Township of ESQUIMALT

# Affordable Housing Workshop, May 5, 2017

## Summary Report




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## Project Overview

The Township of Esquimalt hosted a one-day workshop to discuss affordable housing solutions that may work in the community. The ideas and discussion will inform and shape the development of policies in the Official Community Plan (OCP) update.

The Whistler Centre for Sustainability was hired to develop background briefs on affordable housing, to design and facilitate the workshop, and to write a summary report of the workshop input.

## Who Was There

Close to 60 people from Esquimalt and the Capital Regional District attended the workshop, including representatives from each of the following sectors: local government, builders/developers, federal government, architects, non-profit organizations, and residents.

## Workshop Agenda

| Time | Agenda item |
|---|---|
| **9:00** | Welcome, review of agenda and objectives<br>Introductions |
| **9:20** | Setting the stage: Why affordable housing in Esquimalt? |
| **9:30** | Speakers on best practices:<br>Tim Wake<br>James Munro, Director of Real Estate Development, Greater Victoria Housing Society |
| **10:30** | BREAK |
| **10:45** | Activity: Housing needs stories |
| **11:40** | Discussion: Goals and desired outcomes for affordable housing in Esquimalt |
| **12:15** | LUNCH |
| **12:45** | Gallery walk of Strategies and Tools |
| **1:30** | World café discussion on Strategies and Tools |
| **3:10** | Large group discussion |
| **3:25** | Next steps |
| **3:30** | End |

## Workshop Objectives

1. To increase understanding among the Township's stakeholders about the housing tools and strategies available to local governments in BC.
2. To provide a facilitated forum for discussion among stakeholders to share knowledge and exchange ideas.

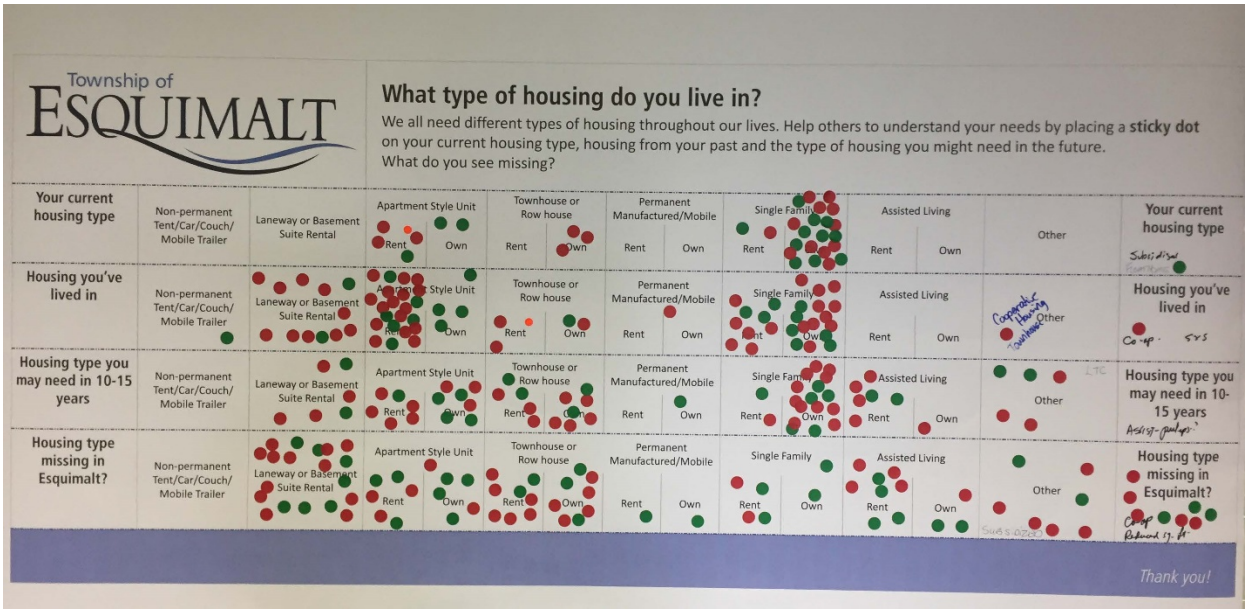
3. To gain a sense of the demand and interest for different types and forms of affordable housing in Esquimalt.
4. To gather input that will inform the development of new housing policies for the OCP update.

## Workshop Discussion

### Housing Types

The vast majority of participants indicated that they currently live in single family housing (owned), with a few residents living in apartments and townhouses (rented and owned).

In response to "housing you've lived in," many more people indicated that they've lived in rental apartments and secondary suites or laneway housing, as well as in single family homes (rental and ownership). In response to "housing type you may need in 10-15 years," responses were quite diverse, indicating a desire to have a diversity of housing options, including assisted living for seniors. Similarly, for "housing type missing in Esquimalt," people clearly indicated the need for laneway/secondary suites, apartments and townhouses, both rental and ownership, as well as assisted living options.



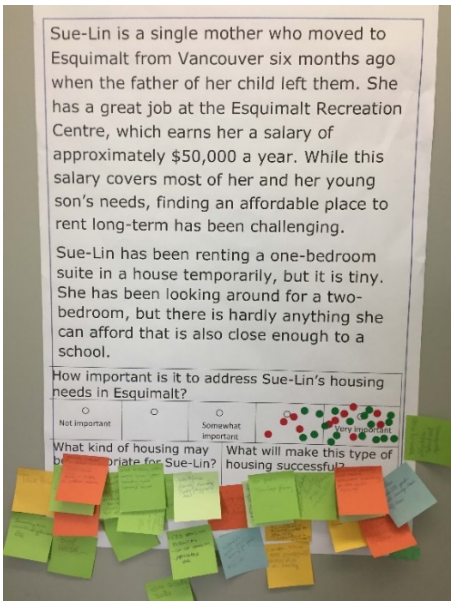

### Speakers

After a welcome by the Acting Mayor, Beth Burton-Krahn, the workshop kicked off with a brief presentation by Marlene Lagoa, the Township's Community Development Coordinator, who provided an overview of the community's Official Community Plan update process, and previous engagement around affordable housing.

Two housing experts then delivered presentations: Tim Wake, an affordable housing consultant and former General Manager of the Whistler Housing Authority, described some

leading practices in affordable housing in resort communities, and James Munro, the Director of Real Estate Development for the Greater Victoria Housing Society (GVHS), provided examples of what the GVHS has been building in the region.

## Housing Needs Stories




Workshop participants had a chance to read housing situation stories of six different types of potential residents and were asked to provide their feedback on three questions:

1. How important is it to address [this person's] housing needs in Esquimalt?
2. What kind of housing may be appropriate for [this person]?
3. What will make this type of housing successful?

A summary of comments for each of the six housing needs is written below:

1. How important is it to address [this person's] housing needs in Esquimalt?

| Story | Not important | ← | | → Very important |
|---|---|---|---|---|
| Sue-Lin (single mom working at rec centre, looking for place to rent) | | | | 9 | 20 |
| Marie-Claude (senior citizen, cannot afford to stay in her townhouse) | | | 6 | 0 | 23 |
| Jonathon (recent grad, wants to move back to Esquimalt) | | | 4 | 11 | 12 |
| Daycare Team Leader (daycare society looking for employee) | | | 6 | 12 | 11 |
| Jose and Imelda (Jose – local shipbuilder; Imelda – retail supervisor; looking for larger home) | | | 3 | 15 | 7 |
| Stephen (empty nester, rents out a room, concerned about property values) | 5 | 7 | 6 | 8 | 3 |

The second and third questions were:

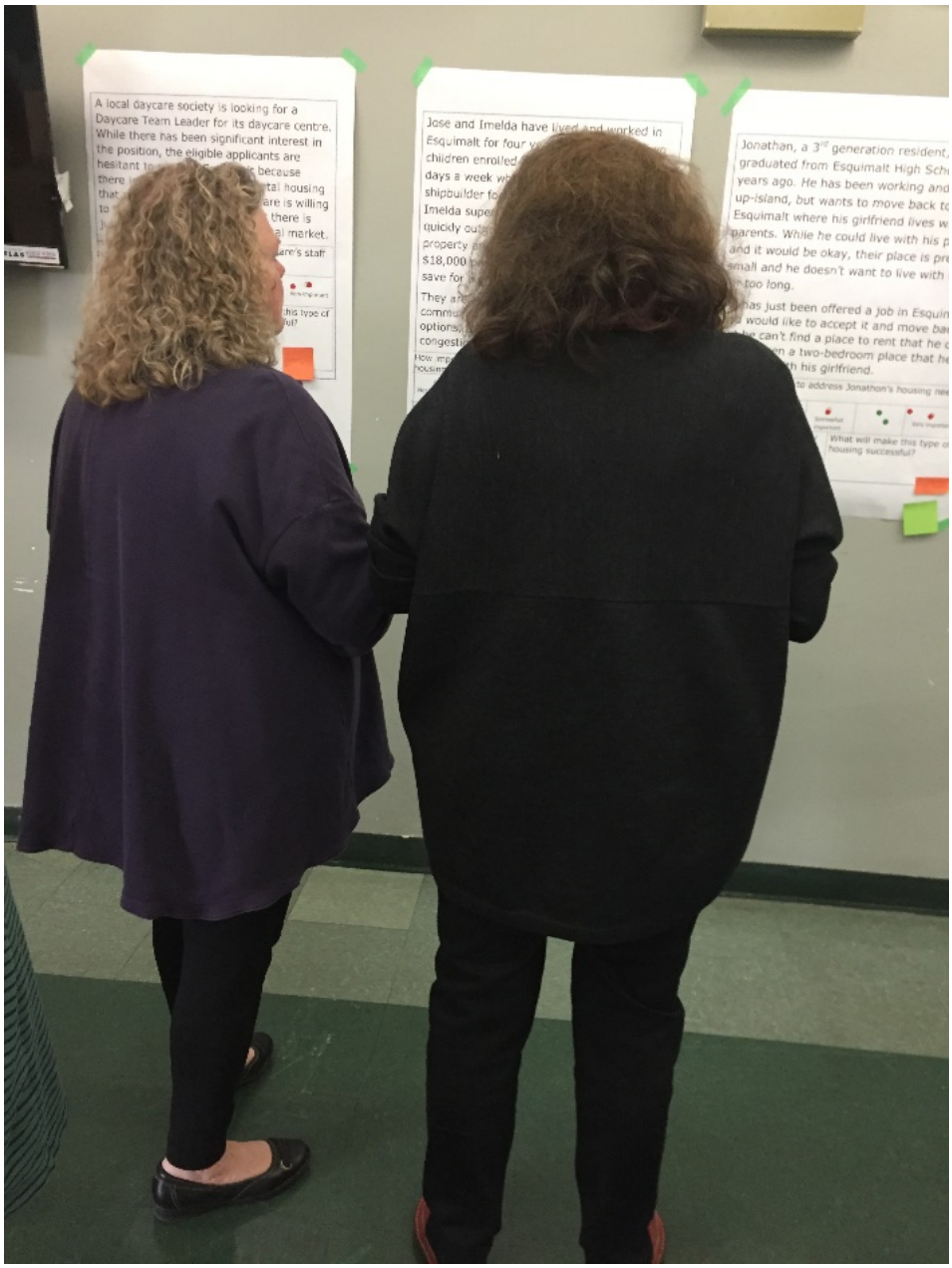
2. What kind of housing may be appropriate for [this person]?
3. What will make this type of housing successful?

Summary of responses to the housing stories:

| Housing Story | What kind of housing? | What will make it successful? |
|---|---|---|
| Sue-Lin<br>(single mom working at rec centre, looking for place to rent) | Secondary suites; rental housing; co-op housing; townhouses | ➢ Mix of affordable and market housing development and tax incentives<br>➢ More private / public partnerships for housing<br>➢ Guaranteed living income program<br>➢ Increased density with parking relaxation to encourage private rental housing<br>➢ More secondary suites<br>➢ Create a work-play-live environment<br>➢ Permitting rentals in condos<br>➢ Build affordable rental close to transit, shops, school, parks |
| Marie-Claude<br>(senior citizen, cannot afford to stay in her townhouse) | Suites; co-housing; stay in home and rent room/suite out | ➢ Air BNB a room; Help-X (trading help for skill/costs) accommodations; rent portion of home/room<br>➢ If she stays in place she could apply to Strata Council for hardship rental; rent supplements; guaranteed living income<br>➢ Zoning change to allow secondary suites in attached buildings<br>➢ Parking relaxation<br>➢ Build smaller sized condos with a more affordable price<br>➢ Government funded reverse mortgage, lending at municipal borrowing rates for qualified income levels<br>➢ 2nd mortgage, in house support services<br>➢ Build out Legion Building<br>➢ Allow Strata diversion of home so she can sell a suite |
| Jonathon<br>(recent grad, wants to move back to Esquimalt) | Secondary/basement suites; affordable rental; workforce housing | ➢ Need to create additional units<br>➢ Restrict vacation rental uses<br>➢ Community bonds (for-profit housing)<br>➢ Shared kitchen / common area building<br>➢ Infill; make the rezoning for infill housing easier<br>➢ Increase density<br>➢ Higher wages, guaranteed annual income |

| Housing Story | What kind of housing? | What will make it successful? |
|---|---|---|
| Daycare Team Leader<br>(daycare society looking for employee) | Purpose built rental; secondary suites; coop housing | ➢ Build Cambie building<br>➢ Expand what is affordable for infill housing<br>➢ Build affordable housing on top of Esquimalt Plaza<br>➢ Better wages or guaranteed living income<br>➢ Permitting secondary suite or tax incentives to renovate<br>➢ Rent supplements<br>➢ Not allowing vacation rental use<br>➢ Develop multi-use building with housing |
| Jose and Imelda<br>(Jose – local shipbuilder; Imelda – retail supervisor; looking for larger home) | Townhouses; coop housing | ➢ Strata duplexes/suites, flex zoning, condo development<br>➢ Affordable daycare<br>➢ Child care benefit/subsidies increase<br>➢ Take advantage of equity loan from Province<br>➢ Build up in the Esquimalt Plaza<br>➢ Redevelopment of larger properties<br>➢ Increase density tastefully<br>➢ Need land!<br>➢ Build Cambie building<br>➢ Parking relaxation for condo projects<br>➢ Allow secondary suites in attached building (e.g. townhouses)<br>➢ Attractive housing options that complement current neighbourhoods |
| Stephen<br>(empty nester, rents out a room, concerned about property values) | Secondary suites; seniors' housing | ➢ Effective secondary suite guidelines<br>➢ Guidelines and restriction on infill housing set at comfortable local area levels<br>➢ Redevelop the lot to multi-family<br>➢ Limit duplex size in SF zone to single family dimensions to be the same size<br>➢ Allow for garden suites / carriage houses<br>➢ There needs to be a healthy mix – single family, multiple family, etc.<br>➢ Better with education than policy; awareness that affordable housing will not lower property value |

The detailed responses to the housing stories are attached in Appendix A.




## Goals and Desired Outcomes

Participants were asked to think about the vision for affordable housing in the community in the future, 15-20 years away, when there is no longer need for these types of workshops, and to write down words or phrases that described what the community would be like in terms of affordable housing. These words would be used to help inform the development of goals and objectives for the OCP update, from which policies would be developed.

A word cloud of the words that were identified is below. The larger words represented the ideas that were expressed most frequently.




## Strategies and Tools Gallery Walk

Posters were made using the background briefs of the main affordable strategies and tools that could work for Esquimalt. The three strategies and tools categories were: Housing Form, Policies, and Resourcing. For each of the strategies and tools categories, participants were asked to indicate whether they thought it would work in Esquimalt (by putting a sticky dot on that category), and what needs to be changed, if anything, in order to work in Esquimalt. The input is summarized below; all of the detailed responses are attached in Appendix B.

### Housing form

There was strong support for all of four of the housing forms below (the number in brackets indicates the number of sticky dots showing support).

