



Business Model

Blue Mountains Attainable Housing
Corporation Development Plans

June 2019



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Executive Summary

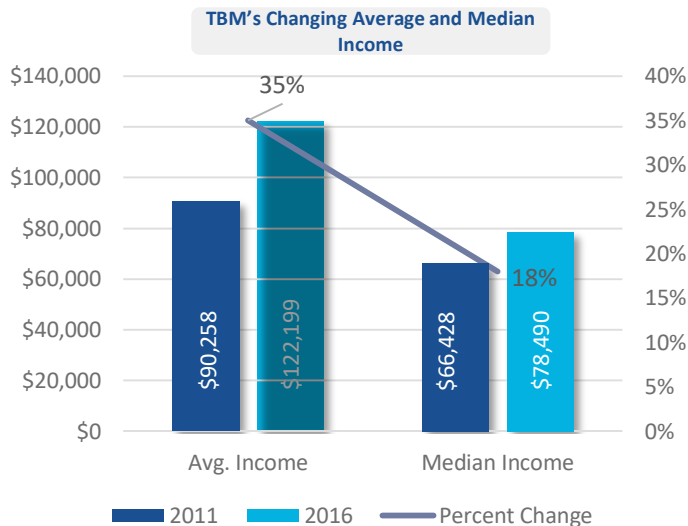
Executive Summary

This document outlines Blue Mountains Attainable Housing Corporation's (BMAHC) design for its operations. Included in this document are the following components:

- ✓ **Reconfirms the Context:** This document reconfirms the Town's need for attainable housing due to both increasing rental and ownership prices, as well as economic productivity issues because of housing affordability challenges.
- ✓ **Clarifies BMAHC's Mandate:** To reflect BMAHC's focus on attainability, ownership and rental property development and the Corporation's role as a facilitator, the mandate has been updated and clarified.
- ✓ **Defines Attainable:** To support BMAHC's operations, this document has defined attainable versus affordability. It has also recommended attainable rates that reflect the local market and is inline with provincial definitions.
- ✓ **Determines Short Term Goals:** This document reflects the short term goals that were created during this project's May 2019 workshop.
- ✓ **Recommends Supporting Policies, Tools and Strategies:** In consultation with elected officials, Town staff and the public, this document has determined leading policies, tools and strategies to support the development of attainable housing.
- ✓ **Outlines Corporate Policies:** By examining comparable organizations, this document recommends corporate policies that BMAHC should adopt for its operational success.
- ✓ **Creates Clear Roles and Responsibilities for BMAHC's Executive Director:** This document outlines the Executive Director's role in the organization, as well as skill set and pay range.
- ✓ **Identifies Revenue Sources and Creates Preliminary Budgets:** By examining various Canadian housing organizations, this document identifies revenue streams, sources of government funding and crafts estimated budgets.

The Context

The Town of The Blue Mountains'(TBM) Economy



While average incomes saw substantial growth from 2011 to 2016, median incomes saw less substantial growth, demonstrating the community's growing income inequality. Further demonstrating the community's income inequality, the proportion of TBM's population with annual income over \$150,000 is over 20%, compared to the region's roughly 12%.

Other Economic Considerations

Tourism Employees



Tourism employees in both the Village and Town are facing housing attainability issues. As a result of this population's housing burden issues tourism related businesses are finding it challenging to fill job vacancies. Housing attainability issues is negatively impacting the sector and local economy.

Seniors



TBM's average age is nearly 52 years, almost 11 years older than the provincial average. According to the South Georgian Bay report, much of the region's population growth can be attributed to older, affluent populations moving to the area. However, for lower income seniors in TBM, the influx of affluent community members may make securing appropriate housing more challenging.

Working Population

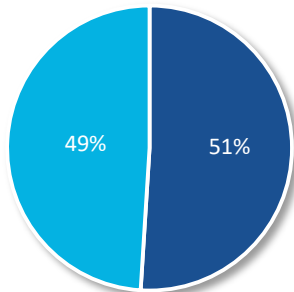


81% of Blue Mountain's working population remains in the South Georgian Bay area for their place of work. However, the Region has seen an outflow of the working age population. If real income growth continues to vastly lag behind increasing housing prices, this outflow will continue. This could put more strains on TBM's labour market and overall community profile.

Like the comparable jurisdictions presented in this jurisdictional scan, TBM residents (working population, seniors, etc.) are having significant difficulties accessing the housing market due to its desirability as a tourism and retirement area. This is affecting the local economy.

TBM's Housing Market

TBM's Private Dwelling Type



■ Primary Residence ■ Secondary Home/Short-term Rental

TBM's housing market faces multiple pressures that drive prices upward. One pressure is the amount of secondary homes and short-term rental units that compose the local market. Unlike the Region, where 76% of private dwellings are inhabited by primary residents, the proportion of TBM's private dwellings that are inhabited by primary residents is only 51%. The local demand for secondary homes and short-term rentals is one factor that is pricing out the local population.

Other Housing Considerations

Housing Burden

+30%

A general market determinant of housing affordability is if the resident is spending 30% or less of their income on housing. Over 23% of TBM's population exceeds this 30% threshold. When examining tenants specifically, nearly 42% of TBM's tenants are over this threshold, demonstrating attainability issues.

Housing Pricing



According to MLS, the current average price (Aug 12 – Sep 09) for a TBM house is \$726,000. The Town saw a 32% increase over the last year (2017 – 2018). In addition, 96% of TBM listings are receiving their asking price or above. This price increase is vastly outpacing the median income increase in the area, demonstrating affordability issues.

Housing Pipeline



Currently, there are 906 single detached, 148 semi-detached, 252 row housing and 0 apartment units approved for development in the Town and there are over 2,300 proposed units. As outlined in the South Georgian Bay report, developers in the region are incentivized to create luxury units because of the influx of affluent community members. As a result, it is unlikely that these projects contain attainable housing units.

In the last year, housing prices increased by 32%, while median income from 2011 to 2016 only increased by 18%. This is causing an unaffordable housing burden for some residents. Looking to the pipeline, it is unlikely that the market will create attainable housing to alleviate this pressure. The Town must take an active role to combat this challenge.

BMAHC's History and Current Policies

History

In 2009, TBM's Housing Committee of Council was established. In 2010, the Housing Committee was reconstituted with new members, including two Councillors. The needs of the community and the demands of running attainable housing programs required the Committee to establish a corporation in 2014. This Corporation is composed of volunteer members. The Corporation has launched two programs that have had mixed results. BMAHC is looking to scale its operations and have a larger impact on the community.

Programs



Secondary Suites

- | Description | Challenges |
|---|--|
| <ul style="list-style-type: none">BMAHC provides up to \$5,000 or 10% of renovation costs for residents to create secondary suites.The targets of this program are new families and seniors looking for additional income streams. | <ul style="list-style-type: none">Local labour challenges.Increasing renovation costs.Grant amounts can be seen as not material to total costs.Little uptake. |



Down Payment Assistance

- | Description | Challenges |
|--|--|
| <ul style="list-style-type: none">BMAHC provides first time home buyers a loan, up to 5% of the purchase price.The purchase price of the home cannot exceed \$400K.The purchaser cannot have assets valued at over \$100K or an annual income that exceeds \$100K. | <ul style="list-style-type: none">BMAHC capacity constraints to meet program workload.Limited marketing and public awareness.Lack of bank and mortgage lender interest.Lack of properties under \$400K. |

Path Forward

To support the development of attainable housing within the Town, the Corporation will:

- | | | |
|---|--|---|
| <ul style="list-style-type: none">Hire an Executive DirectorAdopt a business planAdopt corporate policies | <ul style="list-style-type: none">Determine its definition of attainableBuild rental and ownership stock owned by the BMAHC | <ul style="list-style-type: none">Launch a Request for InformationSelect developer(s) through a Request for Proposal |
|---|--|---|

Mandate, Definitions and Organizational Goals

BMAHC's Updated Mandate

Included in the May 7th workshop was a reflection of BMAHC's mandate. Outlined below is the updated version using workshop participants' input.

Updated Mandate*

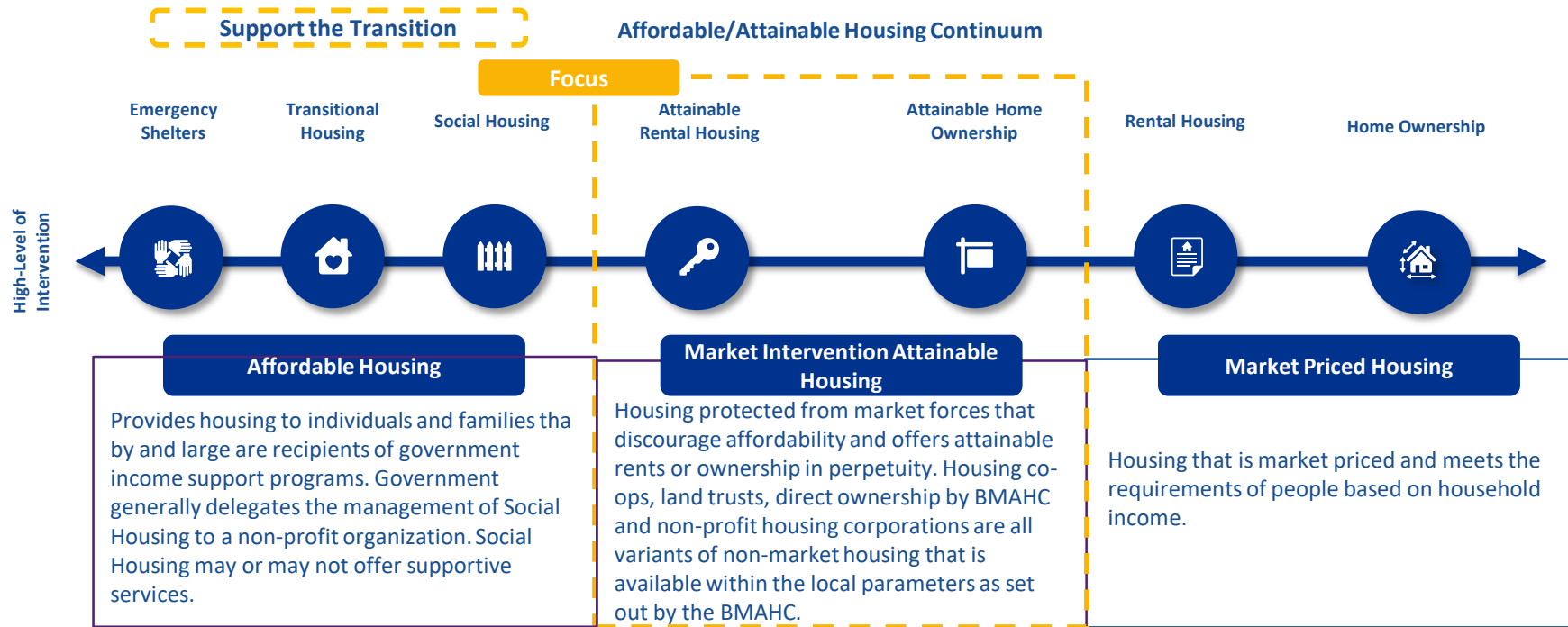
*To **facilitate** the supply of suitable, adequate, **attainable**, and sustainable **ownership and rental** units in the Town of The Blue Mountains that are accessible to a larger portion of the population, in a financially prudent manner that supports economic development and workforce development*

Key Changes

- ✔ **Facilitate:** BMAHC will function as a principal and as an intermediary between the different levels of government, residents, the business community and developers to build, own and operate as well as encourage the creation of attainable housing units in the Town of The Blue Mountains.
- ✔ **Attainable:** BMAHC's focus will be to act as an owner as well as facilitate the creation and preservation of attainable housing. The Region's focus is on affordable housing. To meet an underserved market, BMAHC will then invest its resources to meet the underserved attainable housing market. Linkages with affordable housing will also be provided or facilitated.
- ✔ **Ownership and Rental:** BMAHC will act as owner as well as facilitate the creation and preservation of both attainable rental and ownership units to meet the needs of different Town residents.

