

1. Decision Making
Principals applied to
Official Community Plan
2041-target housing
units of 22,000-not policy
2. Housing Inventory – built
+ unbuilt but zoned for
housing
3. Community Amenity
Contributions
4. IfT Affordable Housing

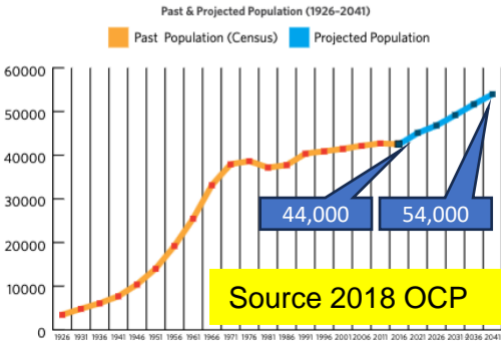
Key takeaway from my background is that I have 40 years of business decisions making experience

- large corporations
- small business
- Not for profit
- ❖ First, what are the elements of good DM?

Here is the strategic decision making model :

- 1. *Where do you want to go*** (goal)? By when?
How know arrived?
- 2. *Where are you now?***
(prf)(swot)
- 3. *Strategically how are you going to get from here to there?*** what are feedback loops for strategic elements?

Apply same DM model to monitor housing inventory



Metro 2040 provides p
municipality to inform p

From 2018 OCP

A	Population			
	Dwelling Units	1,070,000	1,142,000	1,207,000
	Employment	1,209,000	1,424,000	1,626,000
				1,773,000

Projected Population, Housing and Jobs for Metro Vancouver (Metro Vancouver, 2017)

For West Vancouver³, these are:

	2011	2021	2031	2041	
B	Population	46,300	51,000	56,000	60,000
	Dwelling Units	18,400	20,600	23,100	24,500
	Employment	18,700	24,000	27,000	29,000

Projected Population, Housing and Jobs for Metro Vancouver (Metro Vancouver, 2017)

Based on these projections, West Vancouver's population is expected to increase by approximately 14,000 people from 2011 to 2041. This increase represents approximately one per cent of the overall population growth projected for the region. The resulting annual growth rate for West Vancouver is 0.87%, which is roughly two-thirds of the 1.27% rate anticipated for the region as a whole.

Metro 2040 includes the Squamish Nation lands in its projections for West Vancouver. The District completed a separate analysis in 2016 to provide a more specific projection for our municipality's own anticipated population, housing, and employment growth⁴:

	2011	2021	2031	2041	
C	Population	43,500	45,000	49,000	54,000
	Dwelling Units	17,000	18,000	20,000	22,000
	Employment	14,500	16,500	18,500	20,000

Projected Population, Housing and Jobs for West Vancouver (corrected for municipal estimation)⁴ (Urban Futures, 2016)

West Vancouver's population is expected to increase by approximately 10,500 people from 2011 to 2041, which represents an annual growth of 0.74%. West Vancouver will require approximately 5,000 additional

Housing Units:

2023 - 17,000 / 2041 - 22,000

1a. Where do you want to go (goal, objective)?

22,000 housing
units occupied

1b. How do you know if you arrived (must objective & measurable)?

- ❖ Tally housing units using DWV property assessment, water meters, biz taxes, census
- ❖ TOTAL: 22,000 units

1C. When

❖ 30 June 2041

2.0 Where are you now

- ❖ 17,800 built housing units plus
- ❖ ??? unbuilt but zoned for housing units
(DWV does not track zoned but unbuilt ... they do not know

3.1 Strategically how going to get from here to target housing units?

- ❖ Ensure have next 3 years (650 units) of zoned for housing but unbuilt land always available

3.2 Strategically how going to get from here to target housing units?

- ❖ Rezoning expires unless built within 3 years of rezoning (or other planned committed dates in permits)

3.3 Strategically how going to get from here to target housing units?

- ❖ Reallocate staff from rezoning focus to permits focus (and vice versa) as needed to meet strategic goals

