

Task Force Recommendations

City of Cranbrook | May 2024

Table of Contents

EXECUTIVE SUMMARY	3
TASK FORCE TERMS OF REFERENCE	5
Scope of Work.....	5
Responsibilities.....	5
Task Force Members.....	5
Task Force Meetings	6
TASK FORCE RECOMMENDATIONS.....	9
Vision	9
Identified Blocks	9
Strategic Directions	10
Action Plan	11
CLOSING COMMENTS	21
APPENDIX A: MURAL BOARDS	22
Figure 1 Process Design	7
Figure 2 Identified Blocks	10
Figure 3 Consensus Chart	11
Figure 4 Vision Mural Board	23
Figure 5 Identified Blocks Mural Board	24
Figure 6 Strategic Directions Mural Board	25
Figure 7 Action Planning Mural Board	26

Executive Summary

In 2023, the City of Cranbrook retained CitySpaces Consulting to provide facilitation services for the Cranbrook Housing Strategy Task Force (Task Force) and preparation of a Cranbrook Housing Strategy. The Task Force was formed as an advisory body to support the development of the Housing Strategy. The recommendations contained in this report represent the opinions and perspectives of Task Force members. The project process is summarized below:

- Following the completion of the Cranbrook Housing Needs Report (2020) and the Unit Need Estimate Update (2023), the Task Force was convened to provide recommendations to Council and participate in the housing strategy development process.
- The Task Force has grounded its work in evidence already collected, including key priority groups and known housing gaps. A key goal of the Housing Strategy will be to reduce Core Housing Need (CHN) and provide housing that meets current and future need.
- Task Force members represent a diverse range of expertise from organizations relevant to the housing sector and members of the community at-large.
- The Task Force met seven (7) times between January 2024 and April 2024. The Task Force followed a consensus-building method to create a vision, identify blocks to the vision, develop strategic directions, and set out a comprehensive action plan. CitySpaces then conducted a gap analysis against the Housing Needs Report and unit estimates to identify any areas for further consideration, which was reviewed with the Task Force for any required adjustments.
- The Task Force's final meetings focused on refinements to the final action plan and recommendations going forward to Council.

The Task Force Recommendations include an overarching vision, identified blocks, strategic directions, and an action plan outlining key actions to help facilitate the implementing of the Housing Strategy. See the four strategic directions with associated high-level goals on the following page.

1. Provide leadership and collaboration between players

- a. Build relationships and networks
- b. Use Best Practices to build a non-profit organization
- c. Create partnerships with private and non-profits in the housing sector
- d. Support viability of projects (i.e. streamline applications, collaborate between providers + developers)¹

2. Local government support to create affordable housing

- a. Communication from City Council to departments on strategic directions
- b. Update policies, bylaws, and regulations to support affordable housing

3. Build awareness, community acceptance, and a deeper understanding of needs

- a. Identify data driven needs and solutions to inform development
- b. Develop education campaign on housing

4. Create a long-term sustainable housing system

- a. Effective land use and protect rental housing stock

The Task Force's recommendations provide a framework to inform the comprehensive Housing Strategy, which sets the stage for further research and recommendations to address housing needs and gaps. The Task Force Recommendations report will serve as a companion document to the final Housing Strategy, alongside the Cranbrook Housing Needs Report and the Unit Need Estimate Update.

¹ Supports two strategic directions: Provide leadership and collaboration between players; and Local government support to create affordable housing.

Task Force Terms of Reference

Scope of Work

The scope of work includes:

- Review the recent City of Cranbrook Housing Needs Report to understand current housing conditions, as well as existing and projected housing needs in Cranbrook;
- Participate in the development of recommendations for the Strategy, including the vision, goals, and actions to improve housing and plan for future housing needs;
- Consider the roles of multiple players in addressing housing needs, including the federal government, provincial government, Regional District, non-profit organizations, private developers, and City of Cranbrook, as well as the potential for partnerships;
- Share insight based on background and experience; and
- Review draft deliverables and provide strategic input.

Responsibilities

The main responsibilities of Task Force members include:

- Attend Task Force meetings (if unable to attend, catch-up on missed content before the next meeting);
- Provide advice and insight based on expertise; and
- Participate in collaborative workshops and provide feedback on proposed goals, actions, and recommendations.

The Task Force is a strategic advisory board and does not have decision-making authority. Council will consider the Task Force recommendations and make final decisions on the Strategy.

Task Force Members

The Task Force included a diverse range of expertise from the housing sector and community at-large.