Defining Attainable vs. Affordable

Outlined below is the emerging affordable housing continuum that municipalities operate within. Based on BMAHC's updated mandate and market realities, the most optimal space within the continuum will be found within the market intervention attainable housing. This segment will ground BMAHC's operating definition of attainable housing and its subsequent activities.



Defining Attainable in a Local Context

To support the Town and BMAHC's definition of attainable housing that is consistent with Federal and Provincial definitions, it is suggested that the following components are embedded in this definition.

Attainable Housing*

- Housing attainability is when a household spends less than 30% of its gross income on acceptable shelter.
- Costs differ between housing type.

Rental Costs

- Rent
- Utilities

Ownership Costs

- Mortgage Payments
- Condo Fees
- Property Taxes
- Utilities

* Based on CMHC's definition

Attainable Rental Prices*

- Rents that are at or below 80% of CMHC Average Market Rent (AMR) at the time of occupancy in the Service Manager Area (SMA) are defined by the Ministry as attainable.
- However, municipalities can request different rates than their SMA if there is a demonstrated need.
- It is recommended that TBM presents a different AMR based on local market realities.
- These prices will be tested through the upcoming RFI process.

		Suggested
Bachelor	\$483	NA
One Bedroom	\$579	\$734
Two Bedroom	\$696	\$865

* Based on 2014 Provincial Policy Paper

** Based on 2018 CMHC Average Market Rent Data for the County of Grey and Collingwood Area

Attainable Ownership Price*

- Housing for which the purchase price is at least 10% below the average purchase price of a resale unit in the regional market area is defined by the Ministry as attainable.
- To determine attainable ownership prices, TBM should use local data that reflects the market instead of regional market data
- To test these prices with developers, TBM will release a Request for Information (RFI) to ensure their proposed prices are supported by the market.
- This RFI will be developed in 2020/2021.

Unit Type	Unit Price*
Apartment-Condo	\$300,000**
Townhouse	\$340,000**
Single Detached	Out of Scope

*Based on median income and CMHC mortgage affordability calculation

** Assumptions could change based on degree of fee waivers and changes in construction costs

Organizational Goals

To support the Town and BMAHC's focus, outlined below is the Corporation's five year goals. The Corporation will continue to facilitate the supply of attainable housing past 2023.



Project	Target Beneficiary Group	Possible Support Policies and Levers	Year				
			19	20	21	22	23
Rental Project East (Approx. 50 Units)	<ul style="list-style-type: none"> ✓ Service employees ✓ Tourism employees 	<ul style="list-style-type: none"> ✓ Land Use or Swap ✓ Rental Guarantees ✓ Accelerated Approvals 	<ul style="list-style-type: none"> ✓ Rental Restrictions ✓ DC Relief ✓ Subsidized Rent 				
Rental Project West (Approx. 50 Units)	<ul style="list-style-type: none"> ✓ Service employees ✓ Working population ✓ Seniors 	<ul style="list-style-type: none"> ✓ Land Use or Swap ✓ Rental Restrictions ✓ DC Relief 	<ul style="list-style-type: none"> ✓ Accelerated Approvals ✓ Subsidized Rent 				
Home Ownership Units (Approx. 50 Units)	<ul style="list-style-type: none"> ✓ Service employees ✓ Working population 	<ul style="list-style-type: none"> ✓ Land Use or Swap ✓ Resale Price Restriction 	<ul style="list-style-type: none"> ✓ DC Relief ✓ Accelerated Approvals 				

Recommended Supporting Policies and Tools

Recommend Policies and Tools Overview

Outlined below are StrategyCorp's recommended policies and tools that the Town and Corporation should pursue to support the development of attainable housing. This list has been created by leveraging the insights gathered during the May 2019 workshop outlined in *Appendix A* of this document.



Incentivize Development

- Town or Provincial Land Use or Swap
- Rental Guarantees from key stakeholders
- Development Charge Relief
- Accelerated Approvals
- Community Benefit Considerations



Maintain Inventory

- BMAHC ownership
- Rental Rate Restrictions
- Resale Price Restrictions
- Subsidized Rents



Supportive Functions

- Land Banking for Attainable Housing
- Private-Public Partnerships
- Waitlist System
- Housing Organization

Desired Outcome

By using these different policies and tools in concert with each other, The Town of The Blue Mountains and the Corporation will be able to attract new developers, maintain inventory and create supporting functions. These policies and tools are explored further in the following slides.

Recommended Policies (1/2)

Outlined below are StrategyCorp's recommended policies that the Town and Corporation should pursue to support the development of attainable housing. This has been created leveraging the insights gathered during the May 2019 workshop outlined in *Appendix A: Business Plan Workshop Results* of this document. More detail about each policy can be found in *Appendix F: Policy and Jurisdictional Scan*.

Policy	Recommendation	Implementation Details	Key Considerations and Risks
Land Use or Swap	Pursue immediately	<ul style="list-style-type: none"> Incorporate a short list of possible TBM and Provincial lands in the RFI to obtain developer AND public comments on these parcels 	<ul style="list-style-type: none"> Provincial governments could be unsupportive Developer and Public reaction to certain parcels could be negative depending on property
Rental Guarantees	Pursue immediately	<ul style="list-style-type: none"> Begin discussion with the Town's business community, including but not limited to, the Resort and Town businesses 	<ul style="list-style-type: none"> Business community is needed for policy's success Business community could be unwilling to participate
Development Charge Relief	Pursue immediately	<ul style="list-style-type: none"> Advocate to Grey County for this policy to be implemented as they are responsible for the County DC Obtain approval from TBM Council for any local DC relief 	<ul style="list-style-type: none"> County could be unsupportive and their support is needed TBM Council could be unsupportive and their support is need
Rent Restrictions	Pursue immediately	<ul style="list-style-type: none"> As rental properties are identified as the first desired project, details for the rental rate restriction policy are needed in order to be established as quickly as possible 	<ul style="list-style-type: none"> Needed to maintain attainable rental prices in the long term Rent restrictions may dissuade developers from participating
Accelerated Approvals	Pursue immediately	<ul style="list-style-type: none"> Advocate to Grey County to support TBM approvals policies and procedures for this policy to be implemented 	<ul style="list-style-type: none"> County could be unsupportive
Community Benefit Considerations	Pursue immediately	<ul style="list-style-type: none"> Town must determine how density considerations will be used for revenue generation or the creation of attainable housing 	<ul style="list-style-type: none"> Considerations must be made for how this is applied Public reaction to density increase could be negative
Resale Price Restrictions	Purse Immediately	<ul style="list-style-type: none"> As ownership properties are identified within the Corporation's five year goals, details regarding resale price restrictions can be created in year two 	<ul style="list-style-type: none"> Limits home owner's return on investment Requires tools and data to evaluate resale prices

Recommended Policies (2/2)

Policy	Recommendation	Implementation Details	Key Considerations and Risks
Subsidized Rent	Pursue immediately	<ul style="list-style-type: none"> BMAHC should apply for provincial and federal rent subsidy programs once available 	<ul style="list-style-type: none"> Federal and provincial policies are shifting to rent subsidies over the next two or three years These rent subsidies are outside of social housing programs and are targeting attainable housing beneficiaries Town does not have appetite to provide subsidies directly but should apply to federal and provincial programs that use this tool The Corporation and Town could be unsuccessful in their application
Secondary Suites	Pursue in Medium to Long-Term / Explore Further	<ul style="list-style-type: none"> Discuss with the County on improving program's effectiveness and appeal should begin 	<ul style="list-style-type: none"> Increase funding availability per recipient to increase effectiveness Improve residents' awareness of program County could be unable to increase funding per recipient Could negatively dissuade developers from pursuing projects in the Town Determining level of inclusion will be necessary
Inclusionary Zoning	Pursue in Medium to Long-Term / Explore Further	<ul style="list-style-type: none"> Explore implementation with the Town and the Corporation in Year 2 	<ul style="list-style-type: none"> Risk exposure of this policy is high due to the investment necessary from either the Town or the Corporation
Partial Ownership	Pursue in Medium to Long-Term / Explore Further	<ul style="list-style-type: none"> Do not pursue unless an attractive opportunity presents itself 	
Housing Fund	Pursue in Medium to Long-Term / Explore Further	<ul style="list-style-type: none"> Explore once the Corporation is generating revenues 	<ul style="list-style-type: none"> Should not be explored until the Corporation is more established and is generating revenues
Demolition Policy	Do Not Pursue	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> W Difficult for smaller municipalities to implement as demonstrated in the jurisdictional scan (<i>Appendix F: Policy and Jurisdictional Scan</i>)

Recommended Strategies and Tools

Outlined below are StrategyCorp's recommended strategies and tools that the Town and Corporation should pursue to support the development of attainable housing. This has been created by leveraging the insights gathered during the May 2019 workshop outlined in *Appendix A: Business Plan Workshop Results* of this document. More detail about each tool and strategy can be found in *Appendix F: Policy and Jurisdictional Scan*.

Policy	Recommendation	Implementation Details	Key Considerations and Risks
Land Banking for Attainable Housing	Pursue immediately	<ul style="list-style-type: none"> The Town should begin assessing possible properties that can be obtained for future land use or swaps 	<ul style="list-style-type: none"> Consistent market research is needed to ensure that attractive properties are pursued The Town must have the capital needed to pursue this policy Needed tool to support land use or swap, rental guarantees and attractive partial ownership policies
Public Private Partnerships	Pursue immediately	<ul style="list-style-type: none"> Begin conversations with developers, the business community and others to assess their willingness to engage in P3s 	<ul style="list-style-type: none"> Tool is needed to prioritize need and create structure Could receive negative reactions from lower priority candidates Useful tool but staff are needed to operationalize the Corporation's activities
Waitlist System	Pursue immediately	<ul style="list-style-type: none"> Corporation and Town need to confirm eligibility and prioritization 	<ul style="list-style-type: none"> While this is a useful document, it is currently not needed as this business case provides strategic direction
Housing Organization	Continue development	<ul style="list-style-type: none"> Staff organization in the short term Adopt policies outlined in this business case and operationalize Board's direction 	<ul style="list-style-type: none"> During the Town's development of this strategy, the Corporation and other stakeholders should contribute in support of the development of attainable housing Unneeded if an attainable housing strategy is developed
Attainable Housing Strategy	Pursue in Medium to Long-Term / Explore Further	<ul style="list-style-type: none"> Pursue in Year 4 to assess progress and realign strategy 	<ul style="list-style-type: none"> Not supported by the Town or the Public
Growth Management Strategy	Pursue in Medium to Long-Term / Explore Further	<ul style="list-style-type: none"> Provide input when strategy is being developed by the Town 	
Attainable Housing Needs Assessment	Do Not Pursue	<ul style="list-style-type: none"> N/A 	
Dedicated Tax Revenue	Do Not Pursue	<ul style="list-style-type: none"> N/A 	

Beneficiaries and Eligibility

Target Beneficiaries

Outlined below is the targeted beneficiaries of BMAHC's projects. These stakeholders' needs should be considered when creating program eligibility and inventory.

