

City of Maple Ridge

COUNCIL WORKSHOP AGENDA

June 4, 2019

2:30 p.m.

Blaney Room, 1st Floor, City Hall

The purpose of the Council Workshop is to review and discuss policies and other items of interest to Council. Although resolutions may be passed at this meeting, the intent is to make a consensus decision to send an item to Council for debate and vote or refer the item back to staff for more information or clarification. The meeting is live streamed and recorded by the City of Maple Ridge.

1. APPROVAL OF THE AGENDA

2. ADOPTION OF MINUTES

2.1 Minutes of the May 28, 2019 Council Workshop Meeting

3. PRESENTATIONS AT THE REQUEST OF COUNCIL

3.1 Recreation & Community Engagement Department Update

Presentation by Danielle Pope, Director of Recreation & Community Engagement

4. UNFINISHED AND NEW BUSINESS

4.1 Review of Policy and Zoning Options for Affordable Housing

Staff report dated June 4, 2018 recommending that staff prepare an options report regarding Community Amenity Contributions and density bonus zoning pursuant to Council direction.

4.2 Strategic Communications Program

Staff report dated June 4, 2019 recommending that the City of Maple Ridge retain the services of Laura Balance Media Group to develop a strategic communications program for the City's Social Housing Plan and that \$30,000 be allocated from the Community Safety Initiatives Reserve for this communications program.

4.3 Open Government Portal – Enhancement for Families and Seniors

Presentation by Christina Crabtree, Chief Information Officer

5. **CORRESPONDENCE**

5.1 **Upcoming Events**

General Community Events

June 6, 2019 11:00 am – 1:00 pm	Law Enforcement Torch Run, Downtown Maple Ridge Route Special Olympics/Ridge Meadows RCMP
June 8, 2019 9:00 am – 2:00 pm	Haney Farmers Market Memorial Peace Park
June 8, 2019 10:00 am – 3:00 pm	Ruskin Hall Spring Market Ruskin Community Hall
June 9, 2019 1:00 pm – 4:00 pm	The Birds & The Bees, Kanaka Creek Watershed Stewardship Centres

Maple Ridge School Graduation Ceremonies

June 5, 2019 6:15 pm	Thomas Haney Secondary School Queen Elizabeth Theatre: 650 Hamilton Street, Vancouver
June 7, 2019 6:30 pm – 9:30 pm	Maple Ridge Secondary School Chandos Patterson Auditorium: 10238 168 Street, Surrey
June 11, 2019 7:00 pm	Ridge Meadows College Riverside Centre, 20575 Thorne Avenue, Maple Ridge
June 13, 2019 5:00 pm	Garibaldi Secondary School Gateway Community Church, 2884 Gladys Avenue, Abbotsford
June 19, 2019 5:00 pm	Samuel Robertson Technical Hard Rock Casino: 2080 United Boulevard, Coquitlam
June 26, 2019 7:00 pm	Westview Secondary School Hard Rock Casino: 2080 United Boulevard, Coquitlam

6. **BRIEFING ON OTHER ITEMS OF INTEREST/QUESTIONS FROM COUNCIL**

7. **MATTERS DEEMED EXPEDIENT**

8. **ADJOURNMENT**

Checked by:



Date: May 31/19

2.0 Minutes

2.0

City of Maple Ridge

COUNCIL WORKSHOP MINUTES

May 28, 2019

The Minutes of the City Council Workshop held on May 28, 2019 at 1:40 p.m. in the Blaney Room at City Hall, 11995 Haney Place, Maple Ridge, British Columbia for the purpose of transacting regular City business.

PRESENT

Elected Officials

Mayor M. Morden
Councillor J. Dueck
Councillor C. Meadus
Councillor G. Robson
Councillor R. Svendsen
Councillor A. Yousef

Appointed Staff

K. Swift, Acting Chief Administrative Officer
F. Quinn, General Manager Public Works & Development Services
D. Boag, Acting General Manager Parks, Recreation & Culture
L. Benson, Director of Corporate Administration
C. Nolan, Corporate Controller

Other Staff as Required

D. Pollock, Municipal Engineer
C. Carter, Director of Planning
D. Hall, Planner 2
D. Denton, Acting Director of Economic Development and Civic Property

ABSENT

Councillor Duncan

Note: These Minutes are posted on the City Web Site at www.mapleridge.ca
The meeting was also live streamed and is available at
<http://media.mapleridge.ca/Mediasite/Showcase>

1. **APPROVAL OF THE AGENDA**

R/2019-310

It was moved and seconded

That the agenda of the May 28, 2019 Council Workshop Meeting be approved as circulated.

CARRIED

2. **MINUTES**

2.1 **Minutes of the May 21, 2019 Council Workshop Meeting**

R/2019-311

It was moved and seconded

That the minutes of the Council Workshop Meeting of May 21, 2019 be adopted as circulated.

CARRIED

3. *PRESENTATIONS AT THE REQUEST OF COUNCIL* – Nil

4. *UNFINISHED AND NEW BUSINESS*

4.1 Economic Development Update

- Darrell Denton, Acting Director of Economic Development and Civic Property

D. Denton provided a slide presentation. Mayor Morden acknowledged Denton's acting role and provided further comments. Council engaged in further discussion.

4.2 Review of Select Committees of Council

Staff report dated May 28, 2019 providing information on select Committees of Council.

