Tofino Housing Corporation

STRATEGIC PLAN 2021-2023

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Executive summary

This is the Tofino Housing Corporation's first strategic plan, and will guide the organization over the next three years. It articulates the shared vision, mission and goals of the Tofino Housing Corporation, and the strategic priorities and key initiatives for implementation over the 2021-2023 timeframe. The strategic plan resulted from a day and a half planning session of the Board and Executive Director, supported by an external facilitator. The planning process clarified the priority target markets for housing, as well as the types of housing that the Tofino Housing Corporation would focus on as the primary projects.

Strategic planning process steps

1 Where are we going?

- Vision, mission/purpose
- What success looks like in 10 years

2 Where are we now?

- Current situation

3 How do we get there?

- Strategic priorities
- Actions

4 focus areas identified

Housing development	Communications + advocacy
Funding	Organizational development

Each focus area describes a set of goals, strategic priorities, key actions and key performance indicators.

Brief history of the THC

The Tofino Housing Corporation (THC) was incorporated in 2005 to "carry on the business of providing attainable and affordable housing for employees and residents within the District of Tofino (District) and surrounding geographical areas." The THC is a non-profit corporation that is owned and controlled by the District, with a majority of the Board of directors comprised of District representatives, but is at arms-length from Council.

The District identified the District-owned lands of District Lot (DL) 114 as the most suitable municipal lands to develop for attainable and affordable housing. A feasibility plan for 53 units on District Lot (DL) 114 was developed, and a local area plan and partial rezoning was approved, but the THC was dissolved by the District in 2012 due to the lack of progress and a Council that believed there were other ways that attainable and affordable housing needs could be addressed.

Subsequently, a housing needs assessment and seasonal workers' report were conducted in 2015-16, which demonstrated a continued, and increased, need and demand for affordable housing, while the gap between housing prices and incomes continued to widen. At the same time, there were no entities in the community that were taking on a housing role. In 2016, the District conducted a request for proposals process for a private or non-profit entity to take on the development of DL 114 into a mix of affordable, attainable and market housing. As a result of the lack of appropriate proposals, the District Council decided in 2017 to restore the THC, a part-time Executive Director was hired and a new Board formed.

In 2018, the THC Board agreed to go with a business model in which the THC would act as a land steward/housing facilitator, and partner with Catalyst Community Developments Society (Catalyst) as the third party, non-profit housing developer.

The THC is currently run by a part-time Executive Director (a housing planning consultant), and governed by a Board of seven directors, four of whom are representatives of the District.

Board of Directors (2020)

- Josie Osborne, Mayor (Former), District of Tofino
- Duncan McMaster, Councilor, District of Tofino
- Andrea McQuade, Councilor, District of Tofino
- Bob MacPherson, CAO, District of Tofino
- Melody McLorie, HR Manager, Wickaninnish Inn
- Cindi Levine, Coastal Community Credit Union
- Kaye Melliship, Executive Director, Greater Victoria Housing Society

Where we are now

The THC is a relatively new housing organization, and we are only just about to enter our first build phase in partnership with Catalyst.

The THC currently receives annual project revenues from the District through an agreement for MRDT (municipal and regional district tax) funds. This amount varies annually, but is in the range of $250,000 to $275,000 per year. The MRDT funding agreement runs out at the end of 2022, and needs to be renewed. Additional capital funding has come from the sale of two one-bedroom apartments owned by the District, acquired as amenity contributions during the rezoning process, and from government grants and loans. The THC business model currently also depends on District-owned land donated to the THC for housing.

There are currently two active housing projects, one on Sharp Rd (14 units of below-market rental housing) south of the town centre and DL 114 (72 units of below-market rental housing; four price restricted, resident restricted half-duplexes with suites; and two market half-duplexes). Both land parcels have been rezoned for residential housing, development agreements have been signed with Catalyst, and building permit ready plans have been developed. The THC is currently waiting to secure senior level government funding and the financing to build the projects.

The THC has also facilitated the sale of two price restricted, resident restricted one-bedroom homes, including developing the policies and processes for managing future price restricted, resident restricted sales.

The primary focus of the two projects are rental housing; however, there is an expressed demand for price-restricted, resident-restricted home ownership, and the THC is currently assessing options for building additional ownership housing. In addition, we are now beginning to plan for Phase 2, the next housing projects after the first two projects have been completed. Phase 2 will require identifying and securing additional land for new developments, including ownership housing.