Tourism Employees



The Corporation will attract tourism employees in all sectors of Tourism in TBM that work directly for the Town's tourism businesses. As they are primarily seasonal employees, they will likely need rental properties in all areas of the Town.

Working Population



As the South Georgian Bay Tourism Industry Workforce Housing Research and Business Case demonstrated, there has been an outflow of the working population and service employees because of attainability issues. These residents will also be a target beneficiary of the Corporation. They will likely need larger rental units and ownership properties to meet their needs.

Seniors



Local seniors that are having issues finding attainable housing in the Town will also be a target beneficiary group of the Corporation. They will likely need a mix of ownership and rental properties that meet a range of accessibility needs.

Eligibility

FOR DISCUSSION PURPOSES - Outlined below is the proposed eligibility requirements for the Corporation's ownership and rental units. These requirements were built by examining Banff's and Whistler's eligibility requirements. The Corporation may also consider a point system to prioritize candidates. Outlined below is a possible point system.

Rental Eligibility

- All applicants must be of legal age, Canadian citizens or landed immigrants
- Must be qualified employees or qualified retirees
 - Employees must work a minimum of 30 hours per week in a business operating in The Town of The Blue Mountains
 - Retirees must be a permanent resident or intending to be a permanent resident in TBM
- Applicant's income must be 10% lower than the Town's median income or have less than \$200,000 in assets
- Applicant's, or their spouse, must not own, either personally, jointly, or indirectly through business assets, any real estate at the time of application, or during the tenancy

Ownership Eligibility

- All applicants must be of legal age, Canadian citizens or landed immigrants
- Must be qualified employees or qualified retirees
 - Employees must work a minimum of 30 hours per week in a business operating in The Town of The Blue Mountains
 - Retirees must be a permanent resident or intending to be a permanent resident in TBM
- Applicants income must be 10% lower than the Town's median income and have less than \$200,000 in assets
- Applicants, or their spouse, must not own, either personally, jointly, or indirectly through business assets, any real estate at the time of application, or during the tenancy
- Applicants must be preapproved for a mortgage

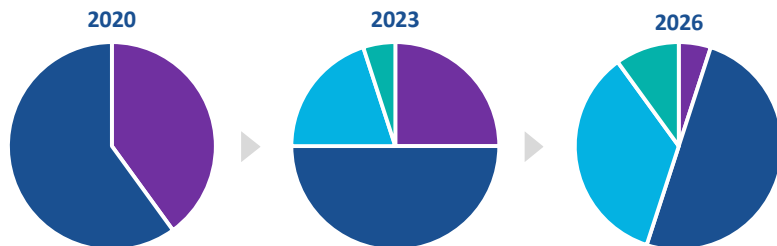
- Two points are awarded for every full year an applicant has lived in TBM
- One point for every full year an applicant has lived in Grey County
- Ten points for each dependent child or dependent adult who lives with the applicant on a full time basis
- Five points for each dependent child or dependent adult who lives with the applicant on a part time basis
- Single parents can receive additional points for dependent children if they have sole custody of the dependent(s)

Financial Model and Revenue Streams

Financial Model

The Corporation will ultimately move to be a self-sufficient organization as demonstrated by other more established comparable housing authorities such as the Whistler Housing Authority. However, in the near term, the Town will need to support its operating budget. Outlined below is an estimate of potential funding sources during this transition. See *Appendix G: BMAHC's Preliminary Budget* for preliminary budgets.

Year	2020	2023	2026
Corporation Expenses*	\$200K (100%)	\$200K (81%/16%/3%)	\$200K (20%/40%/40%)
Development Expenses**	\$300K (100%)	\$450K (81%/19%)	\$600K (67%/33%)
Total Expenses (Ratio of Funding Sources)	\$500K (2:3)	\$650K (1:4:5:10)	\$800K (1:2:7:10)



■ Town Funding

■ Other Levels of Government Funding

■ Corporation Revenue

■ Philanthropy

Town Funding

- The Town will need to support the Corporation's early operating expenses, including the Executive Director's salary
- The Town will need to remain as a financial backer of the organization in the near term
- Over time, the Town's revenue contribution will be offset by revenue generated by the Corporation's rental and property income, as well as other revenue sources
- These streams are identified in the next slide

Government Funding

- The Corporation will actively apply to federal, provincial and County housing programs to generate approximately 50% of its budget
- This is modelled by comparing more established Canadian housing authority's financial models
- Potential funding sources are identified in *Appendix B: Government Funding Sources*

Philanthropy

- Like other Canadian housing authorities, BMAHC will solicit private donations that will contribute to its financial model
- It is projected that private donations will reach 10% of total revenues by 2026
- This is modelled off of existing Canadian housing authority's financial models

- BMAHC will generate revenues from administrative and management fees for the property and programs it operates
- The longer term goal is that this revenue stream grows to account for a larger percentage of its total revenues, allowing for the Corporation to become more sustainable

BMAHC's Direct Revenue Streams

To support the Corporation in become self sufficient, it is suggested that BMAHC adopt the revenue streams outlined below. These revenue sources are modeled off of examples of other Canadian housing authorities.

Processing Fees

- A consistent revenue stream for other housing authorities is a surcharge applied to its programs
- For instance, the Housing Development Corporation of London collects administrative fess on its programs
- These fees account for roughly 19% of London's projected housing authority revenue in 2019
- Whistler includes these fees in waitlist applications, as well as other programming

Rental Fees

- In more established housing authorities with existing rental inventory, revenue is generated from these units
- As BMAHC develops rental units, revenues will be generated from these properties
- This is consistent with both Banff and Whistler's models

Surplus Lands

- Canadian housing authorities use the proceeds of municipal surplus land sales to fund their organizations
- The Town could use this as a potential revenue stream for the Corporation
- However, this revenue stream will be less consistent than other streams due to property availability

Ownership Sales

- Some housing authorities charge a sales fee for ownership units (Banff and Aspen use these fees to create sustainable organizations)
- It is important to note that the Whistler Housing Authority does not have this revenue stream in its financial model

Community Benefit Fees

- As discussed during the May workshop, allowing developers a density bonus in return for Corporation revenues was seen as a viable option
- Density bonuses can also be used to allow for increased density if the additional units are attainable
- During the workshop, the policy and its potential revenue tool was widely accepted (see *Appendix A: Business Plan Workshop Results*)

Philanthropy

- American housing authorities are very dependent on philanthropy for their revenues
- Following London's example of projecting 10% of revenues from private donation, this model has assumed that BMAHC will be able to follow suit

Corporate Policies and Organizational Structure

BMAHC Policies: Introduction

Outlined below are StrategyCorp's recommended categories of policies and procedures that will fully operationalize BMAHC's mandate as it pertains to attainable rental units and home ownership.

The immediate focus is to finalize BMAHC's internal Governance and Operations Policies. BMAHC's Operations Policies and Procedures dealing with rental and ownership occupancy can be developed during housing stock creation after the Executive Director has been hired. For a comprehensive list of these Policies, please see *Appendix D: Recommended Operations Policies*.

Focus

Internal Governance and Operations Policies

- BMAHC's Governance and Operations Policies outline the system of principles that the Board and Staff will use to guide its governing structure and internal operations processes.
- Through this policy, BMAHC will have clear roles and responsibilities for the facilitation of attainable ownership and rental units in TBM.

External Operations Policies

- BMAHC's externally facing Operations Policies articulate BMAHC's principles that guide decision-making as it relates to development, rentals, and ownership.
- Examples of needed Operations Policies include:
 - Eligibility and Qualification Policies
 - Rental Policies
 - Purchase and Sale Policies for ownership stock
 - Compliance and Grievance Policies
- Some policies may be influenced by applicable legislation.

Developed during housing stock creation

BMAHC Operations Procedures

- BMAHC's Operations Procedures outline how BMAHC will operationalize its priorities as outlined in the Operations Policies.
- These procedures will provide the step-by-step sequence of activities related to renting, home ownership, developing properties, etc.
- For example, in order to operationalize its rental policies, BMAHC will need to determine how it will list rental units, choose tenants, and collect rent, among other requirements.

Developed by Executive Director

Board Governance and Operations Policies

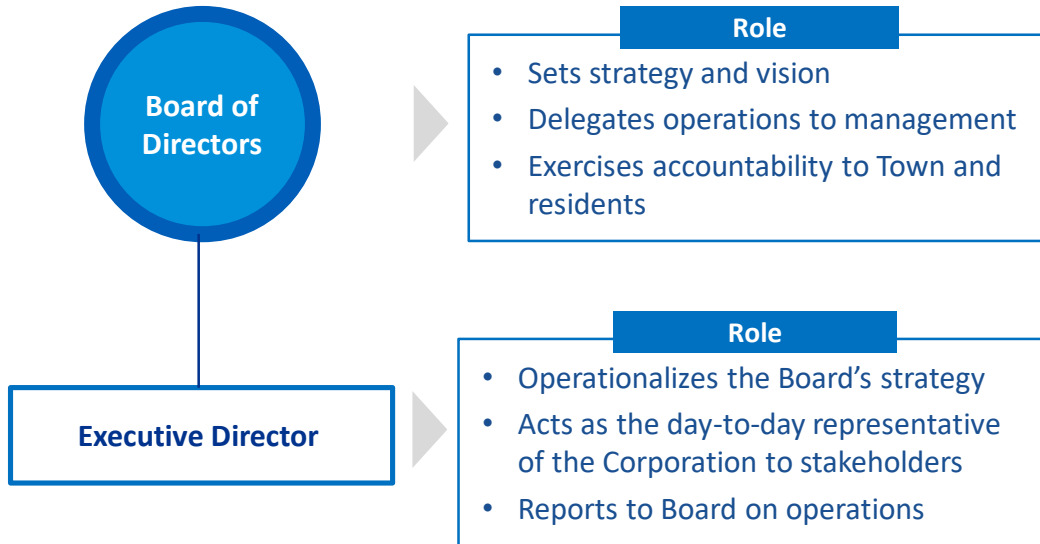
To support BMAHC's internal operations, the following Governance and Operations Policies should be adopted. For more detail about each recommended policies, please refer to *Appendix C: Recommended Governance and Operations Policies*.

- ✓ **Division of Roles and Responsibilities:** This policy affirms that the Town of The Blue Mountains, BMAHC, and the private sector all have roles to play in supporting BMAHC's goals and are led by the TBM Council.
- ✓ **Development Process for New Attainable Housing Projects:** This policy outlines BMAHC's role in attainable housing developments initiated by the public and private sectors.
- ✓ **Budget and Planning Cycles:** This policy describes the timeline by which BMAHC Staff will prepare and present the annual Business and Financial Plan.
- ✓ **Board Meeting Agendas and Schedule:** These policies outline what the Board agendas will include and how meetings are scheduled.
- ✓ **Board Structure and BMAHC Staff:** These policies describe the Board's composition, tenure and selection process, meeting quorum, and functions of the Board. The Staff policies describe the individual who oversees BMAHC's operations.
- ✓ **BMAHC/Town of The Blue Mountains Coordination:** This policy describes how and on which topics BMAHC will coordinate with the Town of The Blue Mountains.
- ✓ **Public Relations:** This policy outlines who is responsible for speaking on behalf of the Corporation.
- ✓ **Code of Conduct:** This policy outlines the principles by which the BMAHC Board and Staff will conduct themselves.