L. Benson provided a brief introduction to the report. K. Swift provided commentary on the business plan development process of committees.

Council direction:

That staff work with Councillors Dueck and Yousef to bring back revised terms of reference for Council's advisory committees to be considered by Council.

4.3 Update on Non-farm use applications for Cannabis Production in the Agricultural Land Reserve

Staff report dated May 28, 2019 recommending that non-farm use applications to the ALC for cannabis production within the ALR be cancelled, with refunds provided to the applicants and that staff be directed to prepare Zoning Bylaw Amendments for non-soils based cannabis production in the ALR.

D. Hall provided a slide presentation and answered Council questions.

R/2019-312

It was moved and seconded

- 1) That non-farm use applications to the ALC for cannabis production within the ALR be cancelled, with refunds provided to the applicants;
- 2) That staff be directed to prepare Zoning Bylaw amendments for non-soils based cannabis production in the ALR.

CARRIED

5. **CORRESPONDENCE – Nil**

5.1 **Upcoming Events**

6. **BRIEFING ON OTHER ITEMS OF INTEREST/QUESTIONS FROM COUNCIL**

Mayor Morden provided an update of his conversation with Minister of Municipal Affairs and Housing Hon. Selina Robinson to discuss the Burnett property and other matters of interest. The Mayor has tentatively arranged for June 27 at 1:00 pm, the Minister's earliest available slot. Since only four members of Council are available to attend, Mayor Morden will pursue an alternate booking in July when more members of Council may be available to attend.

7. **MATTERS DEEMED EXPEDIENT**

8. **ADJOURNMENT - 3:28 pm**

M. Morden, Mayor

Certified Correct

L. Benson, Corporate Officer

TO: His Worship Mayor Michael Morden
and Members of Council
MEETING DATE: June 4, 2019
FILE NO: N/A
FROM: Chief Administrative Officer
MEETING: Workshop
SUBJECT: Review of Policy and Zoning Options for Affordable Housing

EXECUTIVE SUMMARY:

As part of the City of Maple Ridge Strategic Plan 2019 – 2022, under its Community Safety theme, the creation of affordable, rental, and special needs housing options in Maple Ridge is a key priority of Council. It is further emphasised in City policy, as set out in our Official Community Plan (OCP) and the City’s Housing Action Plan (HAP). Based on these policy directions, and the recent consideration of development application 2017-461-RZ (for the property located at 11641 227 Street), Council has expressed an interest in further exploring the topic of how best to use existing policy and zoning tools to help create additional affordable housing in the City.

This report revisits the City’s existing Community Amenity Contribution Policy 6.31 and a draft set of Density Bonus regulations that are being implemented through the New Zoning Bylaw. As a starting point, an overview of our current tools for securing affordable housing through new development is provided along with the findings of a 2018 review of municipal best practices undertaken by CitySpaces Consulting that outlines the various policy and regulatory options from around the Metro and Fraser Valley regions that can be used to deliver affordable housing. This past study is augmented by new research undertaken by Metro Vancouver on the financial challenges involved with creating affordable housing through development. In light of the findings presented through such research efforts, the intent of this report is to seek affirmation of Council’s preferred approach(es) towards fostering greater affordable, rental, and special needs housing in Maple Ridge.

RECOMMENDATION:

1. That staff prepare an options report regarding Community Amenity Contributions and density bonus zoning, pursuant with the Council directions identified through the decision matrix attached as Appendix C to the staff report titled “Review of Policy and Zoning Options for Affordable Housing”, dated June 4, 2019.

BACKGROUND:

a) Previous Council Decisions Related to Affordable Housing

On September 14, 2015 Council endorsed the Housing Action Plan Implementation Framework. The HAP Implementation Framework builds from the key strategies recommended in the Housing Action Plan. Strategy #11 of the HAP encourages the use of community amenity contribution funding for affordable housing.

In March 2016, Council adopted Policy #6.31 which established a City-wide Community Amenity Contribution Program, requiring a Community Amenity Charge contribution rate of \$5100 per new single family lot, \$4100 per townhouse and \$3100 per apartment, to be applied to any rezoning application across the City. The policy also established a list of eligible amenities, including affordable housing, to which any CAC funds received could be applied. The Town Centre was exempt

from this policy in its inception. At the same time, a CAC Reserve Fund Bylaw was established to receive the CAC funds contributed.

On December 12, 2017, after deciding to amend the Community Amenity Contribution Policy 6.31 to no longer exempt rezoning applications in the Town Centre, Council expressed interest in receiving a report outlining options to facilitate the development of affordable rental housing in the Maple Ridge.

On February 6, 2018, Council moved that, as a component of developing a Rental Housing Program, staff should bring forward an additional report outlining a density bonus approach that would optionally require, in exchange for bonus density, the provision of secured affordable rental units and/or a cash-in-lieu contribution.

On March 6, 2018, Council debated two resolutions to amend Council Policy #6.31 - Community Amenity Contribution Program: to allocate all CAC funds collected from the Town Centre area to affordable housing until such funding reaches a maximum of 20% of the total CAC's collected City-wide; OR to increase the City's existing CAC contribution rates with the added contribution levels being applied to affordable housing. Following Council's discussion, a motion to defer was passed pending a referral to the UDI/HAVAN Development Liaison Committee.

