Strengthening the Social Housing Sector:

Report from the Task Group on Communications and Information Exchange

March 2010
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Executive Summary

The purpose of the Task Group on Communications and Information Exchange was to develop specific recommendations that would create opportunities to access and exchange information throughout the social housing sector. The group was formed as part of a process initiated by BC Housing aimed at enhancing project delivery and strengthening the social housing sector in the province.

A variety of stakeholder groups in the sector were represented on the task group – development consultants, non-profit housing societies, and government. The group met four times between October 2009 and March 2010. Their deliberations resulted in the recommendations highlighted below.

Task Group Recommendations

Adopt the Communications Principles

The task group identified key communications principles they felt should govern communications and information exchange in the sector. These are highlighted below:
- Equality of access to information;
- Transparency in communications; and,
- Ensuring information is kept relevant and up to date.

In particular, the task group acknowledged the importance of access to information about BC Housing’s development opportunities as this relates to access to business opportunities, especially for development consultants and non-profit societies. Ensuring equity of access to information was seen as critically important in order to level the playing field in the sector.

The task group recommends that these principles be adopted by all parties in the sector as the basis for communications and information exchange.
Implement the Communications and Information Exchange Framework

The main deliverable resulting from the task group’s work was the Communications and Information Exchange Framework presented in Appendix 3, which provides a structure and serves as a foundation to enhance access to and exchange of information in the sector.

The framework identifies five topic areas of interest for communications and information exchange in the sector. It also identifies methods to share this information, where the information might be hosted or accessible from, and who might be interested in or contribute to the information being communicated or exchanged.

The task group recommends that the framework be implemented.

Improve BC Housing’s Website

The task group recommends that BC Housing improve its website, particularly in relation to making it easier to search for and find information on the site. As well, it is recommended that the email notification/registration system on the website be enhanced by expanding it to more areas of the website, making it easier to access and update your account and sign up for specific areas of interest.
1. Background and Introduction

It has been said that it takes a village to raise a child. So, too, can it be said that it takes the involvement of many partners, organizations and groups working together to successfully deliver social housing in British Columbia. Towards this end, BC Housing initiated a process aimed at enhancing project delivery and strengthening the social housing sector in the province. This report is one of four task group reports from this process.

The genesis of the process can be traced to the findings and recommendations that emerged from a study of the development consultant sector in British Columbia\(^1\). Funded by BC Housing and conducted by Marleen Morris & Associates, the study sought to identify the issues and challenges facing the development consultant sector in BC in the context of a changing and increasingly complex social housing delivery environment. The importance of understanding these issues and challenges was suggested by the fact that development consultants have been an integral part of the social housing sector in the province for over 30 years. In this role they have made a significant contribution to helping the sector meet a range of housing needs in British Columbia.

Research for the study involved more than 70 interviews with people drawn from all segments of the sector – development consultants, non-profit housing societies, health authorities, municipalities, development professionals, and BC Housing senior management and Development Services staff. Analysis of the interviews revealed that the challenges and issues identified were not unique to the development consultant sector; in fact, all of the stakeholders who took part in the interviews were facing the same or similar challenges.

\(^1\) For more information about the Development Consultant Sector Study, please see Appendix 1.
The development and delivery of social housing has become much more complex in the past seven to ten years. The study found that a number of crucial changes have occurred, including the shift from:

- Independent housing to supportive living for hard to house populations;
- A prescriptive delivery framework under defined housing programs to a more flexible environment where each project is unique;
- A single funding agency to multiple funding partners and complex funding arrangements; and,
- BC Building Code requirements to the LEED Gold standard for all new construction.

Four key areas for action emerged from the study:

- Enhance communication and information exchange;
- Develop a project monitoring and reporting framework;
- Develop a costing framework and a targeting framework; and,
- Promote development consultant sector capacity.

BC Housing committed to striking four corresponding task groups to address these areas. Effort was made to ensure broad representation from all geographic areas of the province and segments of the social housing sector in BC on the task groups. Task group members were selected from a list of self-identified volunteers, augmented by targeted recruitment where necessary.

Each task group worked within the framework of a Terms of Reference, which outlined the group’s scope of work and expected deliverables. This report presents the results from the task group’s work, including the tools and recommendations developed and the areas for further study identified. It also provides insight into the deliberations that led to the outcomes and deliverables presented.

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2 A call for volunteers was made at the Sector Stakeholder Workshop hosted by BC Housing to discuss the results of the Development Consultant Sector Study and seek further input to the work of the proposed task groups. For more information on the Sector Stakeholder Workshop, please see Appendix 2.
1.1 Task Group Discussion Context

The housing continuum extends from housing with a high degree of government involvement (e.g. emergency shelters and housing for the homeless) on the left, through to housing with minimal government involvement (e.g. affordable rental housing and home ownership) on the right, as presented in Figure 1.

