

Consultation with Urban Development Institute Members

On August 1, 2018, members of the Urban Development Institute (UDI) were invited to participate in a workshop with City staff and the Consultant to discuss the inclusive housing approach, preliminary financial analysis and to provide feedback on emerging policy directions. Participants requested further consultation be undertaken once the draft policy has been presented to Council, and requested specific consultation with non-profit housing providers regarding management of units and Community Association Land Use Committees (CALUC) to ensure that the policy is fully understood. The issues raised at the workshop mirrored those identified by staff within the jurisdictional review and include:

Challenges	Policy Recommendations
<i>Unit management and ownership</i>	
<ul style="list-style-type: none"> • Developers often do not hold rental management expertise and there is a low interest in owning or managing units • Coordination of strata and rental operations may lead to conflicts • Managing small numbers of affordable rental units will be challenging • Large burden to oversee units by City staff with limited mechanisms to do so 	<ul style="list-style-type: none"> • Option of Affordable home ownership • Option to sell, lease or contract the management of units to experienced non-profit housing operator • A cash in lieu option is important for projects that cannot accommodate onsite affordable units.
<i>Unit size, distribution and location</i>	
<ul style="list-style-type: none"> • Scattered inclusionary units within strata development may cause conflicts and require additional administrative resources (attending multiple Strata Council meetings, etc.; clustered units preferred • Preferential to provide units off site rather than on site • Unit sizes and quantity need to be targets in order to fit with unique project designs 	<ul style="list-style-type: none"> • Option to transfer and consolidate inclusive units to offsite location preferred • Allow flexibility in policy, for example allowing clustering of units at the bottom of the building to allow air space parcel and/or efficient external property management • Non-profit housing operators will need to be consulted further to determine the unit size and design that are viable effective management in strata buildings
<i>Market fluctuations</i>	
<ul style="list-style-type: none"> • Market prices per strata unit might be reduced with inclusion of affordable rental units in development • Changes to policy targets can negatively impact development viability • There is large variability in market prices. Construction costs are increasing, seeing a potential decline in market prices. Difficult to factor this into the lifetime of the project from conception to completion • Carrying costs to developer of unfinished or unsold units is very high 	<ul style="list-style-type: none"> • Clarity in the policy is important • Predictability of Community Amenity Contributions removes risk from land purchase • Grandfathering in all applications that are currently in pre-application phases • Inclusionary units need to be marketable within market fluctuations