Table 1 Task Force Membership

Representative Category	Member	Organization
Mayor ²	Wayne Price	City Council
City Council (2 representatives)	Ron Popoff + Norma Blissett	City Council
City Staff ³	Rob Veg, Manager of Planning	City of Cranbrook
Provincial Government	Tyler Baker	BC Housing
Indigenous Government	Michelle Shortridge	Aq'am First Nation
Indigenous Housing Society	Cecilia Teneese, Executive Director	Aqanttanam Housing Society
Indigenous Housing Society	Austin Parisien	Kootenay Metis Housing Society
Non-Profit	Nancy Reid, Director	Community Connections
Non-Profit/Housing Provider	Kathi Heim, Director of Housing Services	Canadian Mental Health Association
Real Estate Investing + Landlord	Greg Eaton	Cranbrook Real Estate Investors
Charity	Brandon Arnett	NEXUS Community Support Society
Public at Large	Donna Grobell	None

Task Force Meetings

PROCESS DESIGN

The Task Force meetings were organized to bring members through the strategic planning process, from vision to action plans. Each workshop followed a consensus-building process. The overall aim of the process was to find practical, new directions for

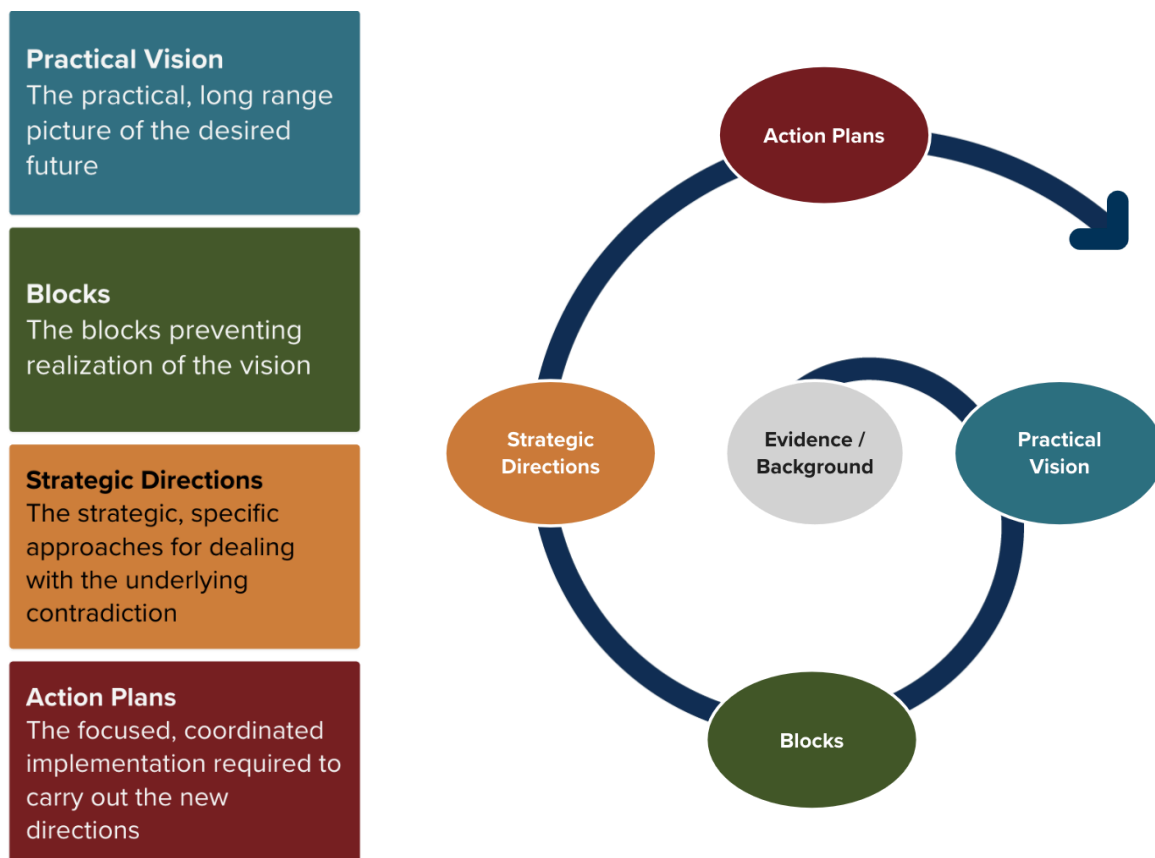
² The Mayor shall be an ex officio member of the committee, as per the Council Procedures Bylaw No. 3786

³ Additional City staff members actively engaged in the project and participated in Task Force meetings to offer valuable support and expertise.

the short-, medium-, and long-term, creating ownership for those directions and generating momentum and commitment to actions that will follow. The Task Force began with the priority groups and housing gaps already identified. The four workshops included:

5. **Practical Vision:** the practical, long-range picture of the desired future;
6. **Underlying Contradiction:** the underlying contradiction preventing realization of the vision;
7. **Strategic Directions:** the strategic, specific approaches for dealing with the underlying contradiction; and
8. **Action Plans:** the focused, coordinated implementation required to carry out the new directions.