1. Purpose built rental (31)
    - Good planning/design
    - Range of types (micro suites, family units, seniors, mobility challenged)
    - Co-op housing
    - Parking concerns must be taken into consideration
    - Revitalize existing rental stock
    - Inclusionary zoning to ensure not just higher end

- Subsidies for disabilities
- Opportunity for community/roof top gardens
- Community investment (bonds)

2. Secondary suites (29)
    - Expand to attached dwelling/duplexes
    - Allow shared common facilities
    - Parking considerations/relaxation
    - Provide incentives
    - Legalize all
    - Allow homeowner rental units
    - Transit through neighbourhoods
3. Infill (30)
    - Streamline rezoning process
    - Manage NIMBYism
    - Sensitive infill (need community buy-in)
    - Respect existing neighbourhood character/design guidelines
    - Relaxation of parking requirements
    - Staff approval; no public process
    - Update zoning bylaws to accommodate diverse options (e.g. laneway housing; tiny homes; carriage/garden suites)
4. Seniors' and special needs housing (29)
    - Parking relaxation
    - Increased FSR/site coverage
    - Age restrictions
    - Affordable, nicely designed
    - Age in place supports
    - Streamlined approval times
    - Build approved projects (Cambie, Legion); use church property
    - Patio home community

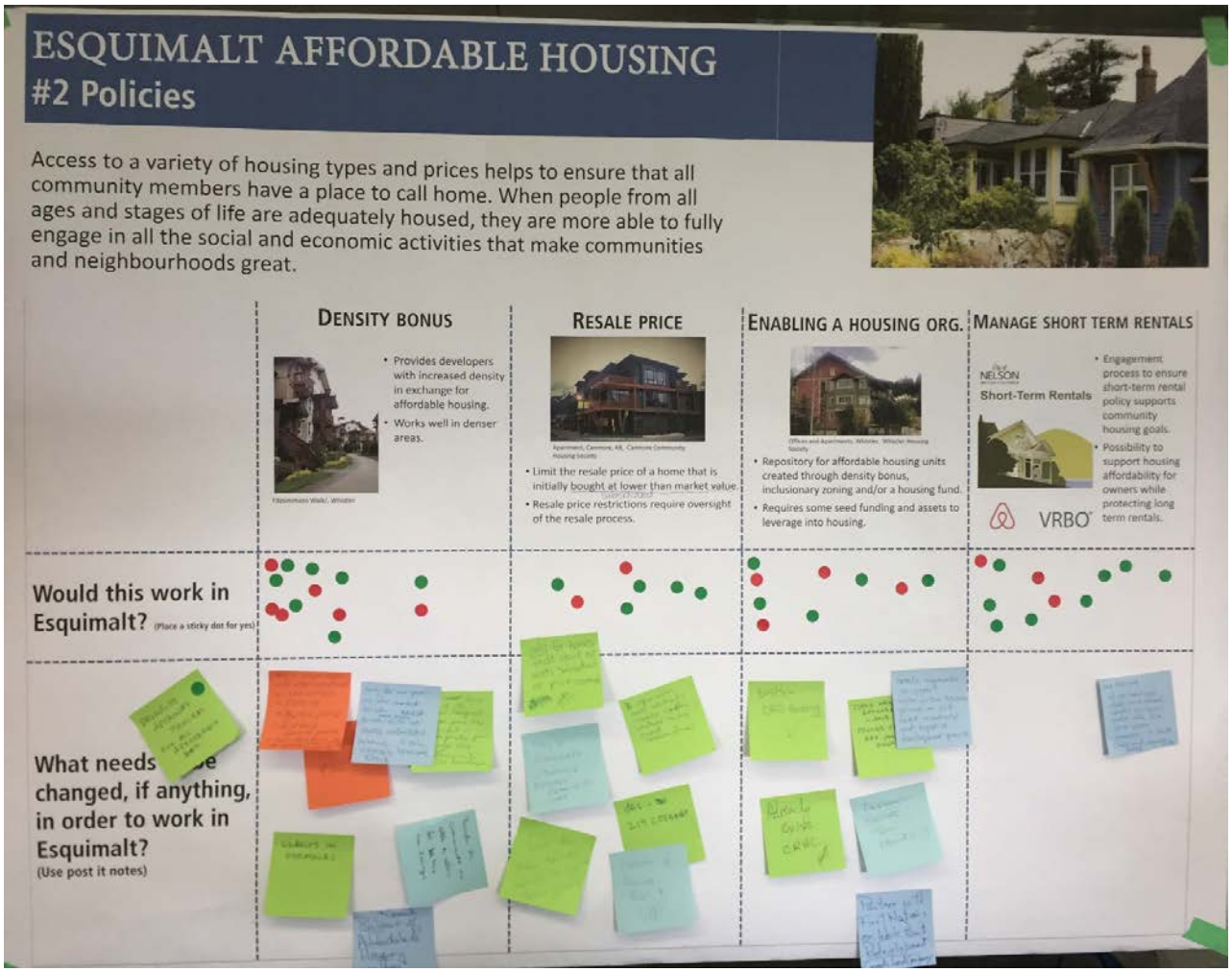
**The suggestions common to all four housing forms were the need to consider parking requirements, streamlining approval processes, and providing a diversity of housing options.**

## Housing policies

There was strongest support for a density bonus strategy, and the weakest support for resale price restrictions and covenants (the number in brackets indicates the number of sticky dots showing support).

1. Density bonus (28)
    - Only in conjunction with other incentives or relaxations
    - Fast track approval process
    - More assurance/clarity on formulas, density
    - Well designed
    - Only for non-profit developers
    - Make sure benefits are adequate for community and developer
    - Allow mixed use
    - Need increased transit
    - Allow higher % lot coverage without additional height; in exchange for green space
    - Zoning to allow non-market allocation
2. Resale price restrictions and covenants (12)
    - Only for homes that start out with subsidies or price controls (otherwise is penalty to owner)
    - Only in right circumstances
3. Enable and support non-profit housing developers (16)
    - Capital Region Housing Corporation already exists
    - Need affordable land; housing fund
    - Separate non-profit affordable housing policies in OCP that incentivize/expedite the approval process
    - Partner with First Nations on Work Point Redevelopment
4. Manage short-term rentals (20)
    - Require one for one (if you have one short term rental, must match with long term option)
    - Regulate changes to permit and manage
    - Exclude purpose built rentals including secondary suites and coach homes
    - Allow room in family residences to be rented short-term

**The strongest support for density bonus may suggest that participants are receptive of increased density to provide additional housing, given the right design and circumstances. The lack of support for resale price restrictions may indicate a lack of understanding of the purpose of this tool and the long-term benefits to affordable housing.**




## Resourcing

There was strongest support for a housing fund and non-profit owned assets/land, and the weakest support for municipal land acquisition/land trusts (the number in brackets indicates the number of sticky dots showing support).

1. Housing fund (26)
    - From income suites
    - Government pension funds
    - Return of MURB program

- Community bonds
- Ensure funds used to build affordable housing
- In exchange for density
- Don't let developers buy more density with cash
- Clear and supportable formulas
- Expedite zoning
- Participate through CRD

2. Acquiring land trusts (11)
    - $1/year for 99 years is proven model
    - Set up Esquimalt Foundation
    - Leave for private sector and not-for-profits
    - Utilize CRD land banking and housing service
3. Non-profit owned assets/land (24)
    - Partner with NGOs and faith-based groups to identify land inventory
    - Community investment co-op
    - Priority approvals process; relax regulations and costs; density bonus
    - Micro-units
4. Housing organizations (20)
    - Needs to be spearheaded by major local employers
    - Within neighbourhood plan
    - Already exist
    - Population mix

**There were many comments indicating that housing organizations already exist, implying that they need to be further supported. A housing fund had strong support, with the most comments, indicating a strong desire to explore this option further. The lowest support for municipal land acquisition may indicate that participants didn't feel that this was local government responsibility.**

## Strategies and Tools World Café



Participants took part in two rounds of world-café style discussions, focusing on their top two (out of the three) strategies and tools. At each table, the participants reviewed the comments from the gallery walk posters, and dove deeper into the topic by discussing the following questions.

a. General level of support for this tool/strategy
b. What is essential to make it work in Esquimalt?
c. Where should it occur?
d. What design considerations are needed?
e. What are some policies, strategies and/or actions needed to make this happen?

For secondary suites (housing form), people were also asked to provide their input on whether they thought business licenses should be required.