A number of positive (helpful) factors and negative (hindering) factors affect the THC and our work. These factors include:

Positive	Negative
• A demonstrated need and demand for housing • Strong support from the District of Tofino and business community • Solid housing expertise in the organization, including the development partner • Excellent funding environment, including availability of MRDT • Land for two projects has been rezoned	• Lack of complete community understanding and support for non-market housing and role of THC • Continued growing gap between housing costs and income • Lack of additional zoned land parcels • Increasing tourism pressures creating growing need for additional employee housing • Uncertainty over infrastructure capacity and community support of new residential growth

Our vision

A safe, secure and affordable place to live is available to all people who call Tofino home.

Our mission

To facilitate development and operation of below market housing in Tofino.

Who we are and who we're not

The THC is a non-profit housing corporation dedicated to delivering non-market housing in Tofino. As such, we are responsible for acquiring land, securing funding, and developing and managing housing (currently through a partnership). Our immediate focus is on providing non-market housing, although we also recognize the need for social housing in the community, and aim to address those needs in the longer term.

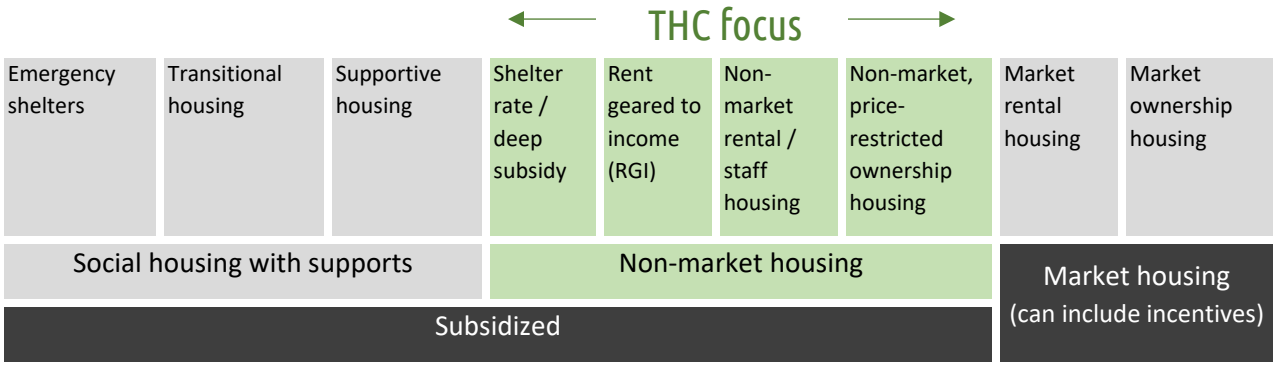


Figure 1. Housing continuum

The THC recognizes that delivering housing to the community is a multi-pronged task, and that many partners need to be involved to help achieve the THC's vision. While the THC is focused on delivering housing, there are a number of related roles that the THC cannot undertake, or can only play a supporting role, and which need to be taken on by others.

Others' roles

- Conducting regular housing needs assessments
- Engaging the community and regional partners in discussions about housing
- Providing seniors' housing
- Providing temporary housing
- Developing and enacting policies and bylaws that support the development of affordable housing
- Providing support services to residents (e.g. meals, therapy, training, programming)
- Regulating short-term rentals

Focus areas

Our 4 focus areas of work are:

Housing development	Communications + advocacy
Funding	Organizational development

Housing development

Housing development includes all aspects of delivering housing, including securing land, facilitating housing development by a third-party partner, or acting as the housing developer and manager.

Goals

- Develop below-market rental housing and price restricted, resident restricted ownership housing
- Seek opportunities to facilitate housing along the full spectrum of needs including addressing homelessness, supportive housing and staff accommodation
- Secure land for non-market housing developments
- Collaborate with agencies and organizations to deliver housing
- Work towards becoming developer and owner of rental housing

KPI

- Number of rental housing units built
- Number of price restricted resident, restricted units built
- Number of households housed
- Parcels of land identified for Phase 2
- New partnerships developed to deliver housing

Target

By 2030, the THC will have delivered:

- 30 units of price restricted resident restricted ownership housing
- 150 rental units

