

TERMS OF REFERENCE

Housing Action Plan for the Community of Squamish

INTRODUCTION

This Request for Proposals (RFP) invites proposals from eligible consultants to develop a Housing Action Plan for the Community of Squamish.

The Squamish Housing Options Group (SHOG) has been advised by several housing organizations, including CMHC, the BC Non-Profit Housing Association, and developers, that a detailed documentation of housing needs in the community is a necessary step toward securing funding and partnerships for future housing projects. Accordingly, SHOG is working with the District of Squamish and other funders to develop a Housing Action Plan.

SHOG came together in 2008 in order to share information and coordinate housing initiatives. It is a strong partnership of local organizations, including the following:

1. Squamish Social Planning Council,
2. Helping Hands Society,
3. Squamish Climate Action Network,
4. Sea to Sky Community Services,
5. Vancouver Coastal Health,
6. Howe Sound Women's Centre,
7. Squamish Nation,
8. Squamish Senior Citizens Housing Society,
9. Squamish Public Library,
10. District of Squamish,
11. builders, and,
12. interested citizens.

PROJECT DESCRIPTION

The Housing Action Plan will serve as a guiding policy document, with the aim of ensuring that there are sufficient housing options in Squamish to meet the full spectrum of needs found in the community. It will be the primary tool for guiding affordable and social housing¹ projects within the District. The Plan will update and supplement the District's Affordable Housing Strategy (2005), with emphasis on the non-market portion of the housing continuum. It will also serve as a critical tool for project fundraising.

The Plan will be carried out by multiple partners in the community over the short, medium, and long term, requiring collaboration among various levels of government, community organizations, and agencies.

The three components of the Housing Action Plan will be as follows:

1. a snapshot of housing needs within the community;
2. consensus on what the priority housing issues are; and,

¹ Affordable Housing: Rental or ownership housing priced to accommodate households with low or moderate incomes (80% or less of median community income). Social Housing is a subset of affordable housing, typically characterized by subsidized rent, and ownership and management by a government or non-profit entity.

3. an action plan to address the priority issues.

This three-step planning framework has been undertaken in many communities. The experience of those communities will be drawn upon to develop a Housing Action Plan that is inspirational for Squamish and readily implemented. The document will be concise, user-friendly, innovative, and have the end user in mind.

SCOPE OF WORK

The scope of work for this project includes, but is not limited to, the following:

A. Part I: Housing Needs and Demand

Review, summarize, and provide key findings regarding:

- the availability of various types of affordable and social housing within the District, and,
- the need for additional housing.

Part I of the Plan will address the full range of affordable and social housing needs, as well as the economic, environmental, and broad social costs of providing housing in the community. Target groups range from ‘hard to house’ members of the community, to those accommodated by rental and ownership of market housing. Opportunities and deficiencies in the housing continuum should be identified, *with an emphasis on the non-market portion of the housing continuum*. See Annex C ‘Squamish’s Affordable Housing Continuum’ for more information.

The study will draw on local and provincial statistical information, existing housing studies, and local knowledge via key informant interviews. This snapshot of housing needs and demand will be used to provide a baseline for monitoring in the future.

B. Part II: Housing Priorities

Using the results of the housing needs and demand study, work with stakeholders to develop consensus around housing priorities in Squamish. The consensus building process may involve development of criteria and principles to determine the most pressing of current and future needs.

C. Part III: Housing Action Plan

Provide clear direction and recommendations for the period 2013 to 2020. The recommendations should be expressed as short, medium, and long-term actions. Part III of the Plan should identify:

- potential models for implementing non-market types of housing based on best practices and the collective wisdom of those involved,
- potential partnerships with agencies, stakeholders, and community groups to ensure resources are available.

D. Deliverables

The deliverables for the project are as follows:

- Part I: Housing Needs and Demand Study - Detailed report of housing needs and demand in Squamish.
- Part II: Housing Priorities - A report to identify housing priorities in Squamish.
- Part III: Housing Action Plan – An action-oriented strategy to be reviewed and approved by community partners, including the District of Squamish, housing and social service organizations, and others with an identified role.

A final report must be submitted in colour format (10 bound copies), as well as electronic copies in Word & PDF formats.

E. Consultation and Meetings

The project requires consultation with agencies and stakeholders, as well as the public, to ensure incorporation of ideas and feedback into the Plan. The consultant should:

- ensure the style of consultation is inclusive,
- provide meaningful opportunities for input,
- make all relevant information about the planning process readily available to the public,
- present information in a clear, concise, and easy to understand format, and,
- accurately and objectively record and assess public input.