Each table discussion was guided by a table host, and a notetaker was assigned to take notes of the conversation using a template. A summary of the input is below:

## Topic 1: Housing Form

1. Purpose built rental housing

There was a high level of support for rental housing. Comments about what is essential to make it work included tax incentives/pre-approval, policy changes and design guidelines. Participants indicated that rental housing should be built close to Vic West, on the Esquimalt Road corridor, Craigflower, and in mixed-use areas/close to amenities. Design considerations needed included mixed units/housing, landscape/topography, height of building, esthetics/visual interest, and green aspects and features.

Policies, strategies and actions needed included having zoning in place; having different approval process for developers and non-profits; clear policies and guidelines; community investment; allowing different types (e.g. small lot, manufactured home parks).

2. Secondary suites

Secondary suites also received a high level of support, with agreement that they should be legal. To make it work, secondary suites would need a building permit, be safe, be owner occupied/diligent landlords, and include provisions for parking. Suites should be allowed in all single family and two-family developments, with only one suite per home. Design considerations included accessibility, size and parking on site.

Policies and strategies included adherence to building code/health and safety; thinking outside the box (e.g. allowing more than one suite if parking available on site); allowing variances on a case by case basis; updating bylaws to allow for density. There were mixed opinions regarding the requirement for a business license for renting a secondary site.

3. Infill (carriage/accessory, multi-family)

Participants indicated a “super high” level of support for infill, and included carriage/coach homes and small lots as suggestions. Comments regarding what is essential included not having an onerous public process; dealing with parking issues; being owner occupied; allowing neighbourhoods to have a say; setbacks; and size of property. Infill housing could occur in single family areas and larger lots. Design considerations included: setbacks, privacy, lanes and lot coverage.

Policies and strategies required included parking, variances, relaxation of setbacks, clear guidelines, and allowing stratas as an option.

4. Seniors and special needs housing

There was a high level of support for this type of housing in the community, with suggestions of a boarding house concept and micro-units as options. To make it work, participants suggested: allowing seniors to make their own decisions; housing to be connected/not isolated; options for aging in place; proper staffing; adaptive use of existing buildings; and dedicated seniors’ housing. Participants indicated clearly that this type of housing needs to be central/walkable with good connectivity and close to services. Design

considerations need to include accessibility, elevators, parking (including scooter storage), scale appropriate to neighbourhood, and garden plots.

Quick approval processes and zoning, including allowing animals, were the main suggestions for strategies to make this type of housing happen.



## Topic 2: Policies

1. Density bonus

There was general support for a density bonus strategy, with a number of comments suggesting a cash in lieu contribution to affordable housing. In order for density bonus to work in Esquimalt, it needs to be within the neighbourhood plan and zoned appropriately; tied to other relaxations such as parking; and traffic needs to be considered. It would work best in higher density developments, near community amenities, and in multiple unit residential buildings. Design guidelines need to be in place, and design needs to be architecturally attractive.

Density bonus needs to be a policy in the OCP, and any public amenities required need to be clear. If there is a cash in lieu policy, a housing organization would be required to manage it.

2. Resale price restrictions

There was mixed support for resale price restrictions, with comments indicating that it is difficult to administer and manage, as well as it is the only way to get people into ownership, and that it has been successful in other places. In order to work, a non-profit organization needs to manage the process, although municipal resources would be required. For homes with resale price restrictions, areas should be designated for higher density affordable housing.

Most comments suggested having a non-profit/housing organization, rather than the municipality, manage the process, but the municipality should have a streamlined approval process with clear and definitive policies and guidelines.

3. Enable and support non-profit housing developers

Most participants were supportive of this strategy, although some people indicated that there were already existing non-profit organizations that are filling the need. It was felt that non-profit organizations need seed funding and collaboration to be successful, and there is a need for developers and major employers to work with them. Non-profit built housing could be located near DND/Dockyard and on ground parking lots, and could also be co-op or co-housing.

Strategies suggested include tax breaks, as well as facilitating partnerships between non-profit and for-profit players.

4. Manage short-term rentals

The participants recognized the growing problem of short-term rentals in the community, and felt that the municipality needs to determine how to address the situation. The opportunity to bring in some revenues was also recognized, with suggestions of allowing them in well-managed situations (e.g. specifically identified buildings), or in a room in a home - not a suite or a condo building. Participants indicated that short-term rentals would require licensing and more control.

### Topic 3: Resourcing

1. Housing fund

There was a high level of support for a housing fund, and participants indicated that there is already a housing fund through the CRD, but would like to see funds more specifically earmarked for housing in Esquimalt. Participants indicated that a housing fund needs to be at arms-length, and not directly under the municipality.

Some suggestions for policies and strategies for making it work including taking the increased taxes from carriage houses, writing a specific policy based on other models and adapting to local needs.

2. Municipal land acquisition/land trusts

There was less support for this strategy, although participants offered suggestions for exploring collaborative opportunities (federal land, CRD). People indicated that education and incentives are required, and need for community to step up. Esquimalt needs to bring in experts of existing models to assist with education and starting a process, and that land acquisition/land trusts build upon something that will be an ongoing contributor to affordable housing.

3. NPO owned assets/land

There was strong support for this, with agreement that non-profit organizations are important. Effective partnerships, incentives (e.g. forego property taxes, and streamlined processes), and perhaps different rules than for private landowners are necessary strategies. Working with one of the larger housing non-profits (e.g. Greater Victoria Housing Society) would be important to set an example/model.

4. Housing organization

Participants agreed that a housing organization is important, especially within the CRD, but people weren't sure if Esquimalt should have its own. In order to make a housing organization work, a financial analysis needs to be done, and there needs to be a market analysis to demonstrate options. Participants indicated that getting a project going and building momentum would be important.

The complete responses from the World Café discussions are attached in Appendix C. Appendix D is the World Café table host guide.

## SUMMARY OF FEEDBACK

Close to 60 people participated in the Affordable Housing workshop. What we heard during this engagement can be categorized into a few main themes:

**Most common feedback**

Workshop participants showed a strong support for the Township moving forward on affordable housing, as well as the importance of providing a diverse type of housing in the community. Participants indicated support for increased density through using density bonus and infill strategies; and, in the housing stories, the individuals whose housing needs were most important to address were the single mom and senior citizen, who had few options. A housing organization was supported as an important resource, but there were mixed responses regarding the jurisdiction of such an organization.

Participants supported these strategies for creating affordable housing:

- providing incentives and pre-approvals for affordable housing, potentially including different processes for non-profit developers;
- ensuring new housing fits into the neighbourhood (through the neighbourhood plan and good design);
- a housing fund;
- working with non-profit organizations/developers, including the need to ensure these organizations are funded; and
- utilizing non-profit owned land and assets.

While participants clearly indicated support for a diversity of housing types, the housing types that received the most support were secondary suites, infill housing, and purpose built rental. Many comments referred to creating smaller housing forms, as well as alternative ownership models such as cooperatives and stratas.

**Main concerns/considerations**

A common consideration brought up in numerous discussions was the need to address parking issues, whether to ensure there are enough parking spaces for additional housing units, or the desire to relax parking requirements for housing such as secondary suites. Participants emphasized the need to provide incentives to build affordable housing, and the importance of having resources/funding available.

Although all participants indicated the urgent need for building affordable housing for a range of residents and employees, there was limited support for resale price restrictions that would ensure housing is affordable beyond the initial purchaser. Similarly, there was limited support for municipal acquisition of land and creating land trusts.

A number of people referred to the issue of wages as a factor for affording housing costs, and made suggestions regarding income and/or rental supplements.

Finally, another issue that was identified as having an impact on affordable housing in the community and needs to be dealt with was short term rentals. People recognized that short term rentals are an opportunity for residents to earn some extra income, so there needs to be more discussion to determine the circumstances under which, if any, they should be allowed.

## What's next

The Township's leadership in proactively hosting a workshop to seek input from the community on affordable housing is to be commended. The discussion provided a multitude of ideas and significant input into what is desired for affordable housing in the community, and will be invaluable in the development of policies for the OCP update. The Township's staff will be using the results of the workshop to draft goals, objectives and policies.

This workshop summary report should be shared with all of those who participated in the workshop, as well as made publicly available on the Township's website for any interested party to download.

