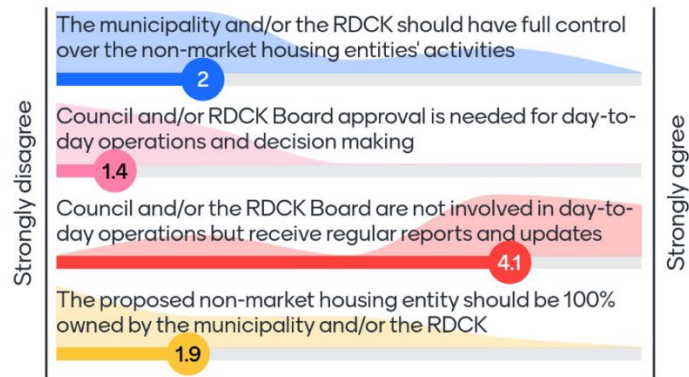


QUESTION 4: KEY ASSETS

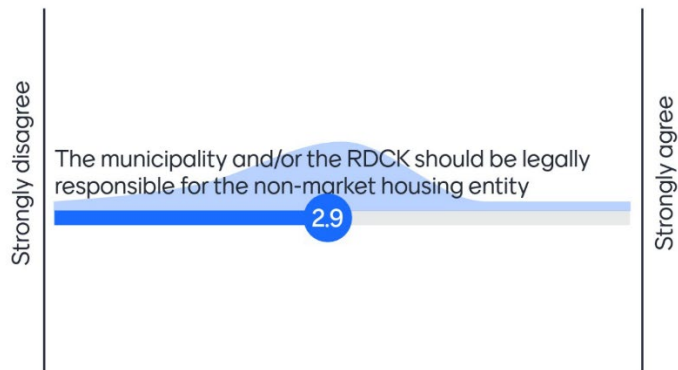
What are the key assets the municipality and/or the RDCK are willing to contribute to a proposed non-market housing entity?



Governance & Organizational Structure - Control & Ownership

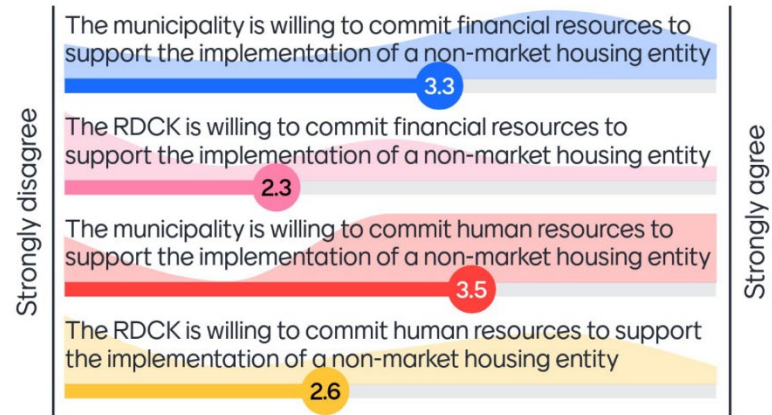


Legal Implications



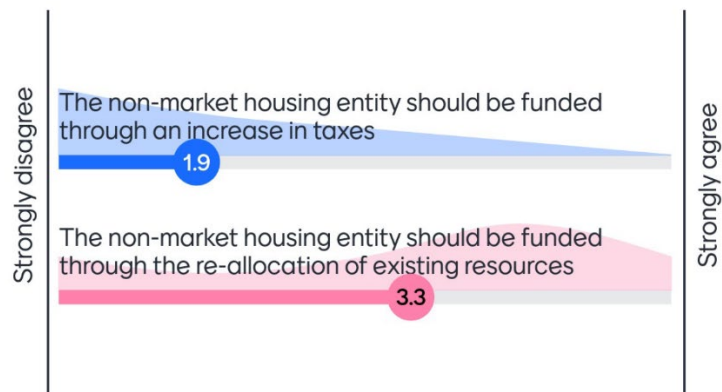
QUESTION 7: FUNDING STRUCTURE

Funding Structure



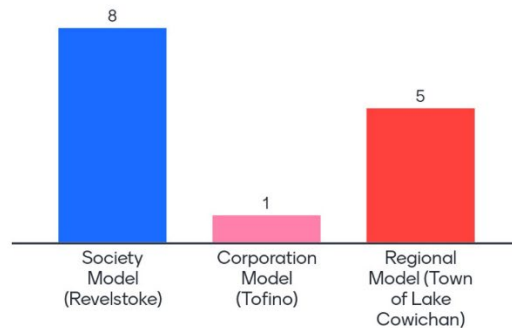
QUESTION 8: FUNDING STRUCTURE CONT'D

Funding Structure



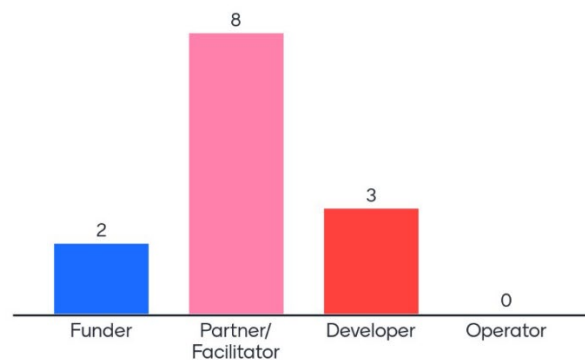
QUESTION 1: WHICH OF THESE MODELS MOST RESONATES WITH YOU?