Figure 1 Process Design



SUMMARY OF MEETINGS

All Task Force meetings were conducted virtually via Microsoft Teams, facilitated by the consultant team and closed to the public. The Task Force used the Cranbrook Council Procedures Bylaw for meeting procedures such as quorum, meeting agendas, and meeting minutes. The initial meeting was held in January 2024, with meetings occurring bi-weekly. Each session is summarized below:

- Introduction/Start Up (January 30th): and initial meeting to complete introductions, setting expectations, reviewing the Terms of Reference, and an overview of the work to-date on housing.
- Practical Vision (February 13th): the practical, long-range picture of the desired future.
- Underlying Contradiction/Blocks (February 27th): the underlying contradiction preventing realization of the vision.
- Strategic Directions (March 12th): the strategic, specific approaches for dealing with the underlying contradiction.
- Action Plans Part 1 (March 26th): the focused, coordinated implementation required to carry out the new directions.
- Action Plans Part 2 (April 9th): continuation of the focused, coordinated implementation required to carry out the new directions.
- Review + Finalize (April 23rd): review action plan adjustments and final feedback.

The consensus-building process provides the content to inform the housing strategy development, including recommendations for strategies and associated actions for implementation. Additional Task Force meetings are dedicated to reviewing the recommendations for Council, as well as the roles and responsibilities of members moving forward.

Task Force Recommendations

The Task Force recommendations include a vision, identified blocks, strategic directions, and a proposed action plan. These recommendations provide the framework for the Housing Strategy, including long term goals, directions for the next three years, and initial actions.

Vision

The Visioning Workshop started with a focus question: **What do you want housing to look like in Cranbrook in the next 5, 10, and 20 years?** Based on this question, task force members brainstormed their vision of the future. All ideas were clustered together into key themes (see Appendix A). The key themes were put into an action statement, which was reviewed and revised by the task force:

In the next 5, 10, and 20 years, housing in Cranbrook will be **diverse, safe, equitable, and inclusive**, with an **adequate and appropriate housing supply** that is **affordable** to all renter and owner households.

This will be achieved with **outside the box creative approaches, coordinated and strategic densification**, and **alignment with government funding** programs to meet housing needs.

To address identified needs and gaps, new housing will include **more supportive housing, seniors housing**, and **housing for low-income and middle-income workers**.

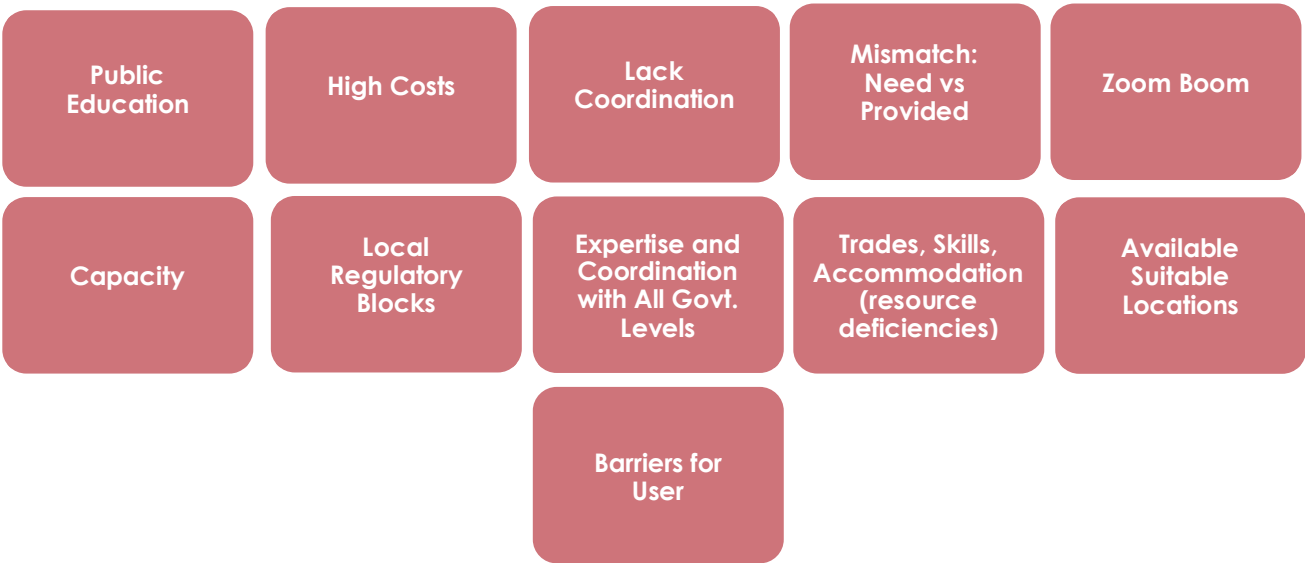
The vision served as a guide for members to refer to as they developed goals and actions for improving housing in Cranbrook. The vision will be the guide for the development and implementation of the Housing Strategy going forward.