3.3 Strategically how going to get from here to target housing units?

- ❖ Issue building permits within 60 days of completed application
- ❖ If inspections or permits delayed, DWV fined \$5,000 per delay

3.f1 Monthly Feedback Loop: housing units zoned but unbuilt at end of each month

- ❖ inventory of land where 650 housing units can be built in next 3 years

3.f2 Monthly Feedback Loop: cumulative built housing units at end of each month

- ❖ Cumulative BUILT housing units exceeds cumulative target needed to achieve housing 2041 goal

As mentioned
above, DWV
does not have a
perpetual
inventory of
zoned for housing
but unbuilt

ADRA had
questions
regarding housing
inventory and
have had
discussions with
DWV staff

In the meantime from publicly available information I created a housing inventory model for West Van to track built units and land zoned for housing but unbuilt

- ADRA has sent a copy of the inventory model to DWV and asked for help with facts not available to the public now

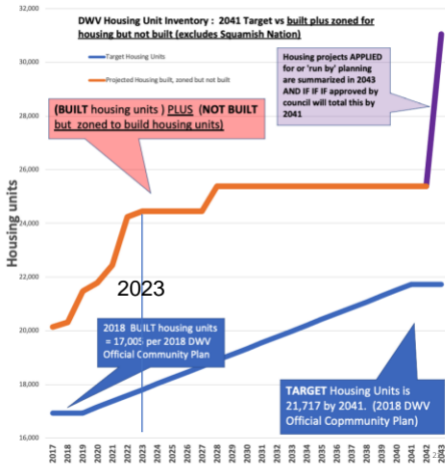
Some of the housing data used in the inventory model is unavailable to the public. Our estimation method disclosed for each line item

- Help from planning has been requested

The following graph summarizes hundreds of data points and clearly illustrates that the problem is 'getting housing built' and not a rezone land for building housing issue

District of West Vancouver Housing Unit Inventory

(Prepared by Claus Jensen; big picture review by ADRA directors)





	B	C	D	E	F	G	H	I
73	If all land that is currently (2023) zoned residential built to zoning							
74	2023	17,807	<<< <u>Built Housing Units</u>					
75	2023	6,073	<<< Not built <u>housing units</u> on land zoned to build <u>housing units</u> (example Rodgers Creek, Gordon Ave, vacant lots, secondary suites, subdivision)					
76	2023	23,880	<<< Housing Units built plus units that could be built on currently (2023) zoned housing land					
77	2041	21,717	<<< 2018 OCP Target Housing units for 2041					
78	2023	2,163	<<< <u>excess currently built + not built but zoned in 2023 residential over OCP target housing plan. le no more rezoning needed</u> until 2041 (no Cypress Village, no Ambleside Local Area plan, no Inglewood Care Centre)					
79								



2041 Population if all 2023 zoned residential land, plus 2023 applications pending plus likely applications approved and built

88

2041	77,635	<<<<<< Potential DWV <u>Population</u> if 100% of 2023 zoned residential plus 100% applied for (e.g. 9,250 from Cypress Vilage) plus 100% of likely (Inglewood, Ambleside) housing units built (population is calculated by 2.5 times housing units ... 2.5 used in 2018 OCP
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89

90

2041	54,293	<<<< target population per 2018 DWV Official Community Plan (excludes 6,000 people from Squamish Nation)
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91

2041	<u>23,343</u>	>>>> equals potential DWV <u>population</u> in excess 2018 DWV Official Community Plan
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92

2041	6,000	<<<< Projected Squamish Nation Population
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93

2041	29,343	<<<< <u>Potential population of West Vancouver (including Squamish Nation) in excess of 2018 Official Community Plan</u>
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94

Conclusion

- ❖ DWV can meet its 2041 housing targets based on land zoned for housing units today, June 2023.
- ❖ **Issue / roadblock is getting housing units BUILT**

Hence DWV does not need to rezone:

- ❖ 3,700 housing units proposed for Cypress Village
- ❖ 1,200 housing units proposed for Ambleside Local Area Plan