Which of these models most resonates with you?



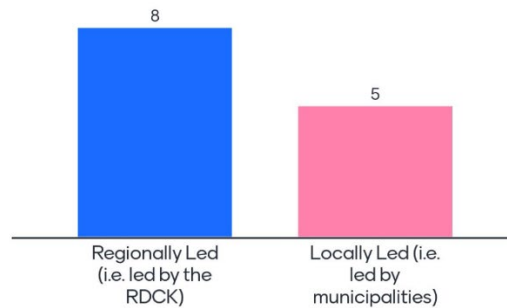
QUESTION 2: WHAT IS THE MOST IMPORTANT ROLE OF THE ORGANIZATION?

What is the most important role of the organization?



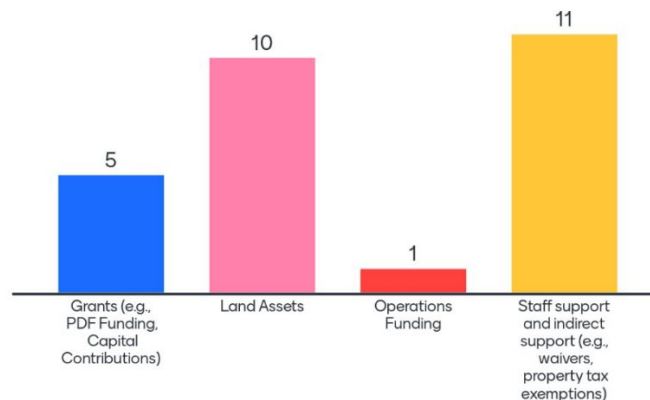
QUESTION 3: WHAT IS THE GEOGRAPHIC SCOPE OF THE ORGANIZATION?

What is the geographic scope of the organization?



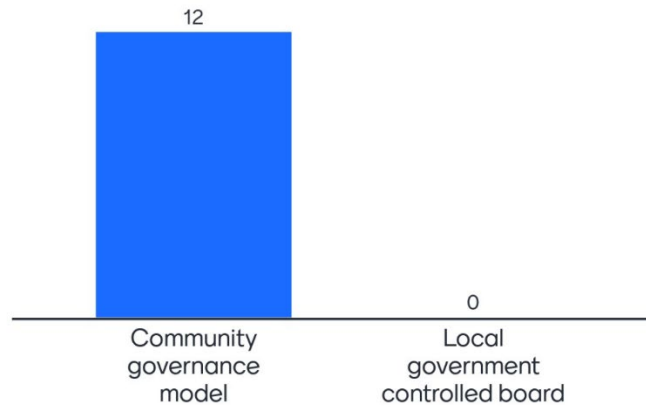
QUESTION 4: WHAT LOCAL GOVERNMENT ASSETS WOULD BE THE MOST APPROPRIATE CONTRIBUTION?

What local government assets would be the most appropriate contribution?



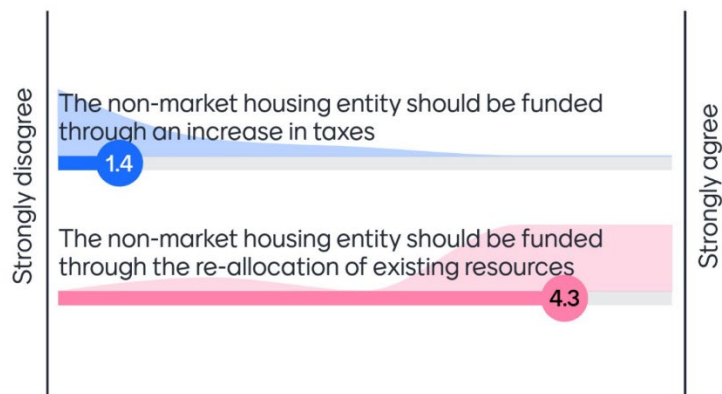
QUESTION 5: WHAT GOVERNANCE MODEL IS PREFERRED?

What governance model is preferred?