On April 17, 2018, Council received a presentation from the UDI/HAVAN Development Liaison Committee. A key message offered was the preference for retaining the City's existing CAC rates as opposed to increasing CACs. The Committee representatives also took the opportunity to express support for density bonusing and pre-zoning as additional strategies to deliver affordable housing.

On June 19, 2018, having reviewed the above noted two possible policy options for allocating CAC contributions towards affordable housing, Council directed that Council Policy 6.31 - Community Amenity Contribution Program should remain unchanged.

On July 17, 2018, Council reviewed and approved in-principle a draft framework of density bonus regulations to encourage greater delivery of affordable, rental, and special needs housing options through development and directed that the draft regulations be included in the New Zoning Bylaw.

On January 29, 2019, application 2017-461-RZ to rezone the subject property located at 11641 227 Street from RS-1 (One Family Urban Residential) to RM-2 (Medium Density Apartment Residential), to permit the future construction of approximately 153 residential units based on a density bonus, was considered by Council for second reading. During that meeting Council expressed an interest in re-visiting the in-kind amenity contribution of the 13 market rental and 3 affordable rental units, and directed staff to discuss further with the applicant the option of providing a cash in-lieu contribution in exchange for the proposed increase in density. Through the subsequent discussions, the applicant proposed a cash in-lieu figure of \$20.00 a sq. ft. or an estimated figure of \$256,000. The applicant expressed an interest in maintaining the units as rental, however with the cash in-lieu, any rental units could not be secured by a Housing Agreement.

Later in 2019, Council expressed an interest in revisiting the City's Community Amenity Contribution Policy 6.31, as a tool for securing additional affordable housing.

b) Current Affordable Housing Policies

Currently, the City utilises a policy based approach, that is voluntary, to encourage the provision of rental housing at the time of development. Policies in our Official Community Plan include:

- Policy 3 – 30: Maple Ridge will consider density bonus as a means of encouraging the provision of affordable, rental, and special needs housing, and amenities.
- Policy 3 – 31: Maple Ridge supports the provision of rental accommodation and encourages the construction of rental units that vary in size and number of bedrooms.

- Policy 3 – 32: Maple Ridge supports the provision of affordable, rental, and special needs housing throughout the City. Where appropriate, the provision of affordable, rental, and special needs housing will be a component of area plans.

Consistent with the above direction, the City’s Housing Action Plan establishes as a key strategy the creation of new rental housing opportunities. Through this policy base, the City has traditionally negotiated amenity packages on a case by case basis, which have included both the provision of rental housing units as well as cash in-lieu contributions towards affordable housing.

In the interests of transparency and consistency, the City has also implemented a City-wide Community Amenity Contribution requirement that is triggered at the time of rezoning. There is also a similar and additional CAC requirement and density bonus opportunities (which focus on the provision of smaller lots sizes/increased density in exchange for cash in-lieu contributions) specific to properties located in the Albion neighbourhood. With the amenity contributions received through these various programs, the City may apply such funds towards affordable housing, as it is one of a list of amenities that Council has prioritised. That is, under the City’s CAC Policy 6.31 (Appendix A), amenities can include: civic facilities, public art, parks, trails, heritage conservation, conservation of significant ecological features, and affordable and special needs housing.

c) Affordable Housing Policy and Zoning Research

CitySpaces Consulting, the consultant involved with the development of the City’s Housing Action Plan, was re-engaged in early 2018 to research and provide insights into municipal best practice in delivering affordable housing by providing a scan of policy and regulatory examples from around the Metro and Fraser Valley regions.

From their research brief, it was determined that many local governments rely on policy and some utilise zoning tools, with the most successful municipalities developing programs that make clear their respective interests in securing rental units and/or cash in-lieu contributions through new development.

From a review of our surrounding communities in the Metro and Fraser Valley regions, and from interviews undertaken by the consultant, municipalities generally appear to favour policy and zoning measures to influence the delivery of affordable housing. Typical measures include:

- Official Community Plan and Area Plan policies encouraging the provision of housing choice;
- Permitting secondary suites or detached suites (a.k.a. garden suites) in single family zones;
- Permitting infill housing forms (e.g. triplex, fourplex, smaller lots, etc.) in certain single family zones;
- Offering density bonus zoning options to create affordable housing;
- Requiring the use of Housing Agreements to secure affordable housing.
- Making available incentives and tools that help make affordable housing projects financially viable. Some examples include: fast-tracking applications, reduce/waive development cost charges, reduce/waive rezoning fees, reduce/waive development permit fees, reduce/waive building permit fees, and payment of fees for legal documents.

The City currently utilises many of the above tools and approaches. In an effort to provide greater levels of clarity to the community and future applicants, however, the consultant recommended that the City look to create City-wide density bonus zoning that would at the time of rezoning approval optionally require, in exchange for bonus density, the provision of secured affordable rental units or a

cash-in-lieu contribution. As well, the consultant identified opportunities to adjust the City's existing CAC policy towards clarifying a preferred allocation of all CAC funds received that should be directed specifically towards the creation of affordable housing in the community.

d) Financial Insights: Metro Vancouver Transit-Oriented Affordable Housing Study

Housing affordability is a challenge facing households across the Metro Vancouver Region. Given that, Metro Vancouver has partnered with BC Housing, the Non-Profit Housing Association of BC, Translink, VanCity Credit Union, the Urban Development Institute, the Ministry of Municipal Affairs and Housing, and the Canada Mortgage and Housing Corporation in a collaborative effort to research, and identify possible affordable housing solutions, with a key focus on creating new affordable rental housing located in close proximity to transit.