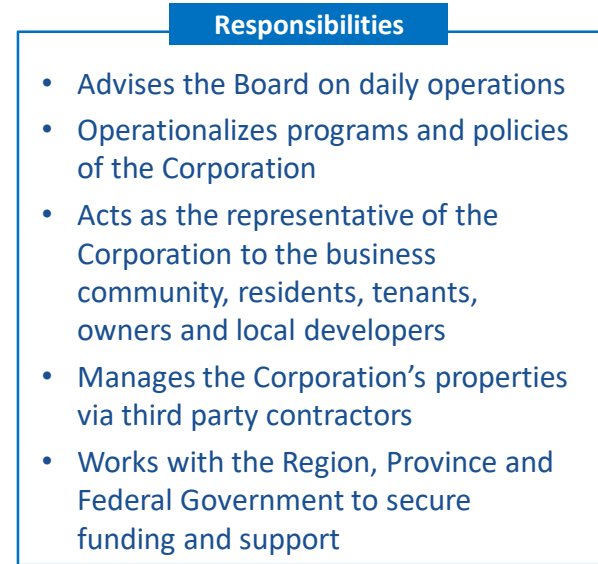
Organizational Structure

To support BMAHC's operations, the following organizational structure should be adopted. Also provided is a high level job description for BMAHC's Executive Director. A complete job description is contained in *Appendix E: Executive Director Job Description*.

Organizational Structure





Executive Director's Responsibilities



Next Steps

Project Management

This marks the completion of one of the project's work streams. Outlined below is the project's Gantt chart to support the overall project goal of "shovels in the ground" by the end of 2019.

Major Deliverable	Activities Remaining	2019						
		June	July	Aug	Sept	Oct	Nov	Dec
Business Plan	<ul style="list-style-type: none"> Town to craft and implement remaining BMAHC governing policies Develop more detailed budget working with Town Finance staff 							
Request for Information	<ul style="list-style-type: none"> Identify short list of sites RFI issuance and management, including a communications plan that will communicate the project to the public and provide a platform for public input Report of RFI responses 							
Request for Proposal	<ul style="list-style-type: none"> Using the results of the RFI, prepare a formal RFP document ready for release Attempt to secure affordable housing funding from identified government funding programs Craft a news release to inform the public of the RFP process Issue, monitor, and manage the RFP process Assist with successful proponent(s) selection Work with the BMAHC and successful proponents to develop community consultation and zoning plans to ensure projects can move forward 							

Request for Information

As demonstrated in the previous slide, the next major deliverable will be the issuance of the request for information. Outlined below is what we will ask the market and what information we wish to receive from this process.

Key RFI Components

- Land profiles
- Attainability needs
- Rental prices
- Locations
- Land swap opportunities if any
- Community Input

Key Outcomes

- Level of market interest
- Gain market and local resident input
- Range of development options
- Confirmation of financial and cost considerations
- Potential project timelines
- Design considerations and examples
- Possible land swap opportunities if any

The RFI process will allow the project to gain meaningful market input and intelligence that will form the basis of this project's RFP. It will indicate to the market the Town's willingness to pursue this project.

Appendix A: Business Plan Workshop Results

Methodology

A workshop was held on May 7th, 2019, engaging participants representing the Town of Blue Mountain Council, Municipal Staff and the General Public. They were asked to discuss in a group leading policies, tools and strategies other comparable and leading jurisdictions have implemented. Participants were asked to score each proposed policy, strategy and tool on a scale from 1 to 6 (Strongly Disagree to Strongly Agree) for its impacts and ability to implement. Participants were also asked if the policy/tool/strategy should be further explored.

Policy Workshop Activity

Policy workshop activity asked respondents to consider which policies and programs BMAHC and the Town of Blue Mountains (TBM) should explore.

Policies and programs were categorized by approach, including:

- *Supportive Zoning Policies*: The municipality passes supportive zoning policies to encourage developers and landlords to create and sustain attainable housing units
- *Market Intervention Approach*: The municipality directly intervenes in aspects of the local real estate property to create attainable housing units
- *Supportive Market Approach*: The municipalities provide direct or indirect subsidies to support low to medium income residents to afford market priced units

Supporting Tools and Strategies Activity

The supporting tools and strategies activities asked respondents to consider which strategies and tools BMAHC and TBM should explore further.

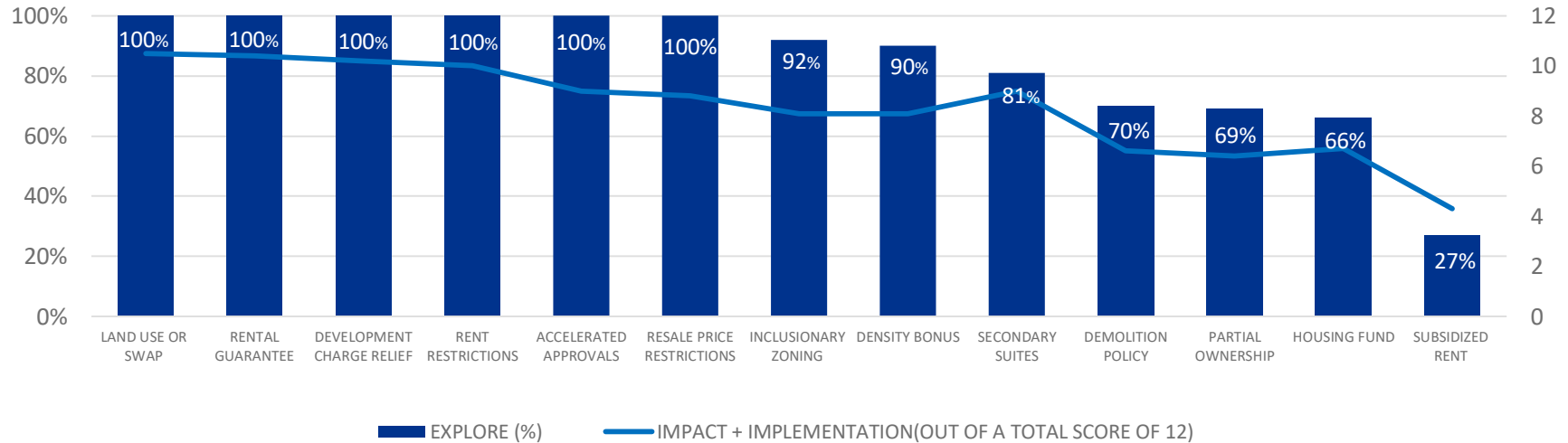
Supporting tools and strategies were categorized as:

- *Supporting tools*: These are used to provide the municipality the data and path forward to address affordable housing issues specific to that community. These tools can also be used as a communications document to express the need for investment.
- *Supporting strategies*: These are used as supporting initiatives to operationalize affordable housing policies and programs.

While participants worked together in groups, each respondent was responsible for filling out their own workbooks. Responses were recorded anonymously, fostering an environment of collaboration and encouraging honest answers and commentary.

Policy Overview

Outlined below is the workshop's responses to the various policies proposed.



Key Findings

Based on the graph above, there is a correlation between the percentage of respondents who have indicated that a proposed policy should be explored further and the policy's combined average impact and implementation score. Other findings include:

- A majority of policies presented were seen as valuable and should be explored further.
- Programs that required the Town to directly contribute a significant amount of capital to attainable housing were less popular (subsidized rent, housing fund, and partial ownership).

We have included specific policy results following this slide.

Land Use Policy

100%

Explore

5.6 out of 6

Impact

4.9 out of 6

Implementation

Key Findings

Reflecting the policy that is the most preferred by respondents, the use of land use or swap policy has been 80% across comparable jurisdictions in SCI's scan.

- By leveraging existing municipal assets, this policy does not require additional funds beyond the capital asset loss.
- This policy has been implemented across many of the jurisdictions considered in the United States.
- A major benefit of this policy for respondents is that TBM would have direct control over its implementation and can take into account community considerations.

The Majority

Scores were distributed evenly across all participant groups, with respondents from the Council, TBM Staff and the General Public scoring this policy generously for both potential impact and ease of implementation.

- However, the majority of respondents noted that the long-term lease of Town lands should be included in this policy, improving the potential size of impact.

"Add in land leases."

The Dissent

One respondent was concerned that this policy may result in the private sector taking over Town lands.

- This concern is conversely reflected in most respondents' preferences for this policy to be controlled and implemented by TBM.
- However, this does not align with the general preference towards market-driven policy solutions with respect to other proposed policies and programs, tools and strategies.
- To prevent this from occurring other policies can be implemented

Rental Guarantee

100%

Explore

5.3 out of 6

Impact

5.1 out of 6

Implementation

Key Findings

This policy is the second most preferred policy, scoring highly for size of impact and ease of implementation.

- Reflecting current practice by other jurisdictions and comments from respondents, Rental Guarantees should continue to be enacted by the private sector and not the municipality.

The Majority

Many respondents felt that this policy was too resource intensive and risky relative to the impact it could have, resulting in slightly lower implementation scores.

- However, they were also in agreement that it could help speed up the development of attainable housing in TBM.

“A basic tenant of development in any form of pre-sales. Let’s absolutely use it and it should absolutely be explored further.”

The Dissent

However, a few respondents were skeptical of the use of Rental Guarantees at the beginning stages of the development of attainable housing in TBM.

- Citing required discussions with development landlords and a thorough risk assessment.

“I don’t see this in Phase 1. Possible for future phases. If future Public Private Partnerships become a reality, then rental guarantees are important.”



Development Charge Relief

100%

Explore

5.3 out of 6

Impact

4.9 out of 6

Implementation

Key Findings

One of the most favoured policies, development charge relief is aligned with market-driven solutions that incentivize developers by not charging municipal development charges.

- It has been used across all of the jurisdictions considered.
- This policy does not require significant additional resources to implement.
- It does restrict municipal revenues.

The Majority

Similarly with other proposals, respondents noted that there must be control mechanisms in place to ensure attainable pricing.

“Development charge relief is a key financial tool to get this project going.”
“Needs to be managed, enforced.”

The Dissent

Some respondents were generally more favourable of delaying payment of development charges or incorporating inclusionary zoning rather than eliminating the development charge altogether for attainable housing projects.

“Deferral preferred. If property is sold, development charge becomes payable.”

Rent Restrictions

100%

Explore

5.5 out of 6

Impact

4.5 out of 6

Implementation

Key Findings

This policy was in the top five most favoured for ease of implementation, biggest impact and whether it should be explored further.

- Can easily be considered in concert with other supportive zoning policies.
- It was widely understood across the participant groups that the impact of this policy will depend largely on principal ownership, but could assist with lower-income senior individuals securing affordable housing more suitable to their needs.

The Majority

The vast majority of respondents were in agreement that rent restrictions need to be incorporated, and should be considered essential to the success of building rental housing units.

- The success of this policy would be dependent on whether TBM has the authority to monitor.