## Recommendations for further engagement

It was evident from the workshop that there is a lot of interest, excitement and support for further engagement in affordable housing initiatives. It is recommended that the Township capitalize on the energy and expertise in the room and identify next steps for engagement as soon as possible, both to develop clear OCP policies, as well as to take the next bold steps in creating some affordable housing in the community. From the participants' comments, it appears that some topics are less understood than others, and could benefit from further exploration. Further engagement could include, for example:

- Host a follow-up workshop to focus on OCP policy development;
- Host a design charrette to identify parcels of land where housing could be built and the partners that need to be involved;
- Create a housing task force that can identify the terms of reference for a housing fund, which was strongly supported, and to explore options for a housing organization;
- Host another discussion or learning opportunity about resale price restrictions and/or municipal land acquisition, two topics that could have clear benefits in creating affordable housing in the long-term, but may not be well understood and did not have as strong support in the workshop;
- Host a follow-up workshop with the development/builder community to identify the key steps required to support the building of affordable housing.

## APPENDICES

A. Detailed comments from the housing stories
B. Detailed comments from the strategies and tools posters
C. All responses from the World Café discussions
D. World Café table host guide

# Appendix A. Detailed comments from the housing stories

## Sue-Lin

| How important is it to address Sue-Lin's housing needs in Esquimalt | | | | |
|---|---|---|---|---|
| Not Important | | Somewhat Important | | Very Important |
| | | | 9 | 20 |

27 Comments

What kind of housing may be appropriate for Sue-Lin?

- Secondary suite
- Workforce. Family housing (with playground area)
- Townhouse, duplex, condo, carriage house
- Co-op housing
- Secondary house rentals at affordable rates
- Purpose built rental. Co-op. Secondary suite (that's bigger than existing)
- Townhouse
- 2 br rental. Co-op. Co-housing
- Micro housing with ample green space. Secondary suite. Carriage house
- Low end market rental apts or co-op where young families congregate – share issues and congregate housing
- Duplex with suite. Carriage home
- Housing Co-ops. Affordable-subsidized apartments
- Private rental in condo building. Coach house. Suite in single or attach home
- Social / work profit housing. Apartments, townhouses
- Apt., - Coop housing. Townhouse, coach homes, Sec or garden suite
- For purchase strata title garden suite, carriage house or 1/3 , ½ house
- Affordable units for housing for family or co-op

What will make this type of housing successful?

- Non profit – Township policy
- Mix of affordable and market housing development and tax incentives
- Carriage house more private / public partnerships re=housing
- Guaranteed living income program
- CRD housing potential. Co-op housing. Affordable hsg
- Increased density with parking relaxation to encourage private rental housing
- More secondary suites
- Create a work-play-live environment. Avoid X-community travel
- Permitting rentals in condos is this a Strata issue or a regulation issue
- Rental – affordable – close to transit, shops, school, parks – longer term for housing (consistency to better able to stay and be connected in community)

## Marie – Claude

| How important is it to address Marie-Claude's housing needs in Esquimalt | | | | |
|---|---|---|---|---|
| Not Important | | Somewhat Important | | Very Important |
| | | 6 | | 23 |

What kind of housing may be appropriate for Marie-Claude?

- Condo, Secondary Suite, Carriage House
- Garden Suite, Secondary Suite, Seniors independent living
- Stay in home, secondary suites in Townhouses
- Rentals for seniors, especially small suites. Not everyone wants a 2 bedroom place
- Co-housing. Co-op housing
- Small homes such as duplex or townhouses
- CO-housing
- Seniors co-housing – rent a room to a student
- Her current housing and renting out a room

What will make this type of housing successful?

28 Comments

- Air BNB, Help-X(trading help for skill/costs) accommodations
- Possible suite in the townhouse? Or rent room to students? Or sell and downsize
- She cannot afford to own – sell & rent Aff Housing
- If she stays in place she could apply to Strata Council for hardship rental or challenge a Bylaw restricting Boarders if applicable
- Rent supplements
- Rent out suites to students
- Zoning change to allow secondary suites in attached buildings, parking relaxation
- Build smaller sized condos with a more affordable price
- Qualify for safer? Sr's housing subsidized to address her income level
- Guaranteed living income
- Air BNB? Subsidized living to keep in her home
- Downsize to a smaller owner or rental unit or rent out a room or part of her house
- Affordable rent/own and in a building that is accessible to the bldg. and the community, mix of ages, not seniors only
- Government funded reverse mortgage, lending at municipal borrowing rates for qualified income levels
- 2nd mortgage, in house support services
- Affordable rental, rent supplements
- Bldg Legion Bldg
- Allow Strata diversion of home so she can sell a suite, pay off the mortgage and remain in portion of home.
- Host an international student

Jonathan

| How important is it to address Marie-Claude's housing needs in Esquimalt | | | | |
|---|---|---|---|---|
| Not Important | | Somewhat Important | | Very Important |
| | | 4 | 11 | 12 |

30 Comments

What kind of housing may be appropriate for Jonathan?

- Workforce subsidized housing
- Duplex & townhouses
- Affordable rental, secondary suite
- Youth specific housing
- Coach house on his parents property
- Sec suite, garden suite, low cost apt
- Rental, A garden suite, a "Lane" coach house
- Suites, apartments, creative housing options, non-profit
- Carriage or garden suite
- Affordable rental units
- Affordable apartment to rent
- If garden suite / carriage house was @ parents house – would provide independent living w/a trust worthy tenant
- Garden suite, secondary suite, condo, carriage house
- Affordable apt to rent or basement suite
- Basement suite, suite in multi building, suite above garage, coach house
- 8000 sq. ft. minimum lot, garden suites
- Secondary suite or coach home. Workforce housing
- Workforce housing
- Small space housing
- Start with a small rental apartment or townshouse

What will make this type of housing successful?

- # of units created. (Need to create units)
- Restrictive 219 covenant at rezoning to restrict vacation rental uses
- Community bonds (for-profit housing)
- Shared kitchen / common area building
- Make the rezoning for in fill housing easier or educate home owners about the process
- In fill or RS-1 suite
- Increase density, garden suites, secondary suites
- Higher wages, Guaranteed annual income
- Higher tax base for homeowner to Municipality
- For shared kitchen / common area – zoning change

## Local Daycare

| **How important is it to address Local Daycare staff's housing needs in Esquimalt** | | | | |
|---|---|---|---|---|
| Not Important | | Somewhat Important | | Very Important |
| | | 6 | 12 | 11 |

22 Comments

What kind of housing may be appropriate for Daycare Team Leader?

- Market rental (increased inventory)
- Share housing. Co-housing
- Apartment housing in close proximity to daycare
- Rental – Co-op
- Laneway – Secondary suite – purpose built rental
- Affordable rental housing. A legal secondary suite?
- Co-operative housing – to be part of the daycare – co-op business opportunities
- Shared or secondary suite
- Secondary suite – Affordable apartment
- Purpose built rental, secondary suite, co-op, non-profit / non-market
- Rental nearby – View Royal?
- Coach house on the day care property
- Secondary suite, garden suite, carriage house, studio apartment

What will make this type of housing successful?

- Build Cambie bldg.
- Rental suite townhouse duplex
- Expand what is affordable for infill housing
- Time to get owners of Esq Plaza to build affordable housing on top
- Better wages or guaranteed living income
- Permitting secondary suite or tax incentives to renovate
- Rent supplements
- Re-zone with restriction sec 219 not allowing vacation rental use
- Develop multi-use building – retail spaces (dog care business) with housing (apartments or townhouse)

## Jose and Imelda

| **How important is it to address Jose's and Imelda's housing needs in Esquimalt** | | | | |
|---|---|---|---|---|
| Not Important | | Somewhat Important | | Very Important |
| | | 3 | 15 | 7 |

24 Comments

What kind of housing may be appropriate for Jose and Imelda?

- Affordable townhouse
- Co-op housing
- Co-op housing geared to young families
- Townhouse – apartment, small lot SDH
- Townhouse – housing co-op
- Townhouses or duplex
- Co-op housing
- Co-op w/childcare
- Affordable home ownership
- Townhouses – duplexes
- Housing co-ops

What will make this type of housing successful?