Identified Blocks

The blocks/underlying contradictions workshop started with a focus question: **What will block us from realizing our vision?** Based on this question, the task force members brainstormed potential barriers to achieving the vision. All ideas were clustered together into key themes (see Appendix A – Mural Boards). The blocks workshop acknowledged

tensions and dealt with the current reality. Understanding the current and potential barriers helped to develop strategic directions that can overcome those blocks.

Figure 2 Identified Blocks



Strategic Directions

The strategic directions workshop started with a focus question: **What can we do to deal with the blocks and realize our vision?** Based on this question, the task force members brainstormed solutions to the identified blocks. All ideas were clustered together into key themes to form 'Strategies' (see Appendix A – Mural Boards).

The task force members then took those key themes/strategies and formed 'streams' of action and momentum. Strategies were grouped together based on alignment. Each row of the chart below ends in a statement that points to a strategic direction.

Figure 3 Consensus Chart

Build relationships + networks	Use best practices to build non-profit organization	Create Partnership with private + non-profits/housing	Support Viability of projects (streamline applications, collaborate between providers/ developers)	Towards providing leadership and collaboration between players
Communication from City Council to departments on Strategic Direction	Update polices, bylaws, regulations			Towards local government support for affordable housing
Identify data driven needs + solutions (to inform development)	Develop Education Campaign on housing			Towards awareness, community acceptance, and a deeper understanding of needs
Effective land use and protect rental stock (utilize funding sources)				Towards long term, sustainable housing system (full housing continuum)
Strategies				Strategic Directions

Action Plan

The action-planning workshops started with a focus question: **What actions do we need to take to achieve the strategic directions?** Based on this question, the task force members brainstormed action items for each strategy/goal. Action items were then put onto a timeline and grouped into short-, medium-, and long-term actions. For each group of actions, task force members identified a lead, support, and required resources (see Appendix A – Mural Boards).

The draft action plan was reviewed by CitySpaces and a gap analysis was conducted against the Housing Needs Report and Unit Estimates reports. Based on the gap analysis, proposed adjustments were made to the action plan, which was reviewed with the City of Cranbrook. The revised action plan was then brought forward to the task force to review and validate. The final action plan is shown on the following pages.

Given the heavy focus on short term actions in the proposed plan, further recommended actions will be explored during the development of the Housing Strategy document.

STRATEGIC DIRECTION 1: PROVIDE LEADERSHIP AND COLLABORATION BETWEEN PLAYERS

Recommended Actions	Timeline					Lead	Support	Resources
	2024	2025	2026	2027	Ongoing			
Goal A. Build relationships + networks								
A1. Continuation of or start new task force or working group (arms length from local government)	✓					Task Force	Stakeholders + City	Volunteer + staff time
A2. Create database/ list of networks/ stakeholder registry	✓					Task Force	City	Volunteer + staff time
A3. Create GANTT chart to identify champions + expertise of stakeholders, ask group to fill in gaps	✓					Task Force	City	Volunteer + staff time
A4. Identify communication process/ engagement strategy		✓				City	Task Force	Staff Time
Goal B. Use best practices to build non-profit organization								
B1. Staff report to Council on overarching organization on Task Force continuation	✓					City	Task Force	Staff Time

B2. Undertake best practice research to explore structure of the entity/corporation (ownership model, arms length, who is involved)	✓	✓				City (with Experts)	Task Force	RFP
B3. Establish a housing society, non-profit, steering committee, or partnership group		✓	✓			City (with Experts)	Task Force	RFP
B4. Seed funding to hire staff or consultants to move it forward		✓				Task Force		SEED Funding
B5. Organizational bylaws, mandates, Board of Directors, constitution, Executive Director		✓	✓			Task Force		SEED Funding
Goal C. Create partnership with private + non-profits/ housing sector								
C1. Identify interested parties to partner on strategy actions	✓	✓				Task Force	City	Volunteer + staff time
C2. Education on housing strategy + stakeholder communication campaign	✓	✓				City (with Experts)	Task Force	RFP
C3. Host annual housing convention (BCNPHA - RENT in Sept)		✓	✓			Task Force	City, BCNPHA	Volunteer + staff time