“... Will require extensive change to existing attitudes”

The Dissent

There was some concern regarding whether placing restrictions on who can rent presents problems for public policy.

- Those who were skeptical were still in agreement that this should be explored further and considered along with a restrict covenant or an agreement registered on title.

“Rental units need to be targeted to the workforce.”

Accelerated Approvals

100%

Explore

5.4 out of 6

Impact

3.6 out of 6

Implementation

Key Findings

Accelerated approvals are used in 100% of comparable jurisdictions considered, reducing red tape and bureaucracy for attainable housing developers.

- Support for exploring this policy further is favourable and consistent across all participant groups (Mayor & Council, Town of Blue Mountain staff and the public).
- Could incentivize private developers to consider apartment buildings or other attainable housing types, as there are currently none proposed within the municipality.

The Majority

While all respondents were supportive of exploring this policy further, almost all respondents were also concerned with the additional resources required to implement this policy, resulting in lower implementation scores.

- Increased costs associated with staffing increases and human resources requirements to support the acceleration process.

“This policy should absolutely be explored further, but this comes with increased staffing and costs.”

The Dissent

Commentary from the May 7th workshop reflects two key concerns:

- The acceleration process may limit public consultation on new projects.
- Approvals are currently handled by Grey County, so possible legislative changes make this policy challenging to implement.

“[concerned] about the possible impact on public consultation process.”

Resale Price Restrictions

100%

Explore

5.2 out of 6

Impact

4.6 out of 6

Implementation

Key Findings

Resale price restrictions are essential to the success of other policies that support the construction of attainable housing to avoid “flipping.”

- This policy is used extensively by municipalities across the United States. This policy has also been used in Whistler since 1997.
- However, home ownership is also used as a means of financial security throughout Canada and the United States and replacing the market model with a model that controls the resale price of a home has proven challenging.

The Majority

Respondents were consistent with their messaging that while this policy is essential, it will require active and diligent management by staff.

“Devil is in the details to ensure restrictions are long-lasting and account for multiple variables, such as renovations and market fluctuations”

The Dissent

A few respondents were concerned with the additional Town or Corporate staff potentially required to administer these restrictions, adding layers of bureaucracy and additional resources.

“Need for corporate staff to maintain.”

While this is a legitimate concern, StrategyCorp has envisioned that BMAHC’s Executive Director and the Corporation would be responsible for ensuring that resale price restrictions are included in attainable ownership and enforced.

Inclusionary Zoning

92%

Explore

4.7 out of 6

Impact

3.4 out of 6

Implementation

Key Findings

Research demonstrates that inclusionary zoning would be most effective working in tandem with other attainable housing policies, such as density bonuses.

- Inclusionary zoning has been used widely across municipalities in Canada and the United States.
- Concern from respondents regarding Developers moving to other areas within the County to avoid inclusionary zoning restrictions.

The Majority

The vast majority of respondents were favourable of exploring this policy further, and believe that Inclusionary Zoning is required.

- However, the majority of respondents were also concerned with the potential implementation challenges as a result of political pushback from developers.

"I think it may be difficult to have developers agree with implementing attainable housing."

The Dissent

A few respondents were particularly concerned with the regional dynamics at play, namely that TBM cannot control what the County is doing.

- Left wondering how this may impact market development within TBM.

"Need to bring bonusing back into TBM to make it work."

Density Bonus

90%

Explore

4.5 out of 6

Impact

3.6 out of 6

Implementation

Key Findings

It is widely understood that achieving higher rates of density is essential to achieving housing attainability in any jurisdiction.

- The use of density bonusing varies across jurisdictions.
- Bonuses could be used to achieve other attainable housing policy goals and objectives in tandem with inclusionary zoning.

The Majority

Respondents were favourable of redefining density bonuses to permit a cash incentive for developers.

- However, as one respondent said, “[density bonusing] needs a defined criteria to allow bonusing.”

“Can be an incentive, but needs to be carefully and strictly managed.”

The Dissent

Some respondents were more skeptical at the impact of density bonusing on the development process.

“Proceed with caution.”

“Injects uncertainty into the development process.”

Secondary Suites Policy

81%

Continue

4.4 out of 6

Impact

4.6 out of 6

Implementation

Key Findings

While respondents generally scored this policy highly for extent of impact and ease of implementation, respondents were less convinced it should continue as an existing program.

- The use of secondary suite policies to encourage the creation of auxiliary dwelling units is much more common across Canadian jurisdictions than municipalities within the United States.

The Majority

The vast majority of respondents were concerned that implementing this policy requires a strict compliance regime in order to prevent the construction of unsafe and lesser quality units.

- The policy needs to be modified before it can be explored further.

“The issue is in the quality, building code, fire and other safety issues that may make costs prohibitive”

The Dissent

Some respondent were very supportive of this policy option, suggesting that building permit fees should be waived to support the implementation and potential impact of this policy.

“Good policy in exchange for development fee relief.”

Demolition Policy

70%

Explore

3.2 out of 6

Impact

3.4 out of 6

Implementation

Key Findings

This is a forward-looking, longer-term policy that doesn't have an immediate impact.

- Demolition policy was not used widely across the jurisdictions considered.
- Can easily be considered in concert with other supportive zoning policies, but was not generally favoured across participant groups to be explored further.

The Majority

As it is a longer-term policy, the majority of respondents thought it was a great idea for the future.

- However, given that there isn't an immediate impact on the development of attainable housing, its corresponding impact and implementation scores are comparably lower.

"Demolition restrictions in specific areas may be useful."

The Dissent

Due to the lesser immediate impact of this policy, some respondents did not consider it worth exploring.

"Probably not."

"Needs research into effect on property values – rental zoning versus residential."



Partial Ownership

69%

Explore

3.8 out of 6

Impact

2.6 out of 6

Implementation

Key Findings

Overall, the proposed partial ownership policy was amongst the least favourable policies amongst respondents to be explored further.

- This reflects respondents' overall general preference towards market-driven solutions, as displayed in the policy overview slide above.
- However, it has been used widely across the jurisdictions considered.

The Majority

Many respondents felt that this policy was too resource intensive and risky relative to the impact it could have, resulting in lower implementation scores.

- However, they were also in agreement that it could help speed up the development of attainable housing in TBM.

"Could work. Would help us to get going quicker."

"This will needlessly complicate the ongoing maintenance..."

The Dissent

A few respondents were very in favour for this policy, reflecting a preference for the models used in Whistler.

"Public private partnerships, like that of Blue Mountain Village or other large employers, could own a percentage of a development in return for a percentage of units."



Housing Fund

66%

Explore

3.8 out of 6

Impact

2.9 out of 6

Implementation

Key Findings

Housing funds were used in 70% of jurisdictions considered, but is more widely used across municipalities within the United States.

- Sourcing resources for the housing fund should not come from tax payers through the form of increased property taxes.
- Some respondents suggested alternative sources of funding, including taxing demolition or diverting resources allocated towards the density bonus.

The Majority

Respondents were concerned with where the fund would be sourced, but were adamant that it would need to avoid increasing property taxes.

- Some noted benefits of this policy include that it could help alleviate the administrative and approval cost issues, but finding the funds for this may be challenging.

“Politically may not be acceptable.”

The Dissent

Due to the uncertainty of where the fund would come from, a few respondents were adamant that this policy should not be explored further.

- Confused as to whether the fund would come from tax payers, employers, a dedicated tourism tax, rents, or no density charge relief.

“Undecided as to whether this policy should be explored further.”

Subsidized Rent

27%

Explore

2.7 out of 6

Impact

1.6 out of 6

Implementation

Key Findings

Subsidized rent was by far the least popular policy considered, with almost 80% of respondents indicating that it should not be explored further.

- It has not been used by any of the jurisdictions considered.
- It generally reflects the most politically challenging policy of those proposed above, which is reflected in the much lower implementation scores given by respondents across all participant groups.

The Majority

As noted in previous policy and program discussions above, the vast majority of respondents agreed that this is not self-sustaining and does not align with their preference for market-driven solutions that do not require substantial additional resources.

“No – don’t go there.”

“Not self-sustaining. Preference for market driven solutions.”

“Expect community attitude will resist.”

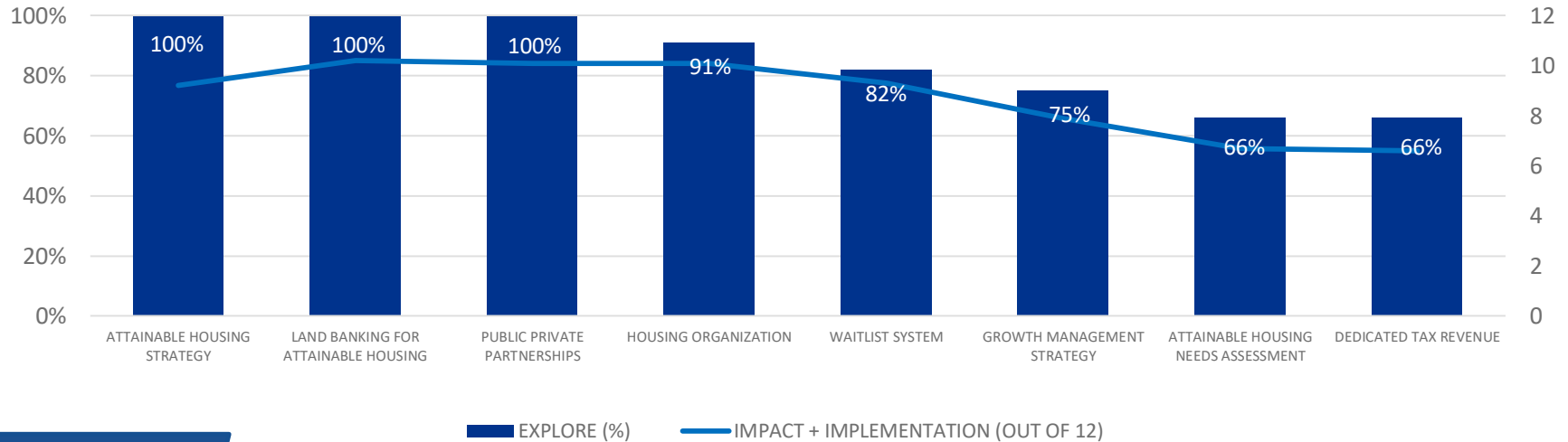
The Dissent

A minority of the respondents felt that this policy would have a substantial impact on improving housing affordability in TBM and should be explored further as a key element in any attainable housing strategy.

“Key element. Minimum wage renters can’t afford these proposed rents without further help.”

Strategies and Tools Overview

Outlined below is the workshop's responses to the following proposed policy tools and strategies.



Key Findings

The graph above demonstrates the same correlation between the percentage of respondents who have indicated that a proposed strategy of tool should be explored further and the policy's combined average impact and implementation score, which was also demonstrated in the analysis and evaluation of the proposed policies and programs.

- The strategies and tools that received the highest scores reflected the same preference towards market-driven solutions, as well as those that do not require substantial additional resources or new revenue streams (Land Banking for Affordable Housing, PPPs).

We have included specific tool's and strategy's results following this slide.

Attainable Housing Strategy

100%

Explore

4.9 out of 6

Impact

4.3 out of 6

Implementation

Key Findings

It is widely understood that the advantages of this program to the community must be properly explained to ensure that enthusiasm continues.