		A	B	C	D	E	F	G	H	I			
Target Housing Units vs (built + zoned ready to build)		Housing Units BUILT					ZONED for Housing Units NOT built						
Target: 2018 new builds per year 5,000 housing units/ 22 years)		(prior year-A) Cumulative Target TOTAL Legal zoned Housing units	(D-B) Built-Zoned less Target units (plus means construction is bottleneck, not zoning)	(F+I) Total Housing Units inventory (built PLUS zoned ready to build)		(+G) Net Housing Units built and added to housing inventory during the year = column G	(prior yr + E) Total BUILT Housing Units inventory at end of year	Occupied Housing units per DWV Annual Report = census and excludes about 1,300 built but vacant	Housing units transfer during year from (I) zoned to built to housing units BUILT (E)	new zoned housing units in year	Zoned for housing units at end of the year and NOT built	TARGET Population	DWV POTENTIAL Population based on built plus zoned I housing units excludes squishy nation
As of 31 Dec					As of 31 Dec						As of 31 Dec		
	218											2.5	
2017		16,935	3,205	20,340	2017		16,935		0	3,205	3,205	2017	42,478
2018		16,935	3,384	20,319	2018	70	17,005	16,935	-70	179	3,314	2018	42,338
2019	218	16,935	4,542	21,477	2019	111	17,116	16,935	-111	1,158	4,361	2019	42,338
2020	218	17,153	4,629	21,782	2020	168	17,284	16,935	-168	305	4,496	2020	42,883
2021	218	17,371	5,074	22,445	2021	227	17,511	17,690	-227	663	4,934	2021	44,127
2022	218	17,589	6,658	24,247	2022	87	17,598		-87	1,803	6,649	2022	43,973
2023	218	17,807	6,641	24,448	2023	777	18,375		-777	201	6,073	2023	44,518
2024	218	18,025	6,423	24,448	2024	22	18,397		-22	0	6,051	2024	45,063
2025	218	18,243	6,205	24,448	2025	563	18,960		-563	0	5,488	2025	45,608
2026	218	18,461	5,987	24,448	2026	315	19,275		-315	0	5,173	2026	46,153
2027	218	18,679	5,769	24,448	2027	921	20,196		-921	0	4,252	2027	46,698
2028	218	18,897	6,481	25,378	2028	55	20,251		-55	980	5,127	2028	47,243
2029	218	19,115	6,263	25,378	2029	143	20,394		-143	0	4,984	2029	47,788
2030	218	19,333	6,045	25,378	2030	0	20,394		0	0	4,984	2030	48,333
2031	218	19,551	5,827	25,378	2031	0	20,394		0	0	4,984	2031	48,878
2032	218	19,769	5,609	25,378	2032	0	20,394		0	0	4,984	2032	49,423
2033	218	19,987	5,391	25,378	2033	322	20,716		-322	0	4,662	2033	49,968
2034	218	20,205	5,173	25,378	2034	0	20,716		0	0	4,662	2034	50,513
2035	218	20,423	4,955	25,378	2035	0	20,716		0	0	4,662	2035	51,058
2036	218	20,641	4,737	25,378	2036	0	20,716		0	0	4,662	2036	51,603
2037	218	20,859	4,519	25,378	2037	0	20,716		0	0	4,662	2037	52,148
2038	218	21,077	4,301	25,378	2038	0	20,716		0	0	4,662	2038	52,693
2039	218	21,295	4,083	25,378	2039	0	20,716		0	0	4,662	2039	53,238
2040	204	21,513	3,865	25,378	2040	0	20,716		0	0	4,662	2040	53,783
2041	218	21,731	3,647	25,378	2041	0	20,716		0	0	4,662	2041	54,328
2042		21,737	3,641	25,378	2042	0	20,716		-3,781	0	4,662	2042	54,293
2043		21,717		31,054	2043	0	20,716		0	5,676	10,318	2043	54,293
	5,000												
	Target 5,000			5,676								2043 = IF IF All applied for and EXPECTED applications approved <<<< Housing Units applications submitted or expected/anticipated will be submitted as of Apr 2023 (see DETAIL tab)	
				31,054								<<<< Total Potential Housing Units as of 31/Dec/2041 including application pending	
				21,717								Target Housing Units 2041	
				9,337								<<<<<<<<<<< Potential excess housing units being re-zoned to meet target	