The following parties will be consulted:

1. Steering Committee - The Steering Committee for the Housing Action Plan will be comprised of a project sub-group from SHOG, and possibly additional members. The Consultant will work closely with the Steering Committee in preparing the Plan and liaise directly with members on a regular basis. Twice monthly conference calls will ensure consistent project updates and clear communication. Additional conference calls may be necessary. Meetings will take place with the Steering Committee at key milestones, as determined by the consultant's work program and schedule (see Table 1).
2. Advisory Group - A list of community advisors will be developed, including SHOG members, and representatives from the development, finance, and real estate industries. This list will form the basis for the key informant interviews. Throughout the duration of the project, Steering Committee members will present the project deliverables to these partners for their comments and approval.
3. The Public - The Consultant will coordinate (including preparation of materials and display boards) and attend a public open house to introduce the Draft Plan and gather feedback.
4. Mayor and Council – The final draft will be presented to Senior Management and District

Council. This will include a PowerPoint presentation.

For all meetings, the consultant will record meeting minutes and distribute them to the Steering Committee.

Table 1: Tasks and Schedule

Date	Tasks	Meetings
Dec. 2011	Issue RFEOI	
Feb. 2012	Issue RFP	
Feb. 2012	Assess proposals	
Feb. 2012	Award contract	
Mar. 2012	Part I. Housing Needs and Demand	March 1, 2012 - Steering Committee (start-up meeting)
May. 2012	Part II. Housing Priorities	Steering Committee + stakeholders (consensus building workshop)
Jul. 2012	Part III. Housing Action Plan	
Aug. 2012	Prepare first draft of document	Steering Committee (document review meeting)
Sep. 2012	Revisions	Open House (presentation)
Sep. 2012	Final Draft	District Council (presentation)

F. Background Review

The following documents should be included in the background review:

- District of Squamish Official Community Plan (2009),
- District of Squamish Affordable Housing Strategy (2005),
- District of Squamish Mixed Income Housing Program (not adopted).

BUDGET

A budget of \$20,000 has been secured for this project. This amount includes all expenses and disbursements, but is exclusive of taxes.

Annex ‘A’

Squamish’s Affordable Housing Continuum (a work in progress)

Type of Housing	Program/Project
Emergency Shelter	<ul style="list-style-type: none"> • Helping Hands Emergency Shelter
Transitional Housing	<ul style="list-style-type: none"> • Sea-to-Sky Support Recovery House • Homeless Outreach program • Pearl’s Place (transition house for women) • Valleycliffe House (Vancouver Coastal Health group home, residents are clients connected to Mental Health Services) • Timbertown (2 beds located in a mobile home park, residents are clients connected to Mental Health Services) • Supported Independent Living (SIL) Units (a rent subsidy program administered by Mental Health Services)
Social Housing	<ul style="list-style-type: none"> • Castle Rock (a subsidized family housing complex) • Newport House (a residential group home for adults living with developmental disabilities) • Renaissance (senior’s assisted living) • Squamish Manor (senior’s subsidized housing complex) • Hilltop House (Vancouver Coastal Health residential care facility) • Home share (a program where adults with developmental disabilities share a home with someone who provides ongoing support) • Youth transitioning to adulthood (service in North Vancouver, not available in Squamish) • Riverstones Housing Complex (30 rental housing units for seniors and persons with disabilities)
Affordable Rental (Non-Market)	<ul style="list-style-type: none"> • Provincial housing subsidy program • Brackendale Housing Co-op • Mixed Income Housing Program (MIHP) (not approved by DOS council)
Rental (Non-Market)	<ul style="list-style-type: none"> • Riverstones Housing Complex (rental housing units for seniors, persons with disabilities, couples, and small families)
Generally Affordable Rental (Market)	<ul style="list-style-type: none"> • Cedars (senior’s housing complex) • Westway Apartments • Westpark Apartments • Downtown hotels • Provincial rent subsidy program • Secondary suites, coach houses, laneway housing
Affordable Home ownership (Non-Market)	<ul style="list-style-type: none"> • Mixed Income Housing Program (MIHP) (not approved by DoS council)
Affordable Home Ownership (Market)	<ul style="list-style-type: none"> • Squamish Nation housing • Some market affordable housing in Squamish (no long-term, secure, affordable housing)