- Strata duplexing, flex zoning, condo development, affordable daycare
- Townhouse and child care benefit increase
- Take advantage of Equity loan from Prov. of BC – Buy in Esquimalt – S/F House
- Increase childcare subsides
- Build up in the Esquimalt Plaza
- Redevelopment of larger properties – increase density tastefully
- Strata SF suites
- Need land!
- Build Cambie Bldg.
- Parking relaxation for condo projects. Allowance for secondary suites in attached building (Townhouses)
- Attractive housing options that complement current neighbourhoods
- Zoning changes Council not being swayed by nimbyism
- More affordable daycare

## Stephen

| How important is it to address Stephen's housing needs in Esquimalt | | | | |
|---|---|---|---|---|
| Not Important | | Somewhat Important | | Very Important |
| 5 | 7 | 6 | 8 | 3 |

19 Comments

What kind of housing may be appropriate for Stephen?

- Secondary Ste build cottage infill
- Co-op
- Secondary suite, garden suite
- Garden suite secondary!! Equity take out – shared housing
- Affordable rental housing for seniors or shared ownership eg strata

What will make this type of housing successful?

- Education & facts
- Downsize as others have said
- He has equity and rental income. Plan to downsize, kids are gone
- Downsize sell – move into housing more affordable for him and family – still has savings
- Effective garden suite & secondary suite guidelines
- Guidelines and restriction on infill housing set at comfortable local area levels
- Downsize, redevelop the lot to multi-family
- Downsizing to a Strata title home where maintenance cost and work can be shared
- Can address concerns without changing focus on affordable housing
- Have rules for a SF zone to limit duplex size to single family dimensions (small duplex) appears the same as others
- Student renter
- The need for affordable housing is here now. To allow for garden suites / carriage houses will assist the renter to find a home as well as the home owner to assist with hardship costs.
- There needs to be a healthily mix – single family, multiple family, etc. Not one at the expense of another.
- A fear can be helped better w education than policy
- Awareness that affordable housing will not lower [used down arrow] property value

# Appendix B. Detailed comments from the strategies and tools posters

# 1 - Housing form

| | Purpose built rental housing | Secondary suites | Infill (carriage/accessory, multi-family) | Seniors and special needs housing |
|---|---|---|---|---|
| 1. Would this work in Esquimalt? | 31 | 29 | 30 | 29 |
| 2. What needs to be changed, if anything, in order to work in Esquimalt?<br><br>➢ Priority approval process for all affordable dev.<br>➢ Off street parking<br>➢ Identify areas ready for update over next 30 years | ➢ Rebuild Work Point married quarters with densification<br>➢ Higher density with good planning<br>➢ City / Developer partnership<br>➢ Good planning and/or design<br>➢ Boarding houses (short term)<br>➢ Multi-generational and function<br>➢ Micro suites, family units, senior and mobility challenged under same roof<br>➢ Co-op housing in all<br>➢ Add opp for community garden space/roof top<br>➢ Parking concerns must be taken into consideration<br>➢ Revitalization of existing rental stock<br>➢ Relax parking requirements<br>➢ Inclusionary zoning to ensure it is not just higher end of market/investment properties<br>➢ Use Fleming St prop owned by Esq<br>➢ Re-purposing of existing poor quality buildings along Esq Rd<br>➢ Parking req<br>➢ Community investment (bonds)<br>➢ Have more pet friendly apartments<br>➢ Subsidized for disability (visible & invisible)<br>➢ Micro suites | ➢ Expand to attached dwelling<br>➢ Allow shared common facility dwelling units<br>➢ Parking <u>is</u> important so streets, are not impassable<br>➢ Owner occupied makes for better neighbourhoods<br>➢ Homeowner rental units: tenant subject to whims of homeowner and sale of house – unstable for long term<br>➢ Secondary suite and garden suite – one off street parking spot<br>➢ Provide incentives for owners to provide secondary suites<br>➢ Legalize all secondary suites<br>➢ If rental income is mortgage helper for suited spaces, owner want to maximize income<br>➢ Allow suites in duplex that are large enough to meet building code<br>➢ Relaxation of parking requirements<br>➢ Address concerns about parking on residential streets (infill & suites)<br>➢ Garden suites & increased density of duplex zoned prop.<br>➢ Parking concerns must be taken into consideration – they are real<br>➢ Parking req<br>➢ Incentives (Less Air BNB)<br>➢ Mandatory off street parking for each unit<br>➢ Transit through neighbourhoods | ➢ Streamline rezoning process<br>➢ Manage nimbyism with Municipal Council making decisions based on greater good and not catering to vocal minorities<br>➢ Sensitive infill - needs community buy-in<br>➢ Respect existing <u>neighbourhoods</u> while considering <u>diversity</u><br>➢ Relaxation of parking requirements<br>➢ Within neighbourhood design guidelines<br>➢ Done right<br>➢ High degree of privacy in the design<br>➢ Love houses – I think<br>➢ Neighbours should have input on design<br>➢ Garden suite house<br>➢ Garden suites and coach homes<br>➢ Staff approval process – no public process<br>➢ 8000 sq ft minimum<br>➢ Parking<br>➢ Within existing set backs<br>➢ Update bylaw & zoning to accommodate variety of options available<br>➢ Laneway<br>o Policy<br>o Funding<br>➢ Parking requirement<br>➢ Create a policy for tiny homes<br>➢ Make approval process easier like Victoria just approved<br>➢ Amend duplex zoned narrow lots to provide for legal method for added inventory<br>➢ Update zoning to allow carriage houses, garden suits, tiny houses<br>➢ Parking requirement/restriction or permits<br>➢ Parking concerns must be taken into consideration | ➢ Parking relaxation<br>➢ Increased FSR<br>➢ Increase site coverage<br>➢ Assisted living may not be needed as much currently but for future<br>➢ As part of community<br>➢ Age restricted units for seniors<br>➢ Nicely designed not cheap & affordable<br>➢ Age in place opportunities supports<br>➢ Seniors still need rentals that fits w / their fixed income<br>➢ Not raised year after year<br>➢ Multi-generational aging in place options<br>➢ Streamline approval time frame<br>➢ Build approved project<br>o Cambie<br>o Legion<br>➢ Parking requirements<br>➢ <u>Must</u> include reality based discussion on parking issues, & concerns<br>➢ Build patio home community<br>➢ Use church property for life lease property development |

# #2 Policy Tools

| | Density bonus | Resale price restrictions (and covenants) | Enable and support non-profit housing developers | Manage short-term rentals |
|---|---|---|---|---|
| 1. Would this work in Esquimalt? | 28 | 12 | 16 | 20 |
| 2. What needs to be changed, if anything, in order to work in Esquimalt? | ➢ Only in conjunction with other incentives or relaxations<br>➢ Parking<br>➢ Tax free period<br>➢ Fast track approval process<br>➢ More assurance on density prior to entering process<br>➢ Roof top gardens<br>➢ Clarity on formulas<br>➢ Only for non-profit not for market driven …market driven bonus density does not cerate affordable housing…it only increases housing stock<br>➢ So long as it is well designed<br>➢ Make sure the benefits is adequate for <u>both</u> the community and the developer<br>➢ Provide for covenants on title to allow for mix use zoning<br>➢ Balance of affordable housing within housing<br>➢ Improved / increased public transit access<br>➢ Allow higher % lot coverage to get income affordable and full market value development without height<br>➢ Implement zoning to include non-market allocation<br>➢ Allow higher buildings<br>➢ Height restrictions relaxed in exchange for green space - side walks | ➢ Only for homes that start out with subsidies or price controls<br>➢ Only if subsidized otherwise becomes penalty to owner<br>➢ How do you tell an owner to limit their profit?<br>➢ Agree with rent control and resale dollar control in the right circumstances<br>➢ Yes – 219 covenant<br>➢ Concern of driving prices up<br>➢ Use Calgary attainable homes model | ➢ Exists – CRD Housing<br>➢ Already exists CRHC<br>➢ They need affordable land. Provide via aff. Housing fund<br>➢ Create separate non-profit affordable housing policies in OCP that incentivise and expedite development process<br>➢ Already have too many!!<br>➢ Partner with first nations on Work Point Redevelopment Canada Land Company<br>➢ Community bonds 5% return on 20 yrs<br>➢ Low rent for - profit | ➢ One for one – If you have one short term (air BNB) rental you must match with long term options<br>➢ Example – in house suite and carriage house this model also supports multi generational concept<br>➢ Regulating changes to permit and manage s/t rentals<br>➢ Exclude purpose built rentals including secondary suites and coach homes<br>➢ Allow room in family residences to be rented short term |