This is summary of model



	A	B	C	D	E	F
1	ONLY CHANGE columns A, C & D in this housing inventory model so that formulas are not damaged.	Zoned for housing units, not constructed memo only. CHECK FORMULAE	2053 = pending	Plus rezoned number of housing units	Less current housing units demolished or lost	Net change in housing units in calendar year
2			ONLY CHANGE COLUMN A,C,D,E			
3	Zoned for housing units in the year net of demolition or if included in housing inventory zoned as of 31 Dec 2017					
4	New Construction completed ... housing units move from approved not built to built housing inventory					
5	Vacant Zoned is as of 31 Dec 2017	BALANCE in Pool ... Target 0	<u>Estimates <i>italics</i></u> <u>Only change fields</u> <u>inside this box</u>			MEMO>>
6	(memo about 9,000-10,000 single family residential lots in WV [in 2021 8,145 Single detached housing units]					
7	Vacant Zoned Single Family Residential Land not including Upper lands or Daffodil Lane below for illustration. GUESS 5%.	286	2017	443		443
8	Single family residence built metro data 2022		2020	-82		-82
9	Single family residence built metro data 2022		2021	-75		-75
10						
11	Vacant Zoned Single Family -- Upper Lands Inc Cypress Village	930	2028	933	3	930
12	Target Build Date					
13						
14	Vacant Zoned Single Family Residential Land -- Daffodil Lane	13	2017	13		13
15	construction within current zoning					
16						
17	As of 31 Dec 2017 Multiple Family Zoned as of 31 Dec 2017 maximum vs actual built (example Dunderave zoning. This was subsequently approved to 55 units ... value is a GUESS.	31	2017	303		303
18	Built per Metro 2022 housing		2018	-70		-70
19	Built per Metro 2022 housing		2019	-83		-83
20	Built per Metro 2022 housing		2020	-77		-77
21	Built per Metro 2022 housing		2021	-42		-42
22						

	A	B	C	D	E	F
22						
23	Of 9,830 Single Family where laneway houses say 5% COULD be built (guess)	481	2017	493		493
24	2022 Zoning Changes, ADDITIONAL if applicable		2022	33		33
25	Laneway housing units built transfer to built		2019	-12		-12
26	Laneway housing units built transfer to built		2023	-33		-33
27						
28	Single Family where legal secondary suite COULD be built GUESS .. 20% of 9,830 single family zoned residential	1,445	2017	1603		1603
29	Target Build Date transfer to built metro 2022 pg58		2020	-5		-5
30	Target Build Date transfer to built metro 2022 pg59		2021	-10		-10
31	Target Build date guesstimate by 2029 .. Say cumulative 10%		2029	-143		-143
32						
33	Single Family .. New zoning bylaw 2022 Subdivision of residential lots guess that about 15% x 9,830 single family lots - 2021 census Metro 2022. Subdivision of lots	1,182	2022	1475		1475
34	Target Build Date - Say 15% GUESSTIMATE		2025	-293		-293
35						
36	303 Marine Earls Site (Cap Road & North of Marine approved		2018	176		176
37	Target Build Date		2021	-100		-100
38	Target Build Date		2022	-76		-76
39						
40	6478 Bay Street		2018	4	1	3
41	Target Build Date		2020	-4		-4
42						
43	727 Keith Amica Lions Gate Expansion		2019	48		48
44	Target Build Date		2023	-48		-48
45						
46	752 Marine - old White Spot Gateway Residents		2020	298		298
47	Target Build Date		2023	-298		-298
48						
49	1186 Duchess		2020	2	1	1
50	Target Build Date		2022	-2		-2
51						
52	6779 Dufferin Ave		2021	2	1	1
53	Target Build Date		2023	-2		-2
54						
55	7 Glenmore		2021	4	2	4
56	Target Build Date		2023	-4		-4