C4. Find out what has already been done, and what has been effective, what BC Housing has already done that can be utilized/Best Practices		✓				Task Force	BC Housing	Staff Time
Goal D. Support viability of projects (streamline applications, collaborate between providers/ developers)*								
D1. Improve communications between City and applicants on timelines + new online portal	✓					City	Task Force	Staff Time, Resource Portal
D2. Develop municipal land acquisition strategy			✓	✓		City	Task Force	Staff Time, Funding
D3. New Role - Housing Coordinator / Connect projects with funding + local resources with each other	✓					City	Columbia Basin Trust	City Budget
D4. Update city development guide + distribute widely/make clearly available (Permit application guide)			✓			City	Task Force	Staff Time
D5. Create Housing development guide to support partnerships + navigate systems				✓		City (with Experts)	Task Force	RFP

* Supports two strategic directions: Provide leadership and collaboration between players; and Local government support to create affordable housing.

STRATEGIC DIRECTION 2: LOCAL GOVERNMENT SUPPORT TO CREATE AFFORDABLE HOUSING


Recommended Actions	Timeline					Lead	Support	Resources
	2024	2025	2026	2027	Ongoing			
Goal E. Communication from City Council to departments on strategic direction								
E1. Focused media presentations based on data as part of regular meeting					✓	City + Council	Task Force	Staff Time
E2. Coordinate inter-departmental City staff meetings					✓	City + Council	Task Force	Staff Time
E3. Review 2024-2027 Strategic Plan for alignment with Housing Strategy	✓					City + Council	Task Force	Staff Time
Goal F. Update policies, bylaws, regulations to support affordable housing								
F1. City Council direction, endorsement, agreement in principle with the Housing Strategy implementation					✓	City Council	City	Staff Time
F2. Update OCP to reflect and accommodate Housing Strategy actions	✓	✓				City		Staff and/or RFP
F3. Introduce policies to support strategy objectives following the OCP Update	✓					City	Task Force	



F4. Establish incentives to encourage types of housing needed to address identified needs and gaps			✓			City	Task Force	Staff and/or RFP
F5. Task Force put forward, recommend, or review policy amendments					✓	Task Force	City	Volunteer + staff time
F6. Establish policies to set requirements for rental, affordable, or other types of housing to create opportunities for staff to encourage developments that address identified needs	✓					City	Task Force	Volunteer + staff time

STRATEGIC DIRECTION 3: BUILD AWARENESS, COMMUNITY ACCEPTANCE, AND A DEEPER UNDERSTANDING OF NEEDS


Recommended Actions	Timeline					Lead	Support	Resources
	2024	2025	2026	2027	Ongoing			
Goal G. Identify data driven needs + solutions to inform development								
G1. Keep data and understanding up to date (legislation every 5 years)					✓	City	Task Force	Staff Time
G2. Development dashboard - monitor housing strategy progress + needs to communicate evolving need as development occurs (use current data portal)		✓				City	Task Force	Staff Time
Goal H. Develop education campaign on housing								
H1. Communicate with public about new BC legislative changes	✓					City	Task Force	Staff Time
H2. Members of working group give targeted presentations to community (buy-in)					✓	Task Force	City	Volunteer + staff time
H3. Presentation roadshow					✓	Task Force	City	Volunteer + staff time
H4. Hire a Coordinator/experts + RFP for education campaign	✓					City (with experts)		RFP



H5. Secure money/funding		✓				City	Task Force	Staff time
H6. Communications Plan (e.g. newspaper ads)		✓	✓			City		Staff time
H7. Clarify and define the message that we want to get out there - define the WHY		✓	✓			City + Task Force		Volunteer + staff time

STRATEGIC DIRECTION 4: CREATE A LONG TERM, SUSTAINABLE HOUSING SYSTEM

Recommended Actions	Timeline					Lead	Support	Resources
	2024	2025	2026	2027	Ongoing			
Goal I. Effective land use and protect rental stock								
I1. RFQ/P for projects on city land (Council commit land)	✓					City	Task Force	Staff Time + municipal assets
I2. Explore Policies for rental protection and sustainable housing system		✓				City	Task Force	Staff and/or RFP
I3. Explore Residential Rental Tenure Zoning	✓					City	Task Force	Staff and/or RFP
I4. Inclusionary policies for rental units in all development		✓				City (via OCP)	Task Force	Staff and/or RFP
I5. Incentivize desired land uses in ideal areas		✓				City	Task Force	Staff and/or RFP
I6. Heritage designation to preserve housing/access funding			✓			City (with experts)	Task Force	Staff and/or RFP



17. Review strata conversion policy			✓			City	Staff time
18. Plan for increase in water and sewer capacity where development is considered					✓	City	Staff and/or RFP
19. Currently reviewing infrastructure capacity (Capital works planning)	✓	✓				City	Staff time

Closing Comments

The Task Force's recommendations represent the culmination of significant time and energy, along with extensive City staff support, participation of two City Council members, and leadership from Mayor Wayne Price.