Through a series of reports, attention was given to assessing the significant financial barriers that challenge the delivery of new rental housing in the Region. The early findings¹ indicate that while land, construction, and financing costs can all be attributed to making the development of affordable rental housing a difficult task for private and non-profit developers, it is the high cost of land that poses the greatest barrier. This was attributed to the land values associated with strata-titled residential developments, single-detached housing developments, and commercial property developments which have all increased beyond what a new rental housing project can compete against, making an affordable rental project that much more unviable.

In a further study², Metro Vancouver recently retained Coriolis Consulting to examine further available tools and strategies that can reduce or eliminate the associated land costs. A number of scenarios were assessed, but relevant to this conversation, the best available steps for local governments to follow in creating increased affordable, rental, and special needs housing should include the following:

- i. The provision of incentives such as additional density, to be offered in exchange for a community amenity;
- ii. The conversion of the additional density into affordable housing units, be they directly provided or collected via cash in-lieu contributions; and
- iii. The use of housing agreements when affordable housing units are provided to secure rent levels and the long-term rental nature of the units.

It is noted that these findings reflect those spoken to through the earlier mentioned CitySpaces Consulting research brief, and are consistent with the density bonus and CAC measures currently under consideration.

DISCUSSION:

As Council looks to revisit the topic of creating additional affordable housing in the City through new development, the above noted research points to two rezoning-based tools that have been used successfully by the City and throughout the Region's many housing sub-markets: 1) Density Bonus Zoning and 2) Community Amenity Contributions.

1. "Analysis of the financial Viability of New Purpose-Built Rental Housing at Transit-Oriented Locations in Metro Vancouver", Coriolis Consulting Corp., August 2017.

2. "Reducing the Barrier of High Land Cost: Strategies for Facilitating More Affordable Rental Housing Construction in Metro Vancouver", Coriolis Consulting Corp., March 2019.

To inform Council’s discussion of these tools, and to understand how each tool might best support the aspirations outlined in Council’s Strategic Plan and in the City’s Official Community Plan and Housing Action Plan, further information on each approach in the Maple Ridge context is provided below for consideration.

a) Density Bonus Zoning

On July 17, 2018, Council approved in-principle a draft set of density bonus regulations and directed staff to begin preparing bylaw amendments to incorporate the draft zoning into the New Zoning Bylaw.

The density bonus zoning would be optional in nature, and as illustrated below, such regulations would set out both a fixed base level of density available outright to all development and an optional maximum permissible density that could be achieved should the applicant wish to provide affordable rental housing or a cash in-lieu payment as an amenity contribution. Further, as density bonus zoning is optional, such an approach could augment (rather than be in addition to) the existing City-wide Community Amenity Contribution program and its requirements, toward generating further contributions to affordable, rental, and special needs housing in the community.

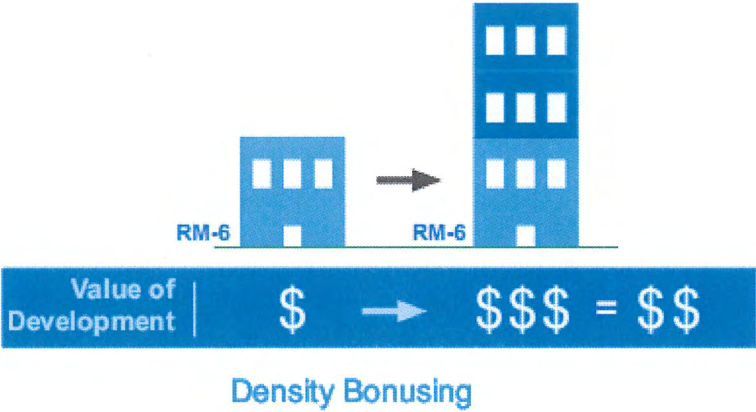


Figure 1: Illustration of Base Density (Light Blue) and Bonus Density (Dark Blue) as part of a Density Bonus Program

Based on Council direction, staff prepared a draft framework of density bonus regulations. The proposed density bonus framework was developed with the support of Rollo + Associates, the consultant that prepared the original analysis for the City’s Albion Density Bonus scheme and our existing City-wide CAC program. A summary table of the draft density bonus regulations is provided in Appendix B, but as an example, the density bonus regulations for our RM-2 zone (our most widely used apartment zone) is described below:

- The base level of density in the RM-2 zone is 1.8 FSR.
- With a density bonus, the base density of 1.8 FSR can be increased by an additional 0.40 FSR to achieve a maximum “bonused” density of 2.2 FSR, in exchange for either:
 - 10% of the net floor area being rental units, with the rents being at minimum 10% below CMHC average market rents for the Ridge-Meadows area, **OR**
 - Cash in-lieu, at a rate of \$96.88 per square metre (\$9.00 sq. ft.).

In preparing the density bonus framework, staff also consulted with local developers and industry representatives. The Urban Development Institute and the Greater Vancouver Home Builders' Association called the draft framework a "win-win-win" opportunity for Maple Ridge, the development industry, and residents looking for affordable housing solutions.