Historically, social housing development in British Columbia has been concentrated on the left and characterized by heavy government involvement and support. While development of social housing projects will likely continue to take place at all points on the housing continuum, it is anticipated that in the more immediate future there will be an increasing number of opportunities for the ‘entrepreneurial’ development of social housing projects on the right side of the continuum. In this new environment, it is expected that social housing projects may be developed by groups working together in partnership, in some cases completely outside of defined housing programs. These factors combined make the development process for social housing much more complex.

Information about the evolving social housing context in the province shaped the work of the task groups. Each group recognized the importance of considering the entire housing continuum in approaching their work and ensuring that the resulting recommendations would be relevant to the development of social housing regardless of where on the continuum a project might fall.
THE HOUSING CONTINUUM

The housing continuum extends from emergency shelter and housing for the homeless through to affordable rental housing and home ownership. This diagram illustrates this continuum including the portion that is government-assisted with differing levels of support services through to independent housing in the private market.

Government-Assisted Housing
(Accounts for almost 6% of the province’s total housing stock)

Level of Support Services

HIGH  MODERATE  LOW

DEPENDENT  INDEPENDENT

Homeless Outreach  Emergency Shelter & Housing for the Homeless  Transitional Supportive & Assisted Living  Independent Social Housing  Rent Assistance in the Private Market  Private Market Rentals  Home Ownership
2. Task Group Terms of Reference and Membership

2.1 Task Group Purpose

The purpose of the Task Group on Communications and Information Exchange was to develop specific recommendations that would create opportunities to access and exchange information throughout the sector with the objective of improving program and project delivery.

2.2 Task Group Role and Scope

The role of the Task Group on Communications and Information Exchange was to be an advisory body to the sector at large. In its advisory capacity, the task group was expected to present the recommendations emerging from its work, however these recommendations were not to be considered binding on any organization.

As part of its work, the task group committed to identifying:

- Communications and information sharing needs;
- Existing communications and information sharing opportunities (e.g. newsletters, regular meetings, conferences);
- Where existing opportunities do not meet the communications and information sharing needs identified; and,
- Options that would meet the communications and information sharing needs not met by existing opportunities.
2.3 Task Group Expected Output

The Task Group on Communications and Information Exchange was expected to produce a final report containing recommendations for consideration by BC Housing and the sector at large, with the following elements:

- Identification of communications and information sharing needs;
- Identification of existing communications and information sharing opportunities (e.g. newsletters, regular meetings, conferences);
- Identification of where existing opportunities do not meet the communications and information sharing needs identified;
- An assessment of options, with recommendations, that would meet the communications and information sharing needs that are not be met by existing options;
- A timeline for implementation;
- Identification, where possible, of organizations and groups to take next steps; and,
- A schedule for follow-up to assess implementation progress and evaluate success.

2.4 Task Group Membership

In establishing the membership of the Task Group on Communications and Information Exchange, the following criteria were considered:

- Ensuring representation from a variety of stakeholder groups in the social housing sector (e.g. development consultants, non-profit housing societies, and government).
- Ensuring members have knowledge and experience that contributes to the work of the task group;
- Ensuring the membership is structured to ensure a balance of perspectives and interests;
- Ensuring the membership includes individuals who represent the next generation of leaders in the social housing sector; and,
- Willingness to make the commitment of time required to complete the project.

The list of task group members is presented at the beginning of this report.
3. Task Group Deliberations

This section provides insight into the journey the task group members took to fulfill their mandate. It also provides an overview of the key considerations that informed the development of the Communications and Information Exchange Framework.

3.1 Task Group Overall Approach

The task group realized that the subject area of communications and information exchange could potentially be overwhelming. As such, the group decided to focus their work by developing a framework for communications and information exchange needs.

The task group discussed the objectives of the group, questioning whether the primary purpose was to push information out, or to create opportunities in the sector for people to engage in dialogue and exchange. As well, the group wondered if the intent of the task group was to focus on determining the type and content of information to be communicated in the sector, or whether it was to focus on methods of communication.

Ultimately, two key purposes were established. There was a desire expressed among the group to not only focus on providing access to tangible resources and sources of information, but also to help facilitate opportunities for dialogue, exchange and information sharing within the sector. Within these two purposes, the group identified topics of information and methods to share this information.

The importance of providing equal access to information framed the overall approach of the task group. This was particularly true with respect to transparency and equity of access to information about development opportunities from BC Housing, recognizing the link between this information and business opportunities for development consultants and non-profit societies. The communications principles that guided the group’s work are explained further in Section 3.3.
3.2 Developing the Communications and Information Exchange Framework

The task group identified early on the need for a framework to help focus the group’s work. The framework is introduced in Section 4.1 of this report. The entire framework is included in Appendix 3.

The group developed the framework based on input regarding communications and information exchange needs and opportunities in the social housing sector as identified from four main sources:

- The interviews conducted for the Development Consultant Sector Study;
- Discussions at the Development Consultant Sector Stakeholder Workshop;
- Discussions among the Task Group on Communications and Information Exchange; and,
- Outcomes emerging from the three other task groups related to costing and targeting, reporting and monitoring and sector capacity.