	A	B	C	D	E	F	G
169							
170	Dundarave Development (note zoned units included in 2019 opening inventory (line 17)		2022	55	1	54	
171	Target Build Date		2028	-55		-55	
172							
173	370-380 Mathers Ave ... might be opening inventory 20-14?		2021	17		17	
174	Target Build Date		2026	-17		-17	
175							
176	2991 - 3003 Burfield Place Rodgers Creek opening inventory?		2021	6		6	
177	Target Build Date		2026	-6		-6	
178							
179	4441 Picadilly North -- Gentles Cottage		2021	12		12	
180	Target Build Date		2026	-12		-12	
181							
182	Clyde Ave Micro Apartments		2023	201		201	
183	Target Build Date		2027	-201		-201	
184							

KNOWN OR POTENTIAL APPLICATIONS FOR RE-ZONING -- ALL DATED 2043

		2043	2043	2043	2043
185					
186		in progress			
187	Taylor Way LAP -- 503 units GUESSTIMATE	in progress	2043	503	503
188		in progress			
189	Woodcrest Town Homes 4430,50.60 woodgreen drive currently 4 housing units built there ... Caufiled	in progress	2043	37	4
190		in progress			
191		in progress			
192	Cypress Village application made and in progress has had two readings	in progress	2043	3,700	800
193	Application Submitted	in progress			2900
194		in progress			
195	Inglewood Care Centre potential application 729 new, existing 230	in progress	2043	699	20
196	?? Potential application ??	in progress			679
197		in progress			
198	Ambleside Local Area Plan , 1,000 is NET as we do not know how many units currently in this area	in progress	2043	1403	403
199		in progress			1000

We have shown that West Van currently has land zoned to build housing units far in excess of what is needed to meet OCP 2041 target housing units.

The issue in WV is that housing is not being BUILT.

- ❖ The elephant in the room is not only must housing be built but it must be affordable.

Recently I had an epiphany about why housing is NOT being built on currently zoned residential land

- Is it possible it has something to do with CAC .. Community Amenity Contributions?
- Let me tell you a bit more about CACs

CAC .. Community Amenity Contribution

- What is it?
- What is the real bargain? council
- How calculated (negotiated)?
- WV about \$54 million in past

CAC .. Community Amenity Contribution

➤ CAC treated as
revenue on FS

15. COMMUNITY AMENITY CONTRIBUTIONS 2020

Two amenity contribution payments were received in 2020. These funds will be used for pro
improvement of community assets.

Bylaw & Description	2020
Bylaw 4985, 2018 – 727 Keith Road	
Bylaw 5041, 2019 – Rogers Creek Area 5 and 6	5,140,000
Bylaw 5064, 2020 – 707 and 723 Main Street	10,000,000
	15,140,000

2020 ANNUAL REPORT | DISTRICT OF WEST VANCOUVER

\$10m million extra
floors gateway

Example of a CAC ...
Gateway Residences in
Park Royal .. Old White Spot
site.

- CAC \$31 million
- Or about \$105,000 per housing unit

Question:

Why are DWV staff & councillors promoting densification like 1,200 more housing units in the Ambleside LAP and 3,700 units in Cypress Village?

HINT: Follow the money

FYI:

Burnaby has
collected about
\$1 billion in CAC's
over the years

Based on Gateway CAC per unit of \$105,000 here is how much CAC are on the table:

Ambleside LAP – 1,200
units: \$126 million CAC

Cypress Village – 3,700
units: \$389 million

Ambleside LAP – 1,200
units: \$126 million CAC

And the CAC\$ may be
the reason why an
additional 1200 housing
units are being promoted
for Ambleside (with
smoke screen of
affordable housing)

Conclusion

- ❖ DWV can meet its 2041 housing targets based on land zoned for housing units today, June 2023.
- ❖ **Issue / roadblock is getting housing units BUILT**

Hence DWV does not need to rezone:

- ❖ 3,700 housing units proposed for Cypress Village
- ❖ 1,200 housing units proposed for Ambleside Local Area Plan



**“every home
in Canada is
affordable”**



DISTRICT OF WEST VANCOUVER
 790 17TH STREET, WEST VANCOUVER BC V7V 5T8

COUNCIL REPORT

Date:	November 2, 2022
From:	Erik Wilhelm, Senior Community Planner
Subject:	Proposed Zoning Amendment, OCP Amendment and Development Permit for 671, 685, 693 Clyde Avenue and 694 Duchess Avenue
File:	05.1010.20/21-185.2022

RECOMMENDATION

THAT opportunities for consultation on the proposed amendment, with persons, organizations and the public, be reported dated November 2, 2022, for the purposes of section 466.2 of the Zoning Bylaw.