#3 Housing form

## Resourcing

| | Housing fund | Municipal land acquisition/land trusts | NPO owned assets/land | Housing organization |
|---|---|---|---|---|
| 1. Would this work in Esquimalt? | 26 | 11 | 24 | 20 |
| 2. What needs to be changed, if anything, in order to work in Esquimalt?<br><br>➢ Priority approval process for all affordable dev. | ➢ Income suites or carriage and garden home additional property taxes. Re-invest into high density affordable housing by municipality<br>➢ Government pension Funds<br>➢ Return of MURB Program<br>➢ Community bonds 5% return, 20 yrs, low-rent for – profit<br>➢ Ensuring the fund is being used to build affordable housing<br>➢ Although we don't collect DCC we could seek<br>➢ Funding in lieu for density could go into housing fund<br>➢ Clear & supportable formulas<br>➢ Special not for profit housing policy in OCP to incentivize and expedite affordable housing development<br>➢ Esq already contributes to housing fund – CRD<br>➢ Already contribute through Regional Housing Trust Fund<br>➢ Expedite zoning<br>➢ Participation thru CRD affordability<br>trust fund<br>➢ Don't let developers buy more density w cash. We are short on land and can't keep putting off affordable housing | ➢ $1 / yr 99 yrs proven land trust work<br>➢ Set up Esquimalt Foundation<br>➢ No, Leave this for private sector and not for profits<br>➢ Maybe – cost to taxpayers!<br>➢ Utilize the CRD land Banking & Housing Service<br>➢ Yes – do it! | ➢ Land inventory – partnering NGOs & faith based groups to find out what land they may have to donate to non-profit housing<br>➢ Cultural (ethnic) artist specific<br>➢ Community investment co-op<br>➢ Micro units<br>➢ Priority approvals process<br>➢ Bonus Density<br>➢ Relax regulations and costs | ➢ Housing organization needs to be spearheaded by major local employers to take off. Housing organizations already exist in the region.<br>➢ Within neighbourhood plan<br>➢ Micro condos<br>➢ Inspire Hsg. Types<br>➢ Population mix<br>➢ Affordability ownership @219 covenants for resale<br>➢ They already exist! GVHS, CRD, Makola, Pacifica Gr. Vic Rental Development Society |

# Appendix C. All responses from World Café discussions

Township of ESQUIMALT

# Housing form

| | Purpose built rental housing | Secondary suites | Infill (carriage/accessory, multi-family)<br>- No nimbyism for all | Seniors and special needs housing |
|---|---|---|---|---|
| 1. General level of support for this tool/strategy? | • Pod housing/boarding house/dorm housing<br>• Life lease suites<br>• Micro suites<br>• High<br>• Needed | • Supportive<br>• Legal YES!<br>• Currently allow without parking<br>• Yes, continue to support<br>• High<br>• Needs to be up to code needs all to be legalized. | • Supportive with considerations<br>• Super high<br>• moderate<br>• Yes attitude<br>• Carriage/coach homes<br>• Perfect<br>• carriage houses<br>• Small lots | • Yes<br>• Supportive<br>• Boarding house concept with student companion<br>• High<br>• Needed for transitional living |
| 2. What is essential to make it work in Esquimalt? | • Agreements & contracts<br>• Diversity bonus<br>• Policy changes<br>• Tax incentives<br>• Design guidelines<br>• Pre-approval<br>• Clear policy & guidelines<br>• Neighbourhood design guidelines | • Building permit<br>• Building permit = code<br>• Monitored<br>• Safe<br>• Owner occupied<br>• Privacy<br>• Rental police for community<br>• Parking<br>• Good tenant/diligent landlords<br>• Health/safety/building code | • Neighbours want a say<br>• Respect privacy<br>• Public process not onerous<br>• Parking issues<br>• Owner occupied x 2<br>• Flexible zoning<br>• Adaptive use of existing buildings (multi-family)<br>• Yes Attitude! Pa<br>• Neighbourhood should have say<br>• Parking be considered<br>• Setbacks<br>• Size of property | • Allow seniors to make own decisions x 2<br>• Connected/not isolated x 2<br>• Options for aging in place including support from community (support system) x 2<br>• Proper staffing in facilities<br>• Flexible zoning<br>• Adaptive use of existing buildings (multi-family)<br>• Dedicated seniors building<br>• Location |
| 3. Where should it occur? | • Close to Vic West<br>• Esquimalt Road corridor<br>• Craigflower<br>• Transportation routes<br>• Old Esquimalt Road<br>• Proximity to amenities (grocery, etc.)<br>• Behind Red Barn<br>• Multi-family designated lands<br>• Commercial mixed use designated lands | • 1 rental only<br>• More if parking on site<br>• Everywhere – single family and two family developments<br>• Since family only (majority) only one suite on-site not two (minority)<br>• All dwellings as long as building code & health & safety compliance | • Single family x 2<br>• Large lot<br>• Larger lots<br>• Lot coverage considered<br>• Setbacks<br>• Parking<br>• Privacy | • Central<br>• Town centre x 2<br>• Walkable<br>• Around community Services<br>• Transportation<br>• Good Connectivity x 2<br>• Patio homes in out lying area for independence<br>• Not in fringe – close to services |

| | | | | |
|---|---|---|---|---|
| 4. What design considerations are needed? | • Mixed housing across community<br>• Mixed units within one roof<br>• Micro-communities in one spot<br>• Neighbourhood design guidelines<br>• Landscape/topography & height of building<br>• Consistency<br>• Neighbourhood plans<br>• Esthetics still important<br>• Visual interest<br>• Green aspects/features | • Accessibility<br>• Health & safety – building code<br>• Parking onsite<br>• Building code<br>• Size | • Setbacks<br>• Lot coverage<br>• Parking & parking surfaces<br>• Privacy x 2<br>• Straight building permit<br>• Streamlined approval process – must be fast + consistent.<br>• Respectful of neighbours | • Accessibility<br>• Accessibility design<br>• Still driving – so parking<br>• Elevators x 2<br>• Storage for scooters<br>• Common area amenities x 2<br>• Garden plots x 2<br>• Student incentives for /as companion for senior community<br>• Scale appropriate to local neighbourhood<br>• Accessibility, walkability, parking<br>• Electrical scooter storage<br>• Patio Homes<br>• "cradle to grave" living |
| 5. What are some policies, strategies and/or actions needed to make this happen? (For renting secondary suites, should business licenses be introduced?) | • For secondary suites business licensing:<br>o Yes & No – differing opinions<br>o Yes – allows for regulating & managing<br>o No – may result in displacement<br>• Encouraged throughout the community<br>• Zoning must be in place for insurance to cover owner<br>• Different approval process for developers & non-profits<br>• Clear policy & guidelines<br>• Community investment (part of community for community)<br>• Allow more co-housing, very small lot, manufactured home parks | • Think outside the box and doing something differently (i.e. more than 1 suite if there is onsite parking)<br>• Variances on a case by case basis<br>• Set standard<br>• Property tax incentives<br>• Parking regulations<br>• Annual checkpoint/monitor for property etc. & code compliance<br>• Business licence<br>• Update bylaws to allow for density in dwelling based on f.a.r. + bedrooms<br>• Zoning flexibility | • Parking<br>• Setback<br>• Clear guidelines<br>• Lot coverage<br>• Variances<br>• Create lane by property owners providing land base<br>• Relaxation of setbacks<br>• Allow strata when subdividing (options) | • Zoning<br>• Quick approval process<br>• Move to top of queue<br>• Micro-units<br>• Green space/rooftop gardens<br>• Retain animals<br>• Plan ahead<br>• Zoning, preferable treatment with approval process, provision of greenspace, ability to have animals – think ahead put policy in OCP.<br>• What is target? (what percentage) |