To-date, the density bonus regulations have not been formally adopted by Council, but based on their prior approval in-principle, the regulations have formed a starting point for current applications that have requested additional density. Going forward, and as directed by Council, the draft density bonus regulations have now been incorporated into the New Maple Ridge Zoning Bylaw. The New Zoning Bylaw (Bylaw No. 7600-2019), along with a significant number of other regulatory revisions, were introduced to Council at the April 23, 2019 regular Council meeting, where the updated Bylaw received first reading. Further community consultation and subsequent Council dialogue on the New Zoning Bylaw is anticipated in the coming months. Ultimately, the New Zoning Bylaw and all its parts will proceed through the typical Zone Amending approval process, requiring a Public Hearing, and be subject to Council approval and/or amendments.

In light of the pending review process around the New Zoning Bylaw, it is timely for Council to review the draft density bonus regulations. Specifically, it will be valuable going forward if Council can affirm or clarify its interests related to the draft density bonus zoning, outlining for staff any amendments that are seen as necessary prior to the formal approval process for the New Zoning Bylaw. To help frame the Council discussion and subsequent directions, staff has set out below a number of questions for consideration:

- Does Council wish to revisit whether applicants should have a choice of providing units or a cash in-lieu or just focus the zoning on a cash contribution in exchange for the bonus density?
- Does Council wish to revisit the cash in-lieu rates outlined in the zoning?
- Does Council wish to revisit the use of City-wide density bonus zoning as an optional addition to the City-wide CAC policy, or remain focused on the sole use of CACs as the tool to securing amenities?

b) Community Amenity Contributions

In March 2016, Council initiated a City-wide CAC program, which currently requires the provision of a Community Amenity Contribution (CAC) at the time of any rezoning. Current Community Amenity Charge contribution rates are \$5,100 per new single family lot, \$4,100 per townhouse and \$3,100 per apartment. In addition, the policy also sets out a number of exempted types of development, to which CAC are not required. Examples of such forms of development include affordable and special needs housing, as well as rental housing secured through a housing agreement, in order to incentivise the creation of such types of housing in the community.

While the creation of affordable housing can currently be funded through the use of amenity contributions, it is but one of many priorities. Under Council Policy 6.31, the amenity contributions received may be applied at Council's discretion towards a number of community amenity priorities. As noted earlier, such prioritised amenities can include: civic facilities, public art, parks and trails, heritage and environmental conservation, and affordable and special needs housing.

Starting in 2017, Policy 6.31 was reviewed by Council one year after of its launch. At that time, Council opted to revise many of the policy exemptions, including a reversal of the prior exemption that did not require Town Centre area developments from contributing CACs. Subsequently, Council continued to discuss how amenity contributions could be better secured and oriented specifically towards affordable housing. For context, the two key options that were debated are set out below.

OPTION 1: Retain CAC Contribution Rates and Allocate a Portion to Affordable Housing:

One option that was put forth for consideration was the amendment of the existing CAC policy to identify a certain portion of CAC funds received that in turn would be directed specifically towards the creation of affordable housing. That is, following Council's directions that CAC's would be applicable to new development in the Town Centre, Council further directed staff to amend the City's Community Amenity Contribution policy in order to ensure that all CAC funds collected from the Town Centre area be allocated to affordable housing until such funding reaches a maximum of 20% of all CACs collected City-wide. The proposed approach was intended to become a variable but continuing method to utilise CAC funding to support the future creation of affordable housing in the community.

OPTION 2: Raise CAC Contribution Rates to Create a New CAC for Affordable Housing:

Another option that was debated was to increase the current CAC contribution rates with the increased value being directed specifically towards affordable housing. This approach would effectively create a new affordable housing CAC, over and above the CAC rates currently required across the City. As with the existing policy, this new CAC could only be applied to rezoning applications occurring in the City.

As part of the evaluation of each approach, discussions were held with the City's Development Liaison Committee and the UDI/HAVAN representatives also presented their insights to Council. A key message offered was the preference for retaining the City's existing CAC rates as opposed to increasing CACs.

As Council revisits the question of how to best utilise the existing City-wide CAC program to help foster greater levels of housing affordability, staff has set out below a set of questions for consideration. Based on the ensuing Council discussion and direction, staff will prepare an options report that will outline any needed amendments to Council Policy 6.31 and report back at a future Workshop meeting.

- Does Council wish to revisit the contribution rates outlined in policy 6.31, to ensure the rates are reflective of the current market?
- Does Council wish to retain the existing contribution rates, but allocate a fixed portion of existing contributions received towards affordable housing?
- Does Council wish to increase contribution rates, with the increase in contribution values being allocated to creating affordable housing?
- Does Council wish to revisit the policy in general, especially the exceptions which currently exclude affordable, rental, or special needs housing projects from the requirement to provide CACs?
- Does Council wish to use only CACs as the sole tool to securing amenities?

c) Desired Outcome:

Staff is seeking Council's direction on its preferred policy and zoning options to achieve greater affordable, rental, and special needs housing in the City. Specifically, Council is asked to identify its preferred mix of possible amendments, if any, to our City's policy and zoning base; whether it is to the draft density bonus zoning as it moves forward with the New Zoning Bylaw, or to the City's CAC Policy 6.31.

A decision matrix table is provided in Appendix C to help compare the options outlined through this report along with their various implications. It is noted that the density bonus zoning discussed above can be pursued in combination with either CAC option. However, Council is asked to speak to its favoured approach for managing CACs in the City, be it Option 1: to retain the City's existing CAC rates, but identify that a specific portion of the contributions received be allocated to affordable housing, or Option 2: to raise CAC rates and create a new directed source of contributions for affordable housing. There is, as well, the option to keep the City's CAC Policy 6.31 unchanged, leaving the status quo in place.