- An attainable housing strategy was used across all of the jurisdictions considered.
- According to Smart Growth BC, an attainable housing strategy was completed by over 75% of communities surveyed across the United States, as well as just over 50% across Canada.

The Majority

While this strategy scored highly, the comments provided reflected mixed preferences.

- However, they were also in agreement that it could help speed up the development of attainable housing in TBM.

“Would be beneficial to inform developers.”

“Need a business plan, less strategic plan.”

The Dissent

A few respondents believed that this is not an essential component of moving forward with developing attainable housing in TBM.

“Takes time and care to produce, but necessary.”

Land Banking for Attainable Housing

100%

Explore

5.5 out of 6

Impact

4.7 out of 6

Implementation

Key Findings

The most preferred policy tool, land banking is widely understood as very useful across all participant groups.

- Must ensure that the land is suitable or trading may be required, which could complicate the process and make implementation more challenging.
- Interestingly, it is the least used attainable housing policy tool across jurisdictions in both the United States and Canada according to Smart Growth BC.

The Majority

While this policy tool received generous scores for both size of impact and ease of implementation, all respondents were adamant that it should be TBM who acquires the property for attainable housing, rather than a third-party organization as done in some jurisdictions.

“As long as the Municipality is the lead element in getting this started...but the right choice of land for sure or trade is critical.”

The Dissent

Some respondents were concerned that it would be difficult to make up lost revenue, but they were still in agreement that this policy tool would have a significant impact and would be easy to implement financially, politically or otherwise.

“Needs to be flushed out with the business plan.”



Public-Private Partnerships

100%

Explore

5.3 out of 6

Impact

4.8 out of 6

Implementation

Key Findings

The use of Public Private Partnerships as a policy tool reflects the general preference of respondents for market-driven policies and associated tools.

- This policy tool was used in approximately half of the jurisdictions considered.
- PPPS were mentioned when evaluating previously discussed policies.

The Majority

Reflecting the higher scores and preference for exploring this policy tool further, the majority of respondents agreed that this tool will assist with speed and economic development in the attainable housing market.

"This will get things going quicker."

The Dissent

A few respondents believed that this policy tool would require a substantial risk assessment before moving forward as they were not convinced that PPPs work with housing projects that do not yield significant financial rewards.



Housing Organization

90%

Continue

5.2 out of 6

Impact

4.9 out of 6

Implementation

Key Findings

While approximately 50% of the jurisdictions considered had Housing Organizations, this policy tool scored highly by respondents for potential size of impact and ease of implementation.

- Respondents who reflected Elected Officials were generally more favourable of the Housing Organization policy tool.
- Further research could explore whether the existing Housing Organization is not sufficient to meet the needs or demands of key stakeholders, which may have resulted in the confusion or hesitancy to adopt.

The Majority

The majority of respondents understood that TBM already has a Housing Organization comparable to what has been described.

- Respondents did not evaluate or indicate whether the existing Housing Organization is sufficient or whether it may need to be re-evaluated.

"We have one."

"Already done."

The Dissent

Some confusion surrounding the purpose of the Housing Organization.

- Similar to commentary on other policies and tools, a minority of respondents felt this tool was too strategic in nature.

"Needs to be flushed out with the business plan."

Waitlist System

82%

Explore

4.5 out of 6

Impact

2.1 out of 6

Implementation

Key Findings

Majority of the respondents felt that a Waitlist System is inevitable and would be helpful to understand our demands.

- However, the majority of jurisdictions considered have not implemented a Waitlist System.
- According to Smart Growth BC, waitlist systems are generally understood as labour intensive and require additional resources allocated towards the administration and management of the system, which is reflected in the lower implementation scores.

The Majority

The vast majority of respondents who provided comments were consistent with the message that timing is essential for a waitlist system to be effective and to assess demand accurately.

"Needs proper timing to be effective."

The Dissent

A few respondents remain unconvinced that now is the time to start a waitlist system, which is reflected in a lower proportion of respondents indicating that it should be explored further relative to other policy tools.

"Not sure this is the time to start."

Growth Management Strategy

75%

Explore

4.1 out of 6

Impact

3.8 out of 6

Implementation

Key Findings

It is widely understood amongst respondents that the advantages of this program to the community must be properly explained to ensure that enthusiasm continues.

- This strategy was used across the majority of the jurisdictions considered.
- Existing literature largely considers a Growth Management Strategy as a central component of any Municipality's Smart Growth plan.

The Majority

Many of the respondents felt that this should have been done a long time ago and that it may be too late now.

- This is reflected in lower implementation scores across all Participant Groups.

"Should have done this a long time ago."

The Dissent

However, some of the respondents felt that a Growth Management Strategy was very important, particularly for the general public's awareness and understanding of the direction of TBM.

"Needed to balance the directions of growth with ability to provide services, such as sewer, water, traffic control, police, administration, etc."

Attainable Housing Needs Assessment

66%

Explore

3.9 out of 6

Impact

2.8 out of 6

Implementation

Key Findings

While the majority of respondents believed an AH Needs Assessment is inevitable, they believe that this should just be captured within the attainable housing strategy and should not be explored further as a separate policy tool.

- However, many of the best practices related to attainable housing have implemented attainable housing needs assessments to better capture local demands.

The Majority

The majority of respondents were in agreement that this should be done at some point, but do not see it as a policy tool that should be explored further at this time.

- Also concerned about the viability of this option relative to current Ontario legislation.

“We require a needs assessment at some point.”

The Dissent

Some respondents were not in favour of performing an Attainable Housing Needs Assessment as they felt that it has already been done.

- However, a few respondents suggested that the existing AH Needs Assessment should be broadened beyond the current four county study, which focused on labour needs of younger families. This may not accurately reflect the demographic composition of TBM.

“Has already been done.”

Dedicated Tax Revenue

66%

Explore

4.5 out of 6

Impact

2.1 out of 6

Implementation

Key Findings

Some respondents suggest negotiating with the County to ensure that this policy tool is fair and equitable.

- Alternatively could use County-wide Development Charge relief to offset rather than a dedicated revenue stream which may result in tax increases or diversion from other services.
- Other jurisdictions have implemented this policy through additional property tax levies, such as the Municipality of North Vancouver.

The Majority

The majority of respondents do not think this policy tool is realistic, citing the belief that rate payers will not accept this.

- Low implementation scores reflect that the majority of respondents believe this tool would be difficult to implement.

“Don’t think this is realistic. Don’t think rate payers will accept this.”

“Think this would be hard to implement.”



The Dissent

Despite the low implementation scores, the majority of respondents across participant groups agreed that the impact of the Dedicated Revenue policy tool is sizable.

- Higher impact scores could be a result of immediacy of resources.

Appendix B: Government Funding Scan

Funding Opportunities for Affordable Housing: Federal

Program	Type	Program Funding Level	Affordability Requirement	Approval Timing	Recommendation
 <p>NATIONAL HOUSING STRATEGY Rental Construction Financing</p>	10 year fixed rate loan	<ul style="list-style-type: none"> \$3.75B (2017-2021) \$10B (2019-2028) 	<p>1. Total residential rental income of the project must be at least 10% below its gross achievable residential rental income and a minimum of 20% of the units must be affordable with rents at or below 30% of the median household income in the subject market; OR</p> <p>2. Affordability requirement may be met if the proposal has been approved under other housing programs/initiatives that provide support for development of affordable rental housing.</p>	Applications accepted on a continuous basis; to be notified at the end-date of the current 60-day prioritization window after review.	Pursue in near-term
 <p>NATIONAL HOUSING STRATEGY Housing Construction Stream</p>	10 year fixed rate loan or capital contribution	<ul style="list-style-type: none"> Loans: \$5.19B (2018-2028) Capital: \$2.26B (2018-2018) 	Rent prices for at least 30% of the units must be less than 80% of the Median Market Rent and maintained for a minimum of 20 years.	Applications accepted on a continuous basis; to be notified at the end-date of the current 60-day prioritization window after review.	Pursue in near-term
 <p>NATIONAL HOUSING STRATEGY Affordable Housing Innovation Fund</p>	Loans, contributions, and innovative funding models	<ul style="list-style-type: none"> \$200M (2018-2024) 	The Innovation Fund defines Affordability based on the affordability criteria of the municipality where the project is located. Failing such municipal criteria, the provincial criteria may be used.	Applications accepted on a continuous basis, and funding announcements are made periodically.	Consider in medium- to long-term
 <p>impactcanada Housing Supply Challenge</p>	TBD on program details	<ul style="list-style-type: none"> \$300M 	TBD on program details	TBD on program details	Consider - details to be released soon

Funding Opportunities for Affordable Housing: Provincial

Investment in Affordable Housing

- The Investment in Affordable Housing for Ontario Program is a federal and provincial program to provide funding for the creating and repair of affordable housing. This program was introduced by the previous government, and funding for it ended in 2018.
- From 2016-2018, Grey County received approximately \$1.6M per year to run the following programs:

Ontario Renovates

Forgivable loans for home renovations for low to moderate income households

Home Ownership

Loans up to 5% to assist new homeowners in the purchase of their first home

Rental Construction Financing

Grey County used additional funds to issue an RFP to build affordable housing

Rent Supplement

Rent supplements to provide households with monthly rent geared to income subsidy.

Secondary Suites

Forgivable loans up to \$25,000 to create secondary suites.

Ontario Housing Priorities Initiative

- Though the Investments in Affordable Housing for Ontario Program ended in 2018, the Ford government introduced the Ontario Priorities Housing Initiative, which will provide flexible funding to the 47 Service Managers and two Indigenous Program Administrators to address local priorities for housing supply and affordability.
- This initiative will essentially fund all of the program under the former IAH. Grey County has been allocated the following funding over the next three years:
 - 2019: \$1,165,727
 - 2020: \$374,900
 - 2021: \$583,000
- Though details on the programs have yet to be released, we recommend that BMAHC consider pursuing the following programs:

Home Ownership

BMAHC may be able to use some of these funds for their funding model, similar to Habitat for Humanity

Rental Construction Financing

It is unclear if Grey County will have additional funds to release an RFP for affordable rental, but if it is, BMAHC should pursue this funding opportunity

Rent Supplement

Though rent subsidies were low on the recommended policies list from the workshop participants, if funding is available from the province, BMAHC should consider using this tool

Appendix C: Recommended Governance and Operations Policies

Division of Roles & Responsibilities

The facilitation of healthy, attainable, and sustainable housing for The Town of The Blue Mountains' workforce, families, and seniors will require a coordinated effort from the Town of The Blue Mountains (TBM), the Blue Mountain Attainable Housing Corporation Board of Directors, and the private sector. Collectively, this group will be guided by TBM Council. A clear understanding of roles and responsibilities within this group will help avoid duplication of effort and promote steady progress towards the delivery of attainable housing solutions for the Town of The Blue Mountains community.

Development Process for New Attainable Housing Projects

Initiated by the Public Sector

- The BMAHC will be the lead agency on attainable housing development.
- BMAHC Board and staff will work in conjunction with the TBM to acquire land or existing projects, using public and private resources for attainable housing development.
- The BMAHC will submit the development application to the TBM.
- When a proposal for attainable housing using public resources goes to Council, BMAHC staff will make recommendations on the attainable housing aspects and will include comments provided by the BMAHC Board.