KPI = Key Performance Indicator

Strategic Priorities	Actions (2021)	Actions (2022-23)
1. Identify and secure land for housing	• Initiate discussion with Council about future use of DL 114 for additional housing • Conduct a land mapping exercise to identify other potential sources of land	• Confirm land available to THC • Meet with First Nation partners to identify potential land and housing development collaboration • Work with the District to consider prioritizing acquisition of land during rezonings
2. Build more housing	• Support Catalyst Community Developments Society to complete DL114 apartments and Sharp Road below market rental housing projects • Develop the DL 114 duplexes as price restricted, resident restricted housing • Develop a business model for developing price restricted, resident restricted housing	• Develop a preliminary long-term plan for additional housing development on DL114 • Identify possible alternative locations to DL 114 for new housing development
3. Seek and build potential partnerships to deliver housing	• Meet with the District of Ucluelet to discuss opportunities for expanding and aligning projects on the peninsula • Support business community efforts to develop staff accommodation	• Identify and capitalize on relationships within the THC Board to create partners • Begin targeted outreach to other regional housing and service providers/organizations to establish relationships
4. Clearly understand housing needs	• Support Tofino/Ucluelet housing needs assessment (2021)	• Initiate regular housing and employment inventory in Tofino in collaboration with the District
5. Create the systems for delivering and managing housing		• Develop a robust waitlist system for new below-market rental housing • Continue to manage the price restricted, resident restricted purchase lotteries on behalf of the District

$ Funding

Funding is required for ongoing operational and administrative requirements as well as for capital for new builds. While the current funding comes from MRDT, there is a need to increase and diversify operational revenues.

Goals

- Secure ongoing, sustainable funding with diversified revenue sources
- Secure commitment of MRDT funding for housing

KPI

- MRDT funding agreement secured for 2022-2026
- Number of funding sources secured
- Value of grants and loans received

KPI = Key Performance Indicator

Strategic Priorities	Actions (2021)	Actions (2022-23)
1. Secure long-term MRDT funding	• Work with Tofino Council to confirm renewed MRDT funding for 2022-2026	
2. Identify and pursue alternative sources of funding	• Continuously monitor potential funding programs including government, philanthropic, new loan sources • Encourage Council to amend DCC bylaw to include affordable housing	• Explore an ACRD service establishment for affordable housing revenue • Encourage Council to review the amenity guidelines • Request that the Province allow the District to implement an empty homes tax, with the tax revenues allocated to the THC to build housing • Work with the District to identify possible new sources of revenue • Work with Tofino Council to explore funding for specific THC activities via the Tofino housing service agreement

Communications and advocacy

Regularly communicating THC's initiatives, and advocating for tools to support housing, are important for gaining greater support and understanding of affordable housing needs in the community.

Goals

- Be a key partner, and an essential and trusted community asset
- Influence local, provincial and federal government housing policy
- Communicate and celebrate THC successes
- Be a leader in tourism communities for providing affordable housing

KPI

- Number of regular meetings with Council
- Number and type of communications to the community
- Increased community understanding and support of the THC's work

KPI = Key Performance Indicator

Strategic Priorities	Actions (2021)	Actions (2022-23)
1. Increase communications efforts	• Develop and publish a regular newsletter • Execute communications to promote the DL114 and Sharp Road projects • Engage the Tofino Council and the community in conversations about housing and the THC's role • Provide orientation for new Council members	• Develop and execute a communications and media strategy • Write a THC history and timeline that describes who we are and publish on website • Develop a new brand and website for the THC

Strategic Priorities	Actions (2021)	Actions (2022-23)
2. Build relationships with relevant organizations	• Initiate a meeting among THC, the District of Tofino, the District of Ucluelet and local First Nations to share strategic plans, agreements and goals • Develop a plan/schedule to meet regularly (e.g. quarterly) with Council to update on THC's work, and/or invite Councilors on a rotating basis to THC Board meetings	• Meet with regional organizations to share information • Reach out and/or join umbrella organizations (e.g. BCNPHA) • Identify opportunities to participate and speak at conferences, meetings, etc.
3. Advocate to increase support for housing	• Provide information to, and support advocacy efforts by, community champions	• Identify specific tools (such as Empty Homes Tax) that will support housing, and advocate to senior levels of government to allow the District to implement

Organizational development

Developing a strong organization with the required expertise, governance and staffing will strengthen THC's capacity to deliver on our mission and goals.

Goals

- Strengthen organizational governance
- Build and maintain a committed Board representative of the needs of the organization
- Build and maintain an organization with the skills to deliver housing
- Foster ongoing support from Council and the community
- Cultivate regional collaboration and partnerships

Photo by: Sam Vandervalk

KPI

- Number of organizational policies developed or reviewed each year
- Five-year financial plan and staffing plan completed
- Number of new, formalized partnerships developed and maintained

KPI = Key Performance Indicator

Strategic Priorities	Actions (2021)	Actions (2022-23)
1. Develop systems and tools for strengthening governance	• Identify and develop full suite of organizational policies (including financial, employee, Board) • Formalize Board positions and roles • Develop a longer term (5 years) financial plan • Build capacity for Tofino Council members joining the THC Board • Create a governance committee of the THC Board, focusing initially on organizational priorities	
2. Build organizational capacity	• Identify the skills and representation required for the Board and seek Board members to fulfill those requirements	• Develop succession strategy for replacing the Tofino CAO's position on the THC Board