## Policies

| | Density bonus | Resale price restrictions (and covenants) | Enable and support non-profit housing developers | Manage Short-Term Rentals |
|---|---|---|---|---|
| 1. General level of support for this tool/strategy | • Yes<br>• + Favourable<br>• Well supported<br>• Yes (1), No (2)<br>• It's within municipal power<br>• Realistic approach<br>• Hard to manage<br>• Policy + Alt. for AH administrative problem<br>• Developers could put money for AH in lieu of it | • Mixed x 2<br>• It exists for CRD<br>• Dockside Green has 25 of those units managed by CRD<br>• Very complicated and hard to administer<br>• Difficult to control and manage<br>• Difficult to manage<br>• Works well with a housing organization<br>• Only way to get people into ownership<br>• A valuable option for new owners<br>• Successful in other places | • Favourable<br>• Mixed – mostly supportive<br>• Very wise<br>• Churches are doing it. It works well, we should keep doing it.<br>• Enabling more non-profit isn't a solution, enabling the existing one could be<br>• Feel need is already being met regionally by other organizations/non-profits<br>• Housing groups already exist in the community and region | • Favourable<br>• No<br>• Not popular with group<br>• Growing problem in Esquimalt area<br>• We already have a shortage of supply<br>• Pushing out students<br>• Maybe offers $ spent in community |
| 2. What is essential to make it work in Esquimalt? | • Making sure it works within the neighbour plan<br>• Zone areas for density bonusing<br>• Traffic considerations<br>• A qualifier for when density bonus applies<br>• Need to differentiate between not-for-profit and market<br>• Tied to other relaxations (e.g. parking)<br>• Cash in lieu to affordable housing fund | • Not the municipality managing, a non-profit<br>• Getting people engaged and wanting to be part of the process.<br>• More control over who is actually residing in the home/unit<br>• Amount of municipal energy/staff resources required<br>• Once built by non-profit the municipality would stay out of it – would be housing society<br>• Municipality should welcome these types of housing | • A crisis<br>• Organization just needs seed funding to get started then they are sufficient<br>• Major employers being champions to lead it<br>• Attractive for developers to work with non-profits to make projects happen<br>• More collaboration to make projects | • Municipality should examine it and use every power to control it – we need to act<br>• It could work in some specific identified building but need to be well-managed.<br>• If you create short-term rental units, must create equal amount of long-term rental units |
| 3. Where should it occur? | • Works best in higher density development<br>• Theoretically it's a useful tool, in reality its hard to manage and not the best solution.<br>• Near rec centres and other community amenities<br>• MURBs<br>• Not everywhere, but need neighbourhood plans/design guidelines to make that happen | • Township should designate areas for higher-density affordable housing | • Near DND/Dockyard<br>• On ground parking lots – build above the lots | • In homes where a room is rented; not suite.<br>• Would work inside a family home vs. individual rental unit<br>• Some owners do not want to buy into condo buildings that allow short-term rentals. |

| | | | | |
|---|---|---|---|---|
| | • Higher density; multi-story | | | |
| 4. What design considerations are needed? | • Be clear about what is included in terms of public amenities if there is a density bonus (in general, not just for AH)<br>• Vertical building: penthouse – more modest suites in same building<br>• Need to be architecturally attractive – including more modest suites.<br>• Should be design guidelines for all of Esquimalt<br>• Example: secondary suites + accessory – allow one for rental other affordable (issue – adherence, enforcement) | • Difficult for municipality to do, but a housing organization could do it. | • What type of housing would be offered? Co-op, co-housing | • Concerns for neighbourhood safety<br>• Would not work in condo, people don't want transients |
| 5. What are some policies, strategies and/or actions needed to make this happen? | • Include it in OCP<br>• Strong community policy<br>• Transitional density – along key area/corridors.<br>• Remove parking strategy<br>• MURBs – building owned by small investors; could write off losses<br>• Cash in lieu would require a housing organization to manage | • Leave it to the non-profit to decide<br>• Have a housing organization<br>• Streamline approval process at municipality<br>• Improve application process by having a model/clear and definitive policies and guidelines<br>• Example: City of Calgary; equity build-up and then it goes back on sale. | • Tax break<br>• Will employers want to partner and putting funding in.<br>• Building for profit and non-profit players together<br>• Need to facilitate partnerships | • Requiring licensing<br>• Will be heavier on municipal services (garbage, water, roads)<br>• Need more control |

## Resourcing

| | | | | |
|---|---|---|---|---|
| | Housing fund<br><br>http://wayblaze.com/ | Municipal land acquisition/land trusts<br>• Municipally owned land trust<br>• Independent land trust | NPO owned assets/land | Housing organization |

| | | | | |
|---|---|---|---|---|
| 1. General level of support for this tool/strategy | • Yes<br>• Yes, general level of support<br>• Support in Esquimalt housing fund<br>• Developer to fund the fund<br>• Surcharge per unit? Yes.<br>• Direct charge to residents? No.<br>• "It's like crowd funding your building"<br>• Everybody gets something out of it. | • If investment comes back to Esquimalt<br>• Opportunity for federal land?<br>• Opportunity for collaboration?<br>• Worth looking at! | • Yes<br>• Yes, encourage it.<br>• Non-profit is important!<br>• Long-term community members who have a stake in the community<br>• Churches, cultural groups, arts (ex. Of Artscape in Toronto) | • Yes + CRD<br>• Esquimalt – not sure<br>• Needed to help create affordable home ownership |
| 2. What is essential to make it work in Esquimalt? | • Already working via CRD = Esquimalt $12,000/year ➔<br>• Esquimalt already pays into Capital Region Housing Fund – but could be useful to earmark for community here.<br>• Arms length – not directly under municipality. | • Partnership with CRD<br>• Incentives to non-profit land trust<br>• Education<br>• Community has to step up | • Effective partnerships<br>• Identifying partnerships<br>• Perhaps different rules than private, corporate landowners…<br>• Incentives like not paying property tax, etc.<br>• surcharge on market driven housing? And that funding would go elsewhere<br>• Not profit-driven, but care-driven | • Financial analysis |
| 3. Where should it occur? | | | • OCP identify properties<br>• Integrated into community – non-congregate | |
| 4. What design considerations are needed? | | | | • Market analysis – what options? |
| 5. What are some policies, strategies and/or actions needed to make this happen? | • Possible to take tax increase from having carriage house putting it in affordable housing fund.<br>• Incentivize developing other housing options.<br>• Research, write, enact policy<br>• Look to other models & adapt for local needs. | • Streamlining process for non-profit<br>• Bring in people who are experts on existing models to educate & help start process<br>• Make sure it is building something that is an ongoing contributor (that it is being seen that way) | • Streamlining process<br>• Work with one of the big guys (Greater Victoria Housing Society) to set an example/model<br>• Develop momentum | • Financial analysis – OCP – be proactive<br>• Get a project going - momentum |

# APPENDIX D. WORLD CAFÉ TABLE HOST GUIDE

## ESQUIMALT AFFORDABLE HOUSING WORKSHOP

### Table Host Guide

Thank you for being a table host for the Esquimalt Affordable Housing World Café session. There will be three rounds of discussions, 25 minutes each. You will remain the host at this table while participants change tables.

As a table host, your role is to:

- Introduce and summarize the topic
- Encourage all participants to join the conversation and contribute their ideas, indicating that all ideas are valuable
- Ensure everyone has a chance to talk and that no one person dominates the conversation
- Keep the conversation focused on the topic and on ideas/solutions, not problems/challenges (you can acknowledge problems/questions, but encourage people to suggest solutions to them)
- Guide the conversation and not jump into it
- Check in with the participants to ensure you've heard their comments correctly
- Keep the conversation on time and on track
- Summarize the conversation for new participants at the beginning of the subsequent rounds

### Process:

1. Welcome, introduce yourself, and review:
   - Topic: _____
   - Process:
   - Timing: 25 minutes, then 5 minutes to change tables, then 25 minutes for next topic
   - Explain ground rules:
     - All participants to join the conversation and contribute their ideas
     - Listen to understand; challenge ideas, not each other
     - Help each other at the table to have a chance to talk; check that you are not dominating the conversation
     - Focus on ideas and solutions, not problems/challenges
     - No ranting allowed!
2. Do a quick round of self-introductions (if time and not too many people): name and affiliation
3. Ask for a notetaker.
4. Review the tools/strategies you will be discussing and the comments from the gallery walk.
5. Guide the discussion by addressing the following points (notetaker to take notes):
   a. General level of support for this tool/strategy
   b. What is essential to make it work in Esquimalt?
   c. Where should it occur?
   d. What design considerations are needed?
   e. What are some policies, strategies and/or actions needed to make this happen?
6. Thank people for their input. Ask them to move to the next round.