“Affordable” appears 23 times in this council report and is stated as a FACT. It is not defined.

...and that notice be given of the scheduled public hearing for the Development Permit No. 21-185” be presented at a public hearing scheduled for January 23, 2022, at 6 p.m. in the Municipal Hall, to be held concurrently with the public hearing scheduled for January 23, 2022, at 6:00 p.m. in the Municipal Hall, and that notice be given of the scheduled public meeting.

1. OCP be amended
2. ZONING Bylaw 4662 be amended
3. DEVELOPMENT PERMIT 21-185

<https://westvancouver.ca/sites/default/files/dev/council-agendas/2022/nov/21/22nov21-5.pdf>

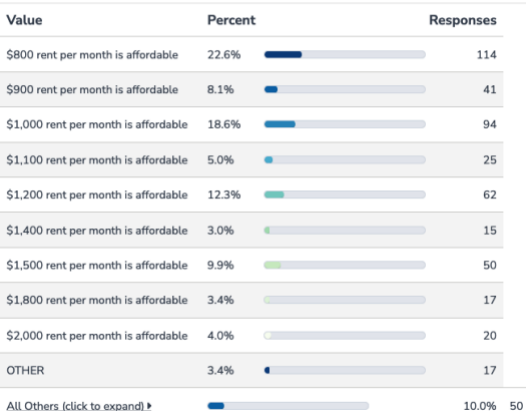
Taken from the above 'Council Report' about Clyde Ave Micro Apartments

more affordable than what?

Applicable strategic goals and objectives

- Goal 1.0: Significantly expand the diversity and supply of housing, including housing that is more affordable.
 - Objective 1.1: Approve an average of 250 net new housing units each year, including accessible housing, of which approximately 100 are market or non-market rental, approximately 75 are infill or missing middle (such as coach houses, multiplexes, and townhouses), and approximately 75 are strata apartment or mixed-use.

What does affordable housing mean ?



More than 55% < \$1,100 rent is A

Totals: 505

One of the justifications for approving Gateway densification was to provide **AFFORDABLE housing**






Are these rents AFFORDABLE?


Gateway Residences Park Royal

752 Marine Drive, West Vancouver, BC


 map

 1 Bedroom 1 Bath 734 sqft. **\$3,305**

 2 Bedrooms 2 Baths 918 sqft. **\$3,930**

 2 Bedrooms 2 Baths 1030 sqft. **\$4,595**

 3 Bedrooms 2 Baths 1031 sqft. **\$4,600**

 3 Bedrooms 2 Baths 1137 sqft. **\$5,030**



Affordable Housing

According to the Canada Mortgage and Housing Corporation (CMHC) housing is considered to be affordable when a household spends less than 30% of its pre-tax income on adequate shelter.

Rent/Month CHMC 30%

\$1,100 > \$44,000 year

\$2,100 > \$84,000 year (clyde)

\$3,300 > \$132,000 year (gateway)

\$4,495 > \$179,800 year

Building Affordable Housing (income never specified) is always part of the justification both by staff and the developer for densification

- Affordable is used in the Clyde Ave 350 sq feet Micro apartment justification.
- \$84,000 income needed for \$2,100 rent to be affordable

**“every home
in Canada is
affordable”**

**DEPENDING ON
HOUSEHOLD
INCOME**

Question any statement where '[more] affordable housing' is used without an income modifier like

Affordable housing if income more than \$xxx / year or month

District of West Vancouver Housing Unit Inventory

(Prepared by Claus Jensen; big picture review by ADRA directors)