Initiated by the Private Sector

- The TBM Planning and Development Services will seek input, as needed, from the BMAHC to help inform the planning and development review for projects involving attainable housing.
- BMAHC will act as an advocate for all types of attainable housing developments in TBM.

Planning & Budget Cycle

Each year BMAHC Staff will prepare and present an annual Business and Financial Plan to the Board in accordance with this section:

- Submission of the proposed Business and Financial Plan will occur no later than November of each year.
- BMAHC will prepare and include in the Business Plan material that captures the current issues, trends and considerations for the next planning and financial cycle.
- The Business and Financial Plan will be jointly approved by the Board no later than November 30th of each year.
- Minimum contents of the Business and Financial Plan:
 - A message from the Chair of the BMAHC Board of Directors that outlines the key issues and the major deliverables;
 - Factors and assumptions used in developing the Financial Plan;
 - Quarterly action plans; and
 - Financial projections for the coming year and the next 5 years.
- Audited Financial Statements will be prepared and delivered to The Corporation of the Town of The Blue Mountains March 1st of each year.
- The BMAHC Board will be provided with a copy of the audited Financial Statements for approval in March of each year.

BMAHC Board Meeting Agendas & Schedule

Board Meeting Agendas

An action Agenda will be prepared by a select BMAHC Chair for each Board meeting including:

- Actions or recommendations to be considered by the Board; and
- Agenda items that will be time driven and cross referenced to the associated report, setting out the form of resolution for recommended action, as well as who will be delivering each report/presentation to the Board.

Board Meeting Schedule

Regular Meetings

The Board of Directors may appoint a day or days in any month or months for regular meetings of the Board of Directors at a place or hour to be named by the Board of Directors and a copy of any resolution of the Board of Directors fixing the place and time of regular meetings of the Board of Directors shall be sent to each Director forthwith after being passed, but no further notice shall be required for any such regular meetings.

BMAHC Board Structure

1. Composition

The Blue Mountains Attainable Housing Corporation is governed by a Board of Directors, which is accountable to The Corporation of the Town of The Blue Mountains. The Board is comprised of seven Directors, two of whom shall be any one of the Mayor, Deputy Mayor or any Councillor of the Town of The Blue Mountains. Changes to the number of voting Directors must be approved by The Corporation of the Town of The Blue Mountains.

2. Tenure and Selection Process

The Directors' term of office (subject to the provisions, if any, of the letters patent and any supplementary letters patent of BMAHC and of the by-laws) shall be from the date of the meeting at which they are elected or appointed until the annual meeting next following or until their successors are elected or appointed. So long as there is a quorum or Directors in office, any vacancy occurring in the Board of Directors may be filled for the remainder of the term by the directors then in office, if they shall see fit to do so. Otherwise, such vacancy shall be filled at the next annual meeting of the members at which the directors for the ensuing year are elected. If there is not a quorum of directors, the remaining directors shall forthwith call a meeting of the members to fill the vacancy, and, in default or if there are no directors then in office, the meeting may be called by any member.

Directors shall be elected yearly by the members in general meeting on a show of hands unless a poll is demanded and if a poll is demanded such election shall be by ballot. The whole BMAHC Board of directors shall retire at the general meeting at which the yearly election of directors is to be made, but shall be eligible for re-election provided that the members of the BMAHC may, by resolution passed by at least 2/3rds of the votes cast at a general meeting of which notice specifying the intention to pass such resolution has been given, remove any director before the expiration of his term of office and may, by a majority of the votes cast at that meeting, elect any person in his stead for the remainder of the term.

3. Meeting Quorum

The number of Directors which shall form a quorum for the transaction of business shall be that which is set out in the letters patent, supplementary letters patent or a special resolution of the Corporation. Notwithstanding any vacancy among the directors, a quorum of Directors may exercise all the power of directors.

4. Functions of the Board

- The BMAHC Board of Directors focuses on strategic leadership by maintaining an outward vision rather than being preoccupied by internal issues and administrative detail. The key functions of the BMAHC Board of Directors are to:
- Govern, guided by the BMAHC Mission, Vision, Values, and Strategic Directions
- Ensure the financial stability, viability and longevity of the organization
- Develop and set strategic directions and major new initiatives
- Promote a better public understanding and awareness of the organization
- Advocate on behalf of all of the interests of the organization

BMAHC Staffing & Coordination With the Town of The Blue Mountains

BMAHC Staffing

The administration of BMAHC will be overseen by a full-time Executive Director. BMAHC's housing stock will be managed by [INSERT], who is approved by the Board of Directors, selected through an RFP process, and is engaged for a fixed term . All other professional, technical, and consulting services are generally provided by the private sector and selected by the BMAHC Executive Director. Changes to staffing expenses should always be considered in the context of a balanced budget.

Coordination With TBM

In the interest of fostering a collaborative approach, the BMAHC and the Town of The Blue Mountains Planning and Development Services will meet regularly to:

- Review the status of applications and projects related to the development of attainable rental units and homes; and
- Co-ordinate housing research.

Communications & Public Relations

Public Relations

- The BMAHC Executive Director and the Board of Directors Chair are the designated spokes people to provide press releases and media interviews pertaining to attainable housing on behalf of the Blue Mountains Attainable Housing Corporation.

Code of Conduct

The BMAHC Directors, as well as the Executive Director, will:

- Engage in relationships that are ethical and transparent;
- Publicly represent the BMAHC in a manner which enhances public confidence in the BMAHC and in the Town of The Blue Mountains and will withstand public scrutiny;
- Avoid situations that place them in a situation of conflict between their personal interests and that of the BMAHC and the Town of The Blue Mountains;
- Not be entitled to attend any BMAHC Board meetings or participate in BMAHC Board affairs during the course of any litigation that an elected or appointed voting or non-voting Board member is involved in against the BMAHC;
- In matters where a Board member is speaking publicly as an individual, the Board member must clearly indicate that the position taken is a personal perspective and the Board member is not speaking on behalf of the BMAHC Board of Directors. Board members are encouraged, when speaking as individuals, that decisions made by the BMAHC Board of Directors are upheld;
- Ensure that the confidentiality of confidential information is maintained; and
- Adhere to the Freedom of Information and Protection of Privacy Act.

Appendix D: Recommended Operations Policies

BMAHC's Operations Policies (1/2)

Category	Policy	Description
Development Policies	Housing Development Policy	Describes the overview of BMAHC's and TBM's housing development process and priorities
	Development Legislation	Identifies legislation that impacts land use development for BMAHC
	Private Sector Development Process	Outlines the building permit process and BMAHC consultation and inspection process
	Mitigation of Private Sector Property Development	Describes requirements for private sector developers to generate attainable housing
	Minimum Net Liveable Square Footage of Attainable Housing Development	Identifies the minimum square footage for each attainable housing unit and other requirements to certify liveability (e.g. storage space, natural light, etc.)
	Occupancy Policies	Outlines occupancy requirements, including inspections, marketability standards, etc.
	Approval and Execution of Deed Restrictions	Outlines how BMAHC will work with developers to draft and approve deed restrictions to ensure compliance with development approvals, regulations, etc.
Rental Policies	Rental Priorities	Describes who many be prioritized for BMAHC housing.
	Tenant Policies	Outlines BMAHC's policies related to smoking/drug use, pets, housekeeping/maintenance, parking, rent collection, vehicles, etc.
Purchase and Sale Policies	Sale Listings Policies	Describes how BMAHC will list new rental and ownership properties and its policies for BMAHC home owners to resell their properties.
	Bid Process Policies	Describes how BMAHC will undertake bids from interested tenants/buyers for its housing stock.
	Sales Contract Policies	Outlines the terms and conditions for sales contracts

BMAHC's Operations Policies (2/2)

Category	Policy	Description
Purchase and Sale Policies	Foreclosures	Outlines BMAHC's policies for the foreclosure of a BMAHC-owned units and homes.
Maintaining Eligibility, Special Review, Compliance, and Grievance Policies	Maintaining Eligibility	Describes BMAHC's policies for tenants and home owners maintain eligibility as BMAHC beneficiaries.
	Landlord Responsibilities	Outlines key responsibilities for BMAHC as a landlord, including rental rate adjustments, roommate policies, property maintenance, disputes, etc.
	Owner Responsibilities	Outlines key responsibilities for BMAHC home owners, including property management, property maintenance, capital improvements, rental, retiring in BMAHC homes, etc.
	Special Review Policies	Describes BMAHC's policies for reviewing applications differently under special circumstances.
	Enforcement Policies	Describes how BMAHC will enforce compliance of its policies and procedures and settle disputes.

Appendix E: Executive Director Job Description and Pay Range

Executive Director Job Description

Responsibilities

- Coordinates and reviews development applications with the Board
- Liaises with selected developers to ensure timely delivery of projects
- Implements and operationalize attainable housing programs
- Accepts applications, verifies income, determines eligibility, and collects rents
- Maintains waiting list and keeps units fully occupied
- Plans maintenance program, supervises maintenance work and other property management functions
- Responsible for maintaining proper relations with the general public and local and government agencies, and represents the BMAHC in contacts with the general public and city, county, state and federal officials
- Applies for funding programs created and maintained by Federal, Provincial and Regional governments
- Develops and implements fundraising initiatives to support private donations
- Acts as secretary to the Board of Directors
- Schedules Board meetings and sets up agenda with approval of Chairman of Board

Qualifications

- Eight (8) years of increasingly responsible experience in all phases of the development, planning, funding, implementation, and operation of a housing authority or social service agency
- Related experience in managing a public housing authority with multiple management, development and resident services programs and knowledge of government regulations or related experience
- Experience in a leadership role working with a Board of Directors, resident organizations, MMAH, City Council and other agencies and organizations
- Working knowledge of basic construction and residential rehabilitation practices including standards, systems, materials, methods, workplace safety and security
- Experience in budget preparation and administration
- Experience in writing, developing and preparing reports, and giving effective, efficient presentations
- Demonstrated experience fundraising
- Must possess excellent communication and interpersonal skills. Must be able to provide clear, concise direction to Town staff and Board
- Bachelor's degree with major coursework in public administration, business administration, or closely related field
- A Master's degree is desirable

Executive Director Pay Range

By examining Ontario's 2018 public sector salary disclosure as well as Indeed.ca/salaries, we have identified positions and their corresponding salaries for Ontario based housing authorities. This has informed our pay band for this position from \$75,000 to \$110,000. This range is dependent on the successful applicant's experience and skill set.

Salary Range

\$75,000

\$92,500

\$110,000

Comparable Positions and Salaries

Title	Organization	Salary
Chief Executive Officer	CityHousing Hamilton	\$169,000
Manager of Operations	Housing York	\$119,000
General Manager	Whistler Housing Authority	\$100,000
Chief Executive Officer	Kingston Frontenac Housing Authority	\$128,000
General Manager	Peel Housing Authority	\$174,000
Executive Director	Ontario Aboriginal Housing Support Services	\$139,000

Appendix F: Policy and Jurisdictional Scan

Policy Overview

There are different approaches to attainable housing policies. Comparable jurisdictions are generally not bound to one single approach, but instead, choose policies from a range of different approaches based on their local needs.

Supportive Zoning Approach

Description

The municipality passes supportive zoning policies to encourage developers and landlords to create and sustain affordable housing units.

Example Policy and Program Options

- Accelerated Approvals
- Inclusionary Zoning
- Density Bonus
- Demolition Policy

Market Intervention Approach

Description

The municipality directly intervenes in aspects of the local real estate property to create attainable housing units.