This report is a summary document outlining the Task Force's recommendations for Council consideration. It outlines the vision, identified blocks, strategic directions, and an action plan. These elements provide a framework from which a final comprehensive Housing Strategy will be developed. The Task Force Recommendations will serve as a companion document to the final Housing Strategy, alongside the Cranbrook Housing Needs Report and the Unit Need Estimate Update.

Moving forward, it is anticipated that the action plan will require review and possible adjustments as housing needs in Cranbrook change over time. As Cranbrook implements the action plan, it will be important to establish a coordinated approach with key partners in the housing sector. Addressing housing needs and gaps may require partnerships; policy and regulatory changes; and external funding to advance housing priorities.



APPENDIX A: MURAL BOARDS

Figure 4 Vision Mural Board

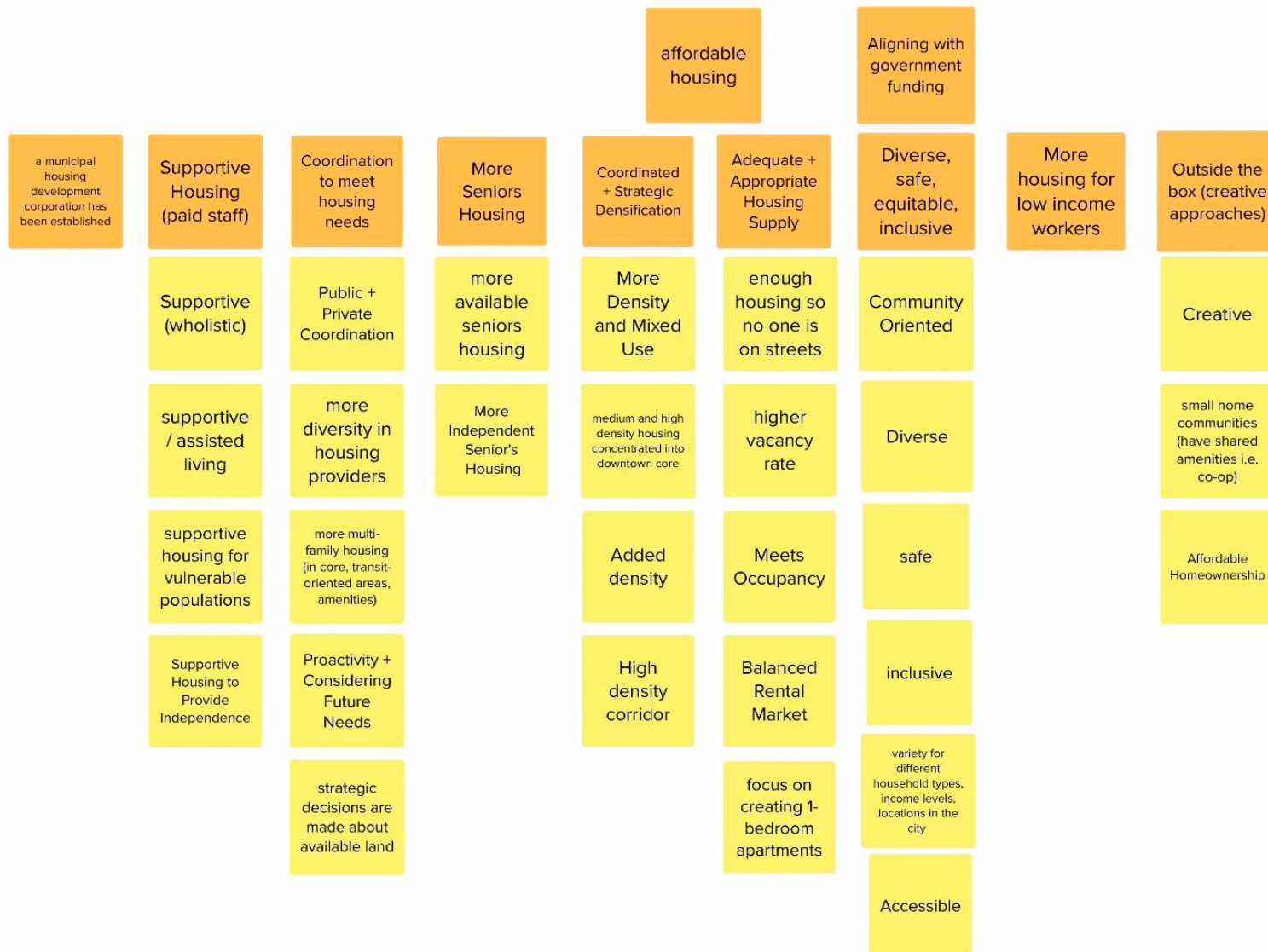


Figure 5 Identified Blocks Mural Board

Public Education	Too expensive/high costs (missing equity)	lack coordination (busy/silo)	Mismatch with need vs provided	Zoom Boom	barriers for user	Capacity	Local Regulatory Blocks	Expertise and coordination with all govt levels	Trades, Skills, Accommodation (resource deficiencies)	Available Suitable locations
NIMBYISM / influential to outcome of projects	Cost to city for city servicing upgrades	Duplication of services	Developer profitability / Market conditions	Perception that rural communities are more affordable	Provincial household financial barriers - maintenance, interest rates (renters and owners)	Insufficient resources to access funding	Changing priorities / funding from govt	Provincial systems / departments underfunded and misaligned - lacking Cranbrook's vision	Lack of trained workers	Suitable property
Lack of community education (NIMBYism)	Interest Rates are a challenge	Need Single Coordinating Entity	Dedicated availability of workforce housing	Post-Covid reaction - Kootenays a big draw	Sustainable lifestyle choices	Projects not viable w/out subsidies/ incentives	Political will	Income thresholds set by Province - don't meet Cranbrook's household income (MIL)	Lack of expertise	Expensive to develop land
Public Acceptance	Construction costs **	Lack of Alignment between NP efforts / competing for same resources	Lack of cultural appropriate housing	Remote working		Complexity of multiple moving requirements for funding access	Lack of LG / OCP policy to secure housing	Insufficient government resources (Time for landlord to access right system (B.C. example - defunding second)	Lack of expertise and funding (to something like Housing Corp)	