Should Council direct that amendments to CAC Policy 6.31 be undertaken, an options report detailing the preferred option will be prepared. Depending on Council's direction(s), additional economic analysis from a consultant may be required, similar to that undertaken through the development of the draft density bonus framework. Existing consulting funds can be drawn upon for this study, if needed.

d) Strategic Alignment:

As part of the City of Maple Ridge Strategic Plan 2019 – 2022, under its Community Safety theme, the creation of affordable, rental, and special needs housing options in Maple Ridge is a key priority of Council.

e) Policy Implications:

City's OCP and HAP establish as a key strategy the creation of new affordable, rental, and special needs housing opportunities. As short term action items, the endorsed 2015 HAP implementation plan suggested the following: the potential use of density bonuses, widening of the City's residential-over-commercial zoning regulations to include more zones, and other incentives to foster greater rental housing in the City.

f) Interdepartmental Implications:

The Planning and Finance Department collaborated in the development and assessment of the above described approaches to help foster greater affordable housing in Maple Ridge. Other interdepartmental efforts to create greater housing choice and offer more affordable, rental, and special need housing options are ongoing (i.e. secondary suite review, detached garden suite review, infill housing zoning, etc.).

As well, further interdepartmental discussions on future affordable, rental, or special needs housing opportunities will continue, with Council direction required prior to the allocation of any such affordable housing funds.

g) Financial Implications:

Previously, Council established a City-Wide Community Amenity Contribution Reserve Fund to receive contributions from the City's CAC program. Consistent with the Local Government Act, amendments to the existing Reserve Fund may be required should Council amend its CAC policy to alter the allocation of contributions to affordable housing or create a new CAC charge to be applied exclusively towards affordable housing.

Likewise, the creation of an additional reserve fund and an accompanying authorising bylaw would be required to receive cash contributions that may stem from the proposed density bonus framework, if approved as part of the New Zoning Bylaw.

CONCLUSION:

Council has recently expressed an interest in exploring additional policy and regulatory tools towards providing greater affordable, rental, and special needs housing in the City. This report outlines possible amendment considerations to the City’s draft density bonus regulations and/or its City-wide CAC policy with the intent of seeking Council direction on its preferred approach(es). Regarding the City’s CAC Policy 6.31 and Density Bonus zoning, staff would undertake the necessary research and analysis as directed and prepare an options report, to be considered at a future Council Workshop meeting.

“Original Signed by Brent Elliott”

Prepared by: Brent Elliott, MCIP, RPP,
Manager of Community Planning

“Original Signed by Christine Carter”

Reviewed by: Charles R. Goddard, BA, MA
Director of Planning

“Original Signed by Christine Carter”

Approved by: Christine Carter, M.PL, MCIP, RPP
GM Planning and Development

“Original Signed by Kelly Swift”

Concurrence: Kelly Swift, MBA
Acting Chief Administrative Officer

Appendices:

- (A) Policy 6.31 – Community Amenity Contribution Program (December 12, 2017)
- (B) Draft Density Bonus Regulations (As presented at the July 17, 2019 Council Workshop)
- (C) Decision Matrix Table: Affordable Housing Amenity Policy and Zoning Options



POLICY MANUAL

Title: Community Amenity Contribution Program	Policy No: 6.31 Supersedes: AMENDED December 12, 2017
Authority: <input checked="" type="checkbox"/> Legislative <input type="checkbox"/> Operational Approval: <input checked="" type="checkbox"/> Council <input type="checkbox"/> CMT <input type="checkbox"/> General Manager	Effective Date: December 13, 2017 Review Date: December 2017
<p>Policy Statement:</p> <p>The City of Maple Ridge is committed to providing a variety of amenities throughout the municipality, including the provision of affordable and special needs housing, in a financially sustainable manner.</p> <p>The Community Amenity Contribution Program (CAC Program) is comprised of the following components:</p> <ol style="list-style-type: none"> 1. The CAC Program will apply city-wide. 2. Each CAC will be based on a contribution rate as follows: <ol style="list-style-type: none"> a) \$5100 per single family lot created; b) \$4100 per townhouse or other attached ground-oriented dwelling unit; c) \$3100 per apartment dwelling unit. 3. The CAC Program applies to the development of all residential dwellings, including those that are included in a mixed-use development (such as commercial and residential) with the following exceptions: <ol style="list-style-type: none"> a) Affordable and special needs housing that are secured through a Housing Agreement as established in Section 483 of the <i>Local Government Act</i>; b) Rental housing units that are secured through a Housing Agreement established under Section 483 of the <i>Local Government Act</i> will also be subject to a covenant enacted under Section 219 of the <i>Land Titles Act</i>; c) Single family residential subdivisions proposing fewer than 3 lots – only the original lot is exempt, after which the CAC program applies to each additional lot; d) Accessory dwelling units, such as a secondary suite or detached garden suite; e) Duplex, triplex and fourplex dwelling units, where only one building is being constructed - only the first dwelling unit is exempt, after which the CAC program applies to each additional dwelling unit; 	