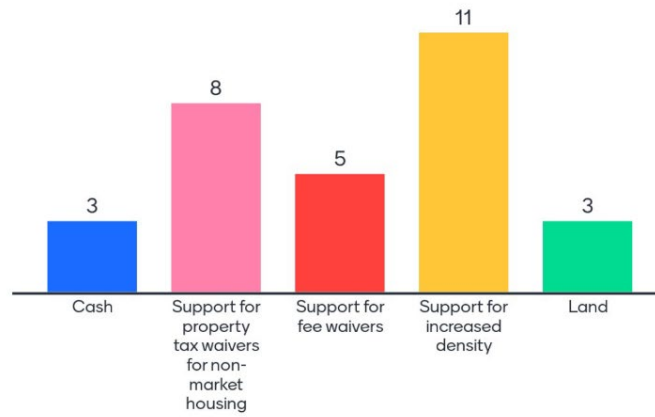


QUESTION 6: FUNDING STRUCTURE

Funding Structure



What would you be willing to contribute?



APPENDIX B – IMMEDIATE STEPS IMPLEMENTATION WORKPLAN

Immediate Steps:	Associated Tasks/Considerations:	Lead:	Progress (Completed, In-Progress, Not-Started):	Timeline:	Notes:
Develop a land disposal policy, process, and/or strategy	<ul style="list-style-type: none"> • Develop the criteria for municipal and regional land disposal for the purpose of developing non-market, affordable, workforce housing. • Develop site selection criteria. • Collaborate with housing non-profits to develop specific criteria that non-profit societies must meet to respond to RFPs. • Identify tenancy focus/restrictions. • Ensure all criteria align with available funding programs (e.g., BC Housing CHF, CMHC Co-Investment Funding, Columbia Basin Trust, etc.) 	City of Nelson, RDCK			
Identify municipal and regional land that is suitable for non-market, affordable housing	<ul style="list-style-type: none"> • Create an inventory/document to identify and prioritize municipal and/or regional land development opportunities for non-market, affordable housing in Greater Nelson. • Complete high-level feasible studies/analysis on top ranked sites. 	City of Nelson, RDCK			

	<ul style="list-style-type: none"> • Complete necessary municipal approvals for site readiness. 				
Develop and publish Request for Proposals (RFP)	<ul style="list-style-type: none"> • Develop the RFP package and share with interested housing non-profits. 	City of Nelson			
Allocate Pre-Development Funding (PDF) and administer grant	<ul style="list-style-type: none"> • Develop critical criteria and reporting requirements. • Obtain Council approval of granting program elements. • Obtain council approval for grant disposal. • Review RFPs and administer grants. 	City of Nelson			
In partnership with the selected non-profit operator, develop and submit BC Housing Community Housing Fund (CHF) application	<ul style="list-style-type: none"> • Complete site due diligence work (e.g., environmental assessments, site surveys, etc.). • Select a development consultant to support the funding application submission. • Procure architectural support and other critical consultants. • Develop and submit proposal to BCH. 	City of Nelson, selected non-profit housing operators			

APPENDIX C – LONG-TERM VISION IMPLEMENTATION WORKPLAN

Steps:	Associated Tasks/Considerations:	Lead:	Progress (Completed, In-Progress, Not-Started):	Timeline:	Notes:
Explore sustainable funding mechanisms	<ul style="list-style-type: none"> Review potential of Regional Housing Service Bylaw and Municipal and Regional District Tax Program (MRDT) to support ongoing housing intervention in Greater Nelson and RDCK. Develop funding scenarios based on potential contributions from MRDT and/or common Regional Housing Service Bylaw taxation schemes, focusing on minimizing impact to taxpayers. Present findings and recommendations to key project partners and help Regional District and Municipal Staff present recommendation. 	City of Nelson, RDCK			
Establish a Municipal Housing Corporation Working Group	<ul style="list-style-type: none"> Select key participants from the City, RDCK, non-profit housing organizations, business community, etc. to create a formal working group. Determine meeting frequency. 	City of Nelson			
Create a draft business plan	<ul style="list-style-type: none"> Develop a business plan with the Working Group, and vet with key stakeholders. Plan will be used for grant funding applications and 	City of Nelson			

	board recruitment purposes, and later may be used as a working document for board and executive discussion.				
Confirm and secure start up capital	<ul style="list-style-type: none"> Secure start up capital from municipal and/or regional revenue streams. Research requirements and process to implement a Housing Service By-Law. 	City of Nelson, RDCK			
Create and enact Board of Directors Recruitment Strategy	<ul style="list-style-type: none"> If required, enlist the support of a recruitment specialist. Using best practices of purpose-driven board development, develop a board recruitment strategy. Recruit and on-board an incorporating Board of Directors. 	City of Nelson			
Develop Constituting Documents	<ul style="list-style-type: none"> If required, hire a consultant to support the drafting of constituting documents. Enlist legal support for drafting and registering documents. 	City of Nelson			
Develop a strategic plan and annual budget	<ul style="list-style-type: none"> Develop vision and mission statements. Identify key actions and organization focus. Identify priority projects. Create an implementation work plan. Build out annual budget for council approval. 	Board of Directors, City of Nelson			