



Business Model Workshop Workbook

Blue Mountains Attainable Housing
Corporation's Housing Development

May 7, 2019



Purpose of this Document



Supplements workshop presentation to gain feedback from all participants



Allows for individuals to provide specific feedback that may be different from the overall group to gain an understanding of the different perspectives



Submissions will remain confidential

Participant Information

Please fill out the below information.

Name	
Title	
Email	

Activity One: SMART Goals



SMART Goal One

Goal

What is the overarching goal you want the Town or BMHAC to achieve?

Smart

How can you make this goal specific?

Measurable

How can you make this goal measurable?

Achievable

What do you have? What do you need?

Relevant

Why is this goal important?

Time-Based

When will this be achieved?



SMART Goal Two

Goal

What is the overarching goal you want the Town or BMHAC to achieve?

Smart

How can you make this goal specific?

Measurable

How can you make this goal measurable?

Achievable

What do you have? What do you need?

Relevant

Why is this goal important?

Time-Based

When will this be achieved?



SMART Goal Three

Goal

What is the overarching goal you want the Town or BMHAC to achieve?

Smart

How can you make this goal specific?

Measurable

How can you make this goal measurable?

Achievable

What do you have? What do you need?

Relevant

Why is this goal important?

Time-Based

When will this be achieved?

Activity Two: Policies Evaluation

Accelerated Approvals

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: Prioritizes the municipalities approvals of affordable housing projects

Inclusionary Zoning

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: Establishes zoning regulations that require affordable housing development

Density Bonus

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree

Strongly Agree



Yes

No

Comments

Definition: Practice of granting density beyond what normally would be permitted if allotted to affordable housing

Demolition Policy

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree

Strongly Agree



Yes

No

Comments

A large, empty rounded rectangular box with a dark blue border, intended for entering comments.

Definition: Requires the replacement of rental accommodation during the redevelopment of a site or the protection of deed restricted units from destruction

Rent Restrictions

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree

Strongly Agree



Yes

No

Comments

A large, empty rounded rectangular box with a blue border, intended for entering comments.

Definition: Restricts rental rates for certain types of housing

Resale Price Restrictions

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: Placing a covenant or deed restricting the amount prices can increase over a specific time for specific properties

Secondary Suites Policy

Does this policy have a meaningful impact on affordable housing creation?

Is this policy easy to maintain?

Should this policy be continued?

Strongly Disagree

Strongly Agree



Yes

No

Comments

Definition: Encourages the development of auxiliary housing options through rebates or grants

Housing Fund

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree

Strongly Agree



Yes

No

Comments

A large, empty rounded rectangular box with a dark blue border, intended for user comments.

Definition: Funds established by legislation or ordinance to receive dedicated public funding for affordable housing

Subsidized Rent

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: Tenants or landlords receive rent subsidies for market priced units

Development Charge Relief

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: The municipality does not charge affordable housing projects development charges

Land Use or Swap

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree

Strongly Agree



Yes

No

Comments

Definition: Leverages municipal land inventory to incentivize affordable housing development by using public land or swapping it to spur development

Partial Ownership

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: The municipality owns a portion of the development to decrease risk and cost on developer

Rental Guarantees

Will this policy have a large impact to the inventory of affordable housing in TBM?

Will this policy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this policy be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: A municipality or business guarantees a certain rental percentage of a group of units to the landlord

Activity Two: Policy Exploration Evaluation

Which policies and program are worth exploring further? Which are not?

Explore

Don't Explore

Activity Three: Strategies and Tools Evaluation

Affordable Housing Strategy

Will this strategy have a large impact to support BMAHC and Town create affordable housing units?

Will this strategy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this strategy be explored further?

Strongly Disagree

Strongly Agree



Yes

No

Comments

Definition: A document commissioned by the local government which recognizes and quantifies affordable housing shortage and contains recommendations to address shortage

Growth Management Strategy

Will this strategy have a large impact to support BMAHC and Town create affordable housing units?

Will this strategy be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this strategy be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: Creation of smart growth principles that takes into account environmental, cultural, economic and social considerations in city development

Public Private Partnerships

Will this tool have a large impact to support BMAHC and Town create affordable housing units?

Will this tool be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this tool be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: Generally involves a contribution from the public sector in the form of land and/or zoning and the private sector is responsible for servicing and building

Housing Organization

Is this tool having a large impact to support BMAHC and Town create affordable housing units?

Is this tool easy to maintain?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this tool be maintained?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: An organization dedicated to monitor affordable housing inventory, develop and implement affordable housing programs

Land Banking for Affordable Housing

Will this tool have a large impact to support BMAHC and Town create affordable housing units?

Will this tool be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this tool be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: Acquisition of property for affordable housing when there is no immediate plan to develop this land

Waitlist System

Will this tool have a large impact to support BMAHC and Town create affordable housing units?

Will this tool be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this tool be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: Reflects the gap of non-market affordable housing other than social housing (where numerous waitlists are being utilized) and prioritizes potential beneficiaries

Affordable Housing Needs Assessment

Will this tool have a large impact to support BMAHC and Town create affordable housing units?

Will this tool be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this tool be explored further?

Strongly Disagree Strongly Agree

← (1) (2) (3) (4) (5) (6) →

← (1) (2) (3) (4) (5) (6) →

Yes / No

Comments

Definition: Determines the parameters of the communities housing challenges

Dedicated Tax Revenue

Will this tool have a large impact to support BMAHC and Town create affordable housing units?

Will this tool be easy to implement for the Town or for the corporation?
(Considering financial, staff, expertise, buy-in, time, etc.)

Should this tool be explored further?

Strongly Disagree

Strongly Agree



Yes

No

Comments

Definition: The municipality or government creates a dedicated tax revenue stream to support the development of affordable housing

Activity Three: Strategies and Tools Exploration

Which strategies and tools are worth exploring further? Which are not?

Explore

Don't Explore





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