- f) Courtyard dwelling units, located on a single property – only the first dwelling unit is exempt, after which the CAC program applies to each additional dwelling unit.
4. The Density Bonus Framework established in the Albion Area Plan will continue to apply, in addition to the city-wide CAC Program.
 - a) For developments that take advantage of the density bonus provisions included in the Maple Ridge Zoning Bylaw for the Albion Area Plan, the amenity contribution rate will be:
 - i) \$5100 per single family lot created;
 - ii) \$4100 per townhouse or other attached ground-oriented dwelling unit;
 - iii) \$3100 per apartment dwelling unit;in addition to the \$3100 density bonus rate.
 - b) For developments that do not take advantage of the density bonus provisions included in the Maple Ridge Zoning Bylaw, the CAC rate will be the rate established in Section 2 of this policy.
 5. The Official Community Plan may also establish additional or alternative community amenity contribution policies, guidelines and density bonus provisions for each Area Plan.
 6. Development applications that are in process (in-stream) at the time of enactment of the CAC Program Council Policy, will:
 - a) be subject to the provisions of this Policy unless the applicable Official Community Plan or Zoning Bylaw amending bylaw has received Third Reading; OR
 - b) be subject to the provisions of this Policy if a condition for the Policy to apply was included in the first or second reading report of the applicable Official Community Plan or Zoning Bylaw amending bylaw.
 7. All development applications that are seeking an extension under Development Procedures Bylaw No. 5879-1999 (as amended), may be subject to the city-wide community amenity contribution program at the discretion of Council.
 8. Council will establish one or more Reserve Funds and identify those amenities that may benefit from the community amenity contributions.
 9. Community Amenity Contribution funds received will contribute to any of the following eligible amenities:
 - a) Civic facility;
 - b) Public art;
 - c) Acquisition of land for the provision of:
 - o Affordable or special needs housing;
 - o Parks
 - o Trails
 - o Significant ecological features
 - d) Park or trail construction and/or maintenance;
 - e) Affordable or special needs housing units;
 - f) Heritage conservation; or
 - g) Conservation of significant ecological features.

10. The provision of a specific amenity, rather than a cash-in-lieu contribution may also be considered by Maple Ridge Council. If Council determines that the provision of an amenity is more desirable, the following list is to be used as a general guide for determining the type of community amenity:

- a) Public art;
- b) Heritage conservation;
- c) Land for the provision of:
 - o Affordable or special needs housing;
 - o Parks
 - o Trails
 - o Significant ecological features
- d) Affordable or special needs housing units; or
- e) Park or trail construction or improvements.

Purpose:

To provide direction on the implementation of a city-wide community amenity contribution (CAC) program, including the process to determine the contribution amount.

Definitions:

- **“Community Amenity”** means any public amenity that provides a benefit to the residents of the city or a specific neighbourhood as the result of increased residential density.

Key Areas of Responsibility

Action to Take

Responsibility

Draft Density Bonus Framework

ZONE	BASE DENSITY	DENSITY BONUS
RM-1, RM-4, RM-5	Existing base levels of density are 0.60, 0.75, 0.80 FSR.	<p>Base level of density is increased by 0.15 FSR to a maximum of 0.75, 0.90 and 0.95 FSR in exchange for either:</p> <ul style="list-style-type: none"> • 15% of the net floor area being rental units, with rents at minimum 10% below CMHC average market rents for the Ridge-Meadows area; OR • Cash in-lieu, at a rate of \$215.28 per square metre (\$20.00 sq. ft.).
RM-2, RM-3	Existing base level of density are 1.8 and 2.2 FSR.	<p>Base level of density is increased by 0.40 FSR to a maximum of 2.2 FSR and 2.6 in exchange for either:</p> <ul style="list-style-type: none"> • 10% of the net floor area being rental units, with rents at minimum 10% below CMHC average market rents for the Ridge-Meadows area, OR • Cash in-lieu, at a rate of \$96.88 per square metre (\$9.00 sq. ft.).
RM-6	Base density is 1.6 FSR with existing density bonus options for underground parking, building height above 8 storeys, non-market housing, and the achievement of LEED certification, silver or gold levels of building performance. (More on the appropriateness of a LEED-related bonus is discussed below)	<p>Base levels of density could be increased by a 0.5 FSR option, noting the developer would have the choice amongst density bonus options, in exchange for either:</p> <ul style="list-style-type: none"> • 5% of the net floor area being rental units, with rents at minimum 10% below CMHC average market rents for the Ridge-Meadows area; OR • Cash in-lieu, at a rate of \$96.88 per square metre (\$9.00 sq. ft.).
C-2	Base density is measured in terms of height, with 7.5 m or a 1 storey maximum.	<p>Base height is increased to permit 1 extra storey (2 storey maximum), to a maximum height of 10 m, in exchange for either:</p> <ul style="list-style-type: none"> • The second storey net floor area being rental units, with rents at minimum 10% below CMHC average market rents for the Ridge-Meadows area; OR • Cash in-lieu, at a rate of \$96.88 per square metre (\$9.00 sq. ft.).
C-3	Based density is 1.0 FSR with existing density bonus options for underground parking and building height above 2 storeys.	<p>Base levels of density could be increased by a 0.5 FSR option, noting the developer would have the choice amongst density bonus options, in exchange for either:</p> <ul style="list-style-type: none"> • 5% of the net floor area being rental units, with rents at minimum 10% below CMHC average market rents for the Ridge-Meadows area; OR • Cash in-lieu, at a rate of \$96.88 per square metre (\$9.00 sq. ft.).