Stereotypes of people/ groups and resistance to change	Increased interest rates + cost of construction, real estate	Need Collaboration with employers	Aging in place	influx from large cities, limited housing		Non-profit driven (facing challenges)	Lack of pre-designation of land in OCP for housing	Need credibility, capacity, and coordination (practice will come on board in Poverty Forum - Victoria example)	Not enough skilled labour / competitiveness for small talent pool	
Stigma - particularly towards low-income households	Economics of supply and demand	Lack of understanding about what the issues are (lack of cooperation / ability to work together)	Missing small appropriate units for seniors	new employees need housing + daycare (live in Kimberly)		City is conscious of role, dependent on external groups to take initiative	Local policy barriers/ challenges to using available land	Creative projects - obstruct regulatory/zoning, building inspectors	Need for landlord experience as NP	
Fear of change impacting them - eg. multi-family housing impacting down home prices, fear of crime	Available land is under serviced... Utilities / servicing capacity limitations	Inefficient process to access housing funding	Lack of Missing Middle housing	prevent city from growing tax base			Housing newly on the radar		Management + staffing	
"If it's not broke don't fix it" Risk aversion.	Cost of social housing construction	Government process + funding is not streamlined	What it costs to build, no one can afford to rent	"Cranbrook bubble" perceptions on affordability			Recently Hired new planners		Expertise missing on funding landscape	
NIMBY just noise, we need housing	Failing older infrastructure needs upgrades / can only handle low density development	City has limited funding sources/revenue generating	Provincial Housing lacks no other to be from Cranbrook - on interior health barrier for seniors homebased care				Land use study done, now identify and zone up		Need housing for workers	
	Equity and Cash Flow	Organizations doing their own thing - not coordinated	None - need to attract new residents as well				Bylaws + Red Tape		Developers bring skilled labor (bring in workers and no place for them but hotels)	
	Need financing for workers housing	Cranbrook missing opportunities for BC Housing funding					Contractors limited capacity / staffing needs			
	Development costs prohibitive, sitting on land						Regulatory limitations in RS zones			
							OCP and bylaws not in place to direct purpose built housing			
							Overdue planning tools, new city council made planning a priority			
							Creative projects - obstruct regulatory/zoning, building inspectors			