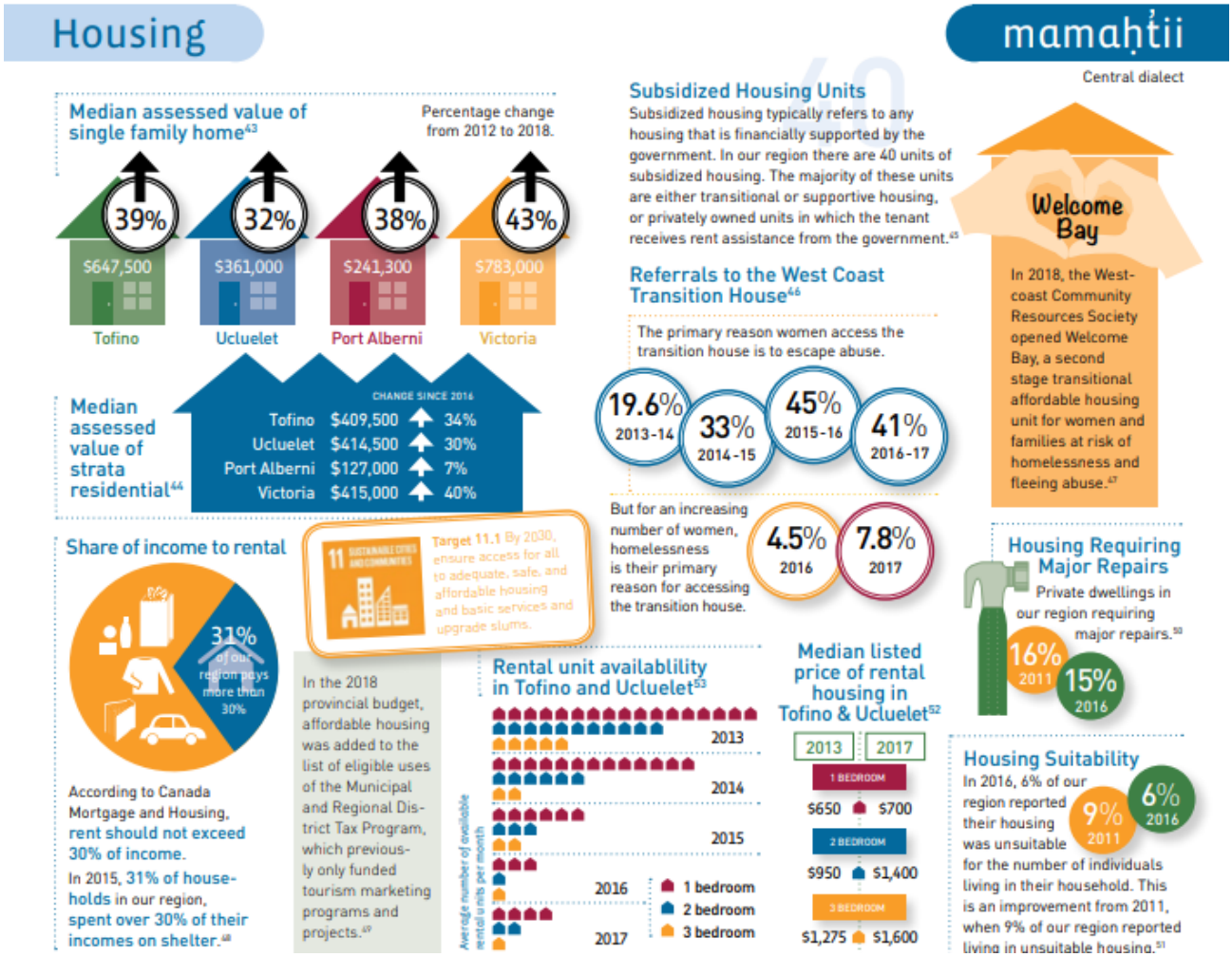
Strategic Priorities	Actions (2021)	Actions (2022-23)
	• Review staffing needs and identify what is needed in the next one to three years • Work with Council to identify and nominate a community champion to THC Board, and support their advocacy efforts • Identify and deliver regular learning opportunities for the Board	

Implementation and monitoring

Implementation of the strategic plan requires the development of a more detailed workplan with timelines and deliverables.

The strategic plan will be reviewed annually to assess changes to the current situation, for example, changes in the funding environment, and strategic priorities and actions will be updated accordingly.

Progress on the strategic plan will be assessed and reported to the Board on a quarterly basis, indicating progress of actions and any outcomes achieved. Key performance indicators will be monitored and reported on an annual basis, where possible.



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