Example Policy and Program Options

- Rent Restrictions
- Resale Price Restrictions

Supportive Market Approach

Description

The municipalities provide direct subsidies to support low to medium income residents to afford market priced units.

Example Policy and Program Options

- Secondary Suites Policy
- Housing Fund
- Subsidized Rent
- Development Charges Relief
- Land Use or Swap
- Partial Ownerships
- Rental Guarantees

Learning from jurisdictions of comparable population and housing market size, the Town of The Blue Mountains may consider adopting policies and program options from some or all of the approaches available.

Attainable Housing Policies: Supportive Zoning

Outlined below are policies commonly used to address a community's attainable housing.

Policy	Description	Benefits	Drawbacks
Accelerated Approvals	<ul style="list-style-type: none">• Prioritizes the municipality's approvals of attainable housing projects	<ul style="list-style-type: none">• Reduces red tape and bureaucracy for attainable housing developers	<ul style="list-style-type: none">• Creates a two-tiered approval system which may be seen as unfair
Inclusionary Zoning	<ul style="list-style-type: none">• Establishes zoning regulations that require attainable housing development• Can be applied to a percentage of units developed• Allows for off-site attainable development• Allows for in-lieu payment to a housing fund	<ul style="list-style-type: none">• Wide spread appeal as the single most commonly used policy (84% of US cities and 42% of Canadian surveyed)• Flexibility in how to design policy	<ul style="list-style-type: none">• Could cause NIMBYism if included on site• Could increase market prices if costs are passed down to buyers• Negative impact to developers
Density Bonus	<ul style="list-style-type: none">• Practice of granting density beyond what normally would be permitted if allotted to attainable housing	<ul style="list-style-type: none">• Supports attainable housing creation while benefiting industry	<ul style="list-style-type: none">• Difficult to implement in sparsely populated communities• Could lose "small town" charm• NIMBYism
Demolition Policy	<ul style="list-style-type: none">• Requires the replacement of rental accommodation during the redevelopment of a site or the protection of deed restricted units from destruction	<ul style="list-style-type: none">• Protects housing inventory without a cost to the municipality	<ul style="list-style-type: none">• Is only able to maintain current attainable housing inventory and not increase stock

Attainable Housing Policies: Market Intervention

Outlined below are policies commonly used to address a community's attainable housing:

Policy	Description	Benefits	Drawbacks
Rent Restrictions	<ul style="list-style-type: none">Restricts rental rates for certain types of housing	<ul style="list-style-type: none">Seen as effective in providing attainable housingCosts are offloaded to landlords instead of municipality	<ul style="list-style-type: none">Applicable to only rental unitsCan drive market price if rent restricted units make a material portion of marketHeavy market intervention
Resale Price Restriction	<ul style="list-style-type: none">Placing a covenant or deed restricting the amount prices can increase over a specific time for specific properties	<ul style="list-style-type: none">Has had wide success in the US where this policy is very popular with municipalities	<ul style="list-style-type: none">More complex than rental restrictionsLimits home owner's return on investmentNeeds a dedicated housing organization to evaluate resale prices

Attainable Housing Policies: Supportive Market (1/2)

Outlined below are policies commonly used to address a community's attainable housing:

Policy	Description	Benefits	Drawbacks
Secondary Suite Policy	<ul style="list-style-type: none">• Secondary suite policies encourage the development of auxiliary housing options through rebates or grants	<ul style="list-style-type: none">• Implementation can be easier than other policies as landlords take on the overall cost• Has shown ability to increase supply of attainable housing	<ul style="list-style-type: none">• High costs for home owner can be incurred to bring in auxiliary units in compliance• NIMBYism
Housing Funds	<ul style="list-style-type: none">• Funds established by legislation or ordinance to receive dedicated public funding for affordable housing	<ul style="list-style-type: none">• Receives ongoing revenues• Provides more security and allows for longer-term planning	<ul style="list-style-type: none">• Generally, increases taxes for a group of residents or businesses• Dependent on other government programs
Subsidized Rent	<ul style="list-style-type: none">• Tenants or landlords receive rent subsidies for market priced units	<ul style="list-style-type: none">• Requires no inventory of attainable housing	<ul style="list-style-type: none">• Large financial obligation to municipality or housing organization
Development Charge Relief	<ul style="list-style-type: none">• The municipality does not charge affordable housing projects development charges	<ul style="list-style-type: none">• Decreases costs for developers	<ul style="list-style-type: none">• Decreases revenues for the municipality

Attainable Housing Policies: Supportive Market (2/2)

Outlined below are policies commonly used to address a community's attainable housing:

Policy	Description	Benefits	Drawbacks
Land Use or Swap	<ul style="list-style-type: none">• Leverages municipal land inventory to incentivize attainable housing development by using public land or swapping it to spur development	<ul style="list-style-type: none">• A significant incentive for developers to build attainable housing because costs substantially decrease	<ul style="list-style-type: none">• Capital asset loss to the municipality
Partial Ownership	<ul style="list-style-type: none">• The municipality owns a portion of the development to decrease risk and cost on developer	<ul style="list-style-type: none">• A significant incentive for decreasing the developer's risk exposure	<ul style="list-style-type: none">• Large financial commitment to the municipality
Rental Guarantee	<ul style="list-style-type: none">• A municipality or business guarantees a certain rental percentage of a group of units to the landlord• This ensures a certain amount of occupancy revenue is generated either by tenants or if occupancy levels are not reached, the backer would pay the remaining difference	<ul style="list-style-type: none">• Decreases the risk exposure for the landlord	<ul style="list-style-type: none">• Increases risk and potential financial commitment from the backer (municipality and/or business)

Policies Implemented by Jurisdiction

Outlined below are the policies currently used in comparable jurisdictions of size and industry base:

Jurisdictions	Accelerated Approvals	Inclusionary Zoning	Density Bonus	Rent Restrictions	Resale Price Restrictions	Secondary Suites	Housing Fund	Demolition Policy	Development Charge Relief	Land Use	Partial Own.
Aspen, CO	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Mt. Crested Butte, CO	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Banff, AB	✓		✓		✓	✓	✓		✓		✓
Ketchum, ID	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Breckenridge, CO	✓	✓		✓	✓	✓	✓		✓	✓	✓
Jackson, WY	✓	✓	✓	✓	✓	✓			✓	✓	
Mammoth Lakes, CA	✓	✓	✓	✓	✓		✓		✓		✓
Telluride, CO	✓	✓	✓	✓	✓			✓	✓		✓
Steamboat Springs, CO	✓	✓		✓	✓		✓		✓	✓	✓
Sun Valley, ID	✓	✓		✓	✓		✓		✓		✓
Vail, CO	✓	✓		✓	✓				✓	✓	
Whistler, BC	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓

Rental guarantees were not included in our jurisdictional scan as private sector companies generally enact them

Strategies and Tools Overview

There are different strategies and tools municipalities use to support attainable housing policies. Comparable jurisdictions are generally not bound to one single strategy or tool, but instead, leverage different combinations of them to support the local needs of their communities.

Strategies

Description

These are used to provide the municipality the data and path forward to address affordable housing issues specific to that community. It can also be used as a communications document to express the need for investment.

Examples

- Attainable Housing Strategy
- Growth Management Strategy

Tools

Description

These are used as supporting initiatives to operationalize attainable housing policies.

Examples

- Public Private Partnerships
- Housing Organization
- Land Banking for Attainable Housing
- Waitlist System
- Attainable Housing Needs Assessment
- Dedicated Tax Revenue

Learning from jurisdictions of comparable population and housing market size, the Town of The Blue Mountains may consider adopting a range of strategies and tools.

Attainable Housing Strategies

Outlined below are strategies commonly used to by municipalities to address their attainable housing challenges.

Strategies and Tools	Description	Analysis
Attainable Housing Strategy	<ul style="list-style-type: none">• A document commissioned by the local government which recognizes and quantifies attainable housing shortage• Contains recommendations to address shortage	<ul style="list-style-type: none">• Communities that have strategies generally are more proactive instead of reactive
Growth Management Strategy	<ul style="list-style-type: none">• Creation of smart growth principles that takes into account environmental, cultural, economic and social considerations in city development	<ul style="list-style-type: none">• Allows for a comprehensive strategy to municipal development

Attainable Housing Tools

Outlined below are tools commonly used to by municipalities to address their attainable housing challenges.

Strategies and Tools	Description	Analysis
Public Private Partnerships	<ul style="list-style-type: none">• Generally involves a contribution from the public sector in the form of land and/or zoning and the private sector is responsible for servicing and building• Public sector can provide grants to keep the prices affordable to renters/owners	<ul style="list-style-type: none">• Allows for the public sector to increase its ability to create attainable housing
Attainable Housing Needs Assessment	<ul style="list-style-type: none">• Determines the parameters of the community's housing challenges• Confirms to the funding organization and residents that the need is genuine	<ul style="list-style-type: none">• Data and public facing document to gain support
Housing Organization	<ul style="list-style-type: none">• An organization dedicated to monitor attainable housing inventory, develop and implement attainable housing programs	<ul style="list-style-type: none">• Allows for a coordination and dedicated resources for this issue
Land Banking for Attainable Housing	<ul style="list-style-type: none">• Acquisition of property for attainable housing when there is no immediate plan to develop this land	<ul style="list-style-type: none">• Allows for municipalities to have an inventory of land to develop• Increase costs of maintaining unutilized lands
Waitlist System	<ul style="list-style-type: none">• Reflects the gap of non-market attainable housing other than social housing (where numerous waitlists are being utilized) and prioritizes potential beneficiaries• Can be used as a lottery system and point system to prioritize applicants	<ul style="list-style-type: none">• Criteria for waitlist and receiving attainability housing can be contentious
Dedicated Tax Revenue	<ul style="list-style-type: none">• The municipality or government creates a dedicated tax revenue stream to support the development of attainable housing• This is generally in the form of an increase to municipal taxes in which the increase is used solely to fund attainable housing	<ul style="list-style-type: none">• Need public buy-in• Some municipalities have used referendums to gain support

Strategies and Tools Implemented by Jurisdiction

Outlined are comparable jurisdictions in terms of size and industry base with a wide array of implemented strategies and tools.

Jurisdictions	Attainable Housing Strategy	Needs Assessment	Housing Organization	Waitlist System	Public Private Partnerships	Growth Management Strategy	Land Banking	Dedicated Tax Revenue
Aspen, CO	✓	✓	✓	✓	✓	✓		✓
Canmore, AB	✓	✓	✓	✓	✓	✓	✓	
Banff, AB	✓	✓	✓	✓	✓	✓	✓	
Bowen Island, BC	✓	✓	✓				✓	
Tofino, BC	✓		✓			✓	✓	✓ *
Fernie, BC	✓	✓				✓		✓ *
Squamish, BC	✓					✓	✓	✓ *
Revelstoke, BC	✓	✓						✓ *
Whistler, BC	✓	✓	✓	✓	✓	✓	✓	✓ *
Telluride, CO	✓	✓	✓	✓	✓	✓	✓	**
Jackson, WY	✓	✓	✓	✓	✓	✓		

Appendix G: BMAHC's Preliminary Budget

BMAHC Preliminary Budget

Outlined are preliminary budgets for the next three years.

Grand Total		\$500,000	\$500,000	\$500,000



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