Figure 6 Strategic Directions Mural Board



Figure 7 Action Planning Mural Board

Priorities	Goals	Actions	Lead	Support	Resources
(Strategic Directions)	(Strategies)				
Towards providing leadership and collaboration between players	<p>Build relationships + networks</p> <p>Use best practices to build non-profit organization</p> <p>Create Partnership with private + non-profits/housing sector</p>	<p>Low Hanging Fruit (2024)</p> <p>Task force continues</p> <p>Create database/ list of networks/ stakeholder registry</p> <p>Staff report to Council on overarching organization</p> <p>Build on existing recent research</p> <p>Communicate with public about new BC legislative changes</p> <p>Identify interested parties to partner on strategy actions</p> <p>Funding</p>	Ongoing	<p>Task Force (whole or individual)</p> <p>Stakeholders identified + City of Cranbrook</p> <p>Task Force</p> <p>Columbia Basin Trust; Housing Society (Sparwood, Rossland); Whistler Village; Nelson Cares</p>	<p>Seed funding + RFP</p>
		<p>Short Term</p> <p>Y1 (2025) Y2 (2026) Y3 (2027)</p> <p>Continuation of or start new task force or working group (same length from local govt)</p> <p>Identify communication process/ engagement strategy</p> <p>Send funding to hire staff or consultants to move it forward</p> <p>Organizational bylaws, mandates, Board of Directors, constitution, E.O. (TEAM 5)</p> <p>Education on housing strategy + communication campaign</p>			
Towards local government support for affordable housing	<p>Support Viability of projects (streamline applications, collaborate between providers/developers)</p> <p>Communication from City Council to departments on Strategic Direction</p> <p>Update policies, bylaws, regulations</p>	<p>Improve communications with applicants on timelines + new online portal</p> <p>Land Inventory (how to acquire from private)</p> <p>Host annual housing convention (BCNPAK - RENT in Sept)</p> <p>New Staff - Housing Coordinator - Connect projects with funding + local resources with each other</p> <p>Affordable housing adopted in Strategic Plan</p> <p>City is already taking actions - task forces, OCPs</p> <p>Update HNR</p> <p>Expand land inventory - Zoning land ready</p> <p>Staff/Task Force put forward policy amendments</p> <p>Council prioritize policy amendment/ creation to give staff negotiation strength</p>	<p>City + taskforce</p> <p>City + council</p> <p>City of Cranbrook</p>	<p>Explore specific partnership w/ CBT</p> <p>Task force</p> <p>Task force</p>	<p>Resource Portal</p> <p>Funding + Grants Guide</p> <p>Potential Partners (match making)</p> <p>BC Housing; resources</p>
		<p>Development dashboard - monitor housing strategy progress + needs (use current data portal)</p> <p>Update city development guide + distribute widely/ make clearly available (Permit application guide)</p> <p>Create Housing development guide to support partnerships + navigate systems</p> <p>Communicating evolving need as development occurs</p> <p>Incentivize the types of development needed (DDCs, tax exemptions, city land etc)</p> <p>Communications Plan (e.g. newspaper ads)</p> <p>Find out what has already been done, and what has been effective, what BCH has already done that can be adopted/Best Practices</p> <p>Clarify and define the message that we want to get out there - define the WHY</p>			
Towards awareness, community acceptance, and a deeper understanding of needs	<p>Identify data driven needs + solutions (to inform development)</p> <p>Develop Education Campaign on housing</p>	<p>Focus on HNR identified needs - already assessed</p> <p>Update OCP/ Zoning to encourage (or require) needed outcome</p> <p>Hire a Coordinator/ experts +RFP</p> <p>Secure money/ funding</p> <p>Keep data and understanding up to date (legislation every 5 yrs)</p> <p>Members of working group give targeted presentations to community (buy-in)</p> <p>Presentation roadshow</p>	<p>City of Cranbrook</p> <p>City of Cranbrook + experts/RFP</p>	<p>Task Force</p> <p>Task Force</p>	
Towards long term, sustainable housing system (full housing continuum)	<p>Effective land use and protect rental stock (utilize funding sources)</p>	<p>RFQ for projects on city land (Council commit land)</p> <p>Explore rental protection policies</p> <p>Use Residential Rental Tenure Zoning</p> <p>Inclusionary policies for rental units in all development</p> <p>Incentivize desired land uses in ideal areas</p> <p>Heritage designation to preserve housing/ access funding</p> <p>Review strata conversion policy</p> <p>Plan for increase in water and sewer capacity where development is considered</p> <p>Currently reviewing infrastructure capacity (Capital works planning)</p>	<p>City of Cranbrook + Council</p>	<p>Task force + professional review</p>	<p>Experts</p>



VANCOUVER OFFICE

1111 West Hastings Street, #585
Vancouver BC V6E 2J3

604-687-2281



VICTORIA OFFICE

821 Burdett Avenue, #302
Victoria BC V8W 1B3

250-383-0304



www.cityspaces.ca