Table 1: Decision Matrix for Affordable Housing Amenity Tool Options

Affordable, Rental, & Special Needs Housing Amenity Tools	Is the Amenity Tool Optional or a Requirement for Applicants?	How to Amend if Changes Requested by Council?	Current Amenity Tools	Does Tool Provide Units?	Does Tool Provide Cash In-Lieu?	Comments Heard To-Date	Possible Amenity Tool Amendment Options For Council Discussion	Next Steps Depending on Council Direction
Draft Density Bonus Zoning	Optional	Amend Zoning Bylaw	Provide Units: Base density is increased in exchange for a % of floor space provided as affordable rental units (i.e. 5-15% of floor area provided as rental, with rents at least 10% - 15% below market rates) OR Provide Cash In-Lieu: Base density is increased in exchange for a cash in-lieu contribution, at a rate of between \$96.88 and \$215.28 per square metre (\$9.00 to \$20.00 sq. ft.).	Y (Applicant Choice)	Y (Applicant Choice)	<ul style="list-style-type: none"> Introduced and approved in-principle July 2017 Council concerned with provision of units in market developments. Development Liaison Committee support as tool is optional for applicants. 	<ol style="list-style-type: none"> Retain density bonus regulations, as written, in the New Zoning Bylaw; OR Remove the choice of providing floor space as affordable rental in exchange for a density bonus; Remove affordable rental density bonus regulations from the New Zoning Bylaw. 	<ul style="list-style-type: none"> In progress, through the review process for the New Zoning Bylaw. Council can identify now any preferred amendments to be detailed in a future options report
City-Wide Community Amenity Contributions	Required as a condition of zoning	Amend Policy 6.31	Provide Cash Contribution: A contribution rate is required for all residential development as follows: a) \$5100 per single family lot created; b) \$4100 per townhouse or other attached ground-oriented dwelling unit; c) \$3100 per apartment dwelling unit.	N	Y	<ul style="list-style-type: none"> Council reviewed Policy 6.31 in 2017-2018, revising CAC exemptions. Development in the Town Centre is no longer exempt from providing CACs. Development Liaison Committee expressed support for retaining existing CAC rates. 	<ol style="list-style-type: none"> Retain existing CAC rates and direct staff to identify an appropriate % to be allocated to affordable housing; OR Raise existing CAC rates and direct staff to identify an appropriate rate increase, to be allocated to affordable housing. OR Status Quo, no changes directed for Policy 6.31. 	<ul style="list-style-type: none"> Council can identify its preferred CAC Option to be detailed in a future options report

TO: His Worship Mayor Michael Morden
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Strategic Communications Program

MEETING DATE: June 4, 2019
FILE NO: 2217391
MEETING: Workshop

EXECUTIVE SUMMARY:

This report outlines the process followed to identify a communications firm to develop a strategic communications program for the City's Social Housing Plan. Staff began by determining the scope of work and reached out to four firms to seek proposals. The preferred proponent is Laura Balance Media Group (LBMG). LBMG's proposed program will support staff and elected officials with communications tools and information to carry out their work on behalf of citizens while also complementing the Community Safety Plan currently in development.

RECOMMENDATION:

That the City of Maple Ridge retain the services of Laura Balance Media Group to develop a strategic communications program for the City's Social Housing Plan; and further

That \$30,000 be allocated from the Community Safety Initiatives Reserve for the development of the strategic communications program and that this be included in the next Financial Plan amendment.

DISCUSSION:

a) Background Context:

Four firms provided proposals for the development of a strategic communications program: Peak Communications, Laura Balance Media Group, Anna Marie White Corporate Communications Consulting and Kingman Communications. Each firm provided a proposal which included key deliverables, preferred approach and costs associated with the project.

The recommended proposal was submitted by LBMG, a firm that employs communications specialists with public sector experience managing sensitive and controversial issues. Deliverables include: analysis of the City's current approach and communications material, key message and Q&A development for different stakeholders, audiences and platforms, media training and coaching, communications program development and media monitoring. This approach will ensure that City staff and elected officials have the communications tools, information and support to carry out their work on behalf of citizens.

LBMG has capacity to immediately begin working with the City's Communications staff. It is anticipated that this work will take several months to complete and, as a result, the contract will run month-to-month until the deliverables are complete and Council has endorsed a strategic communications program to guide future work. In addition to the aforementioned deliverables, the strategy will complement the Community Safety Plan that is currently in development. If Council wishes to see additional deliverables included in the strategic

communications program, there is the opportunity to work with the proponent to ensure the added scope is incorporated.

b) Desired Outcome:

The desired outcome is to implement a strategic communications program that will support the City in engaging citizens in positive dialogue on matters of social services, health and safety in our community.

c) Strategic Alignment:

This work aligns with Council's priority of Community Safety and the delivery of a robust communications strategy to keep the community informed regarding current concerns and the programs developed to address those concerns.

d) Citizen/Customer Implications:

The implementation of a strategic communications program will enable the City to proactively engage with residents in a coordinated and timely fashion to provide them with comprehensive information on matters affecting community health and safety and encourage positive community dialogue.

e) Business Plan/Financial Implications:

Staff recommend allocating a budget of \$30,000 from the Community Safety Initiatives Reserve.

CONCLUSION:

The development of a strategic communications program to engage the community on current social, health and safety challenges in the community will provide staff with a communications roadmap that supports Council's priority of keeping the community informed while also supporting the Community Safety Plan currently in development.


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