The development of the framework was guided by the characteristics highlighted in Section 3.3 below. Additional consideration was given to a number of other issues, such as making information more accessible by ensuring it is searchable, incorporating the use of the right tools (such as social media tools) as appropriate, and ensuring the framework would be flexible and expandable so that it could be adapted to respond to changing circumstances over time. It was also seen as important that the framework incorporate ways to share ‘formal’ information, such as case studies and best practices, as well as ways to share ‘informal’ information, such as learned experiences. The task group saw the framework as a starting point; as a living document that would grow and evolve over time as new needs and opportunities were identified.
3.3 Communications Principles

Throughout their discussions, the task group acknowledged the importance of equality of access to information, transparency in communications, and ensuring information is kept relevant and up to date.

Providing equal access to information to level the playing field in the sector was emphasized. This was especially true in relation to information about BC Housing’s development opportunities. The task group highlighted the importance of knowing what opportunities are available under both housing program and non-program categories, and the criteria for project selection and approval.

Additionally, transparency from BC Housing regarding the internal mechanisms and processes that societies or other stakeholders should be made aware of was noted as important. The group indicated that ensuring equality of access would also mean sharing information broadly to all societies and sector stakeholders equally, for example so that those in remote areas of the province are not at a disadvantage.

Tailoring communications appropriately to different audiences was also discussed. The task group recognized the importance of commonality of language and terminology when communicating with different stakeholders, for example some groups define ‘24/7 operations’ as having staff on-site and available, while others see it as having staff on call. As well, the task group felt it would be important to ensure information was easy to access. As one solution to facilitate accessibility, they suggested a system of email notification could be established so that individuals could subscribe to email updates that would alert them when changes had occurred or new information was available. Although Internet access to information and electronic communications were seen as primary methods of exchange, the group also felt that face-to-face opportunities should be pursued where appropriate and feasible.
4. Task Group Outcomes and Deliverables

4.1 Communications and Information Exchange Framework

The task group recognized the importance of its mandate to improve communications and information exchange in the sector. Providing access to information, including resources and tools, and creating opportunities for information exchange, creates efficiencies in project delivery that lead to better products and outcomes.

The key deliverable from the task group is the Communications and Information Exchange Framework presented in Appendix 3.

The framework identifies five main topic areas for communications and information exchange:
- Development Opportunities;
- Practices & Innovations;
- News;
- Professional Development; and,
- Data & Statistics.

Under each topic area, sub-headings with further details about the types of information suggested are provided. For example, the topic area of ‘Practices & Innovations’, includes sub-headings such as ‘tools and resources’, ‘case studies’ and ‘best practices.’

BC Housing and BCNPHA were chosen as the main hubs or ‘hosts’ for information access or exchange because they both play important and key roles in the sector – BC Housing as the provincial housing agency that oversees the development of social housing and BCNPHA as the representative of the non-profit housing societies that sponsor, manage and operate social housing developments. The task group recognized that some of the topic areas identified more logically rested with BC Housing, such as information about provincial housing development opportunities and funding, while others more logically fit with BCNPHA, such as information about non-profit societies in the province.
There were other topic areas where it was expected that there would likely be overlap between BC Housing and BCNPHA, and that both organizations might provide access to this information. Further discussion of these overlapping areas may be required.

It is important to note that although both BC Housing and BCNPHA are both identified in the framework as information hubs or ‘hosts’, the task group did see a distinction in their roles. The task group made an assumption that any information provided by BC Housing directly, or linked to from their website, would have to be approved by BC Housing. As such, the task group’s perception was that BC Housing would not be involved in unmonitored information exchange, such as what might take place through a social networking site; it was thought that BCNPHA would more likely play a role in this type of exchange.

Suggested methods of sharing and exchanging information, such as newsletters, websites and social media tools, are specified in the framework. It is anticipated that a variety of stakeholders, from the social housing sector and beyond, will be interested in the topic areas identified, either to access information or exchange ideas. It is also hoped that these groups will contribute information that will be of interest to the sector. The groups that may contribute or be interested are highlighted in the framework.

While the framework identifies information needs and opportunities and suggests how information could be made available to ensure that it is accessible, it does not speak to how information will be gathered or updated over time. It was recognized that people in the sector will be interested in accessing and exchanging information only if they think it will be useful and perceive a benefit in doing so. These issues require further discussion and exploration.
The framework includes reference to ‘case studies’, ‘best practices’ and ‘learned experience’. The task group deliberately created these categories and it is important to understand the distinction between the three. Definitions are presented below:

- **Case study** – defined as a formal way of sharing information, through a report or presentation, which examines specific techniques, methods, processes or products used in specific circumstances.

- **Best practice** – defined as a formal way of sharing information, through a report or presentation, about recommended techniques, methods, processes or products believed to be more effective at delivering a particular outcome given particular circumstances. It is important to recognize that the party publishing the ‘best practice’ is the one that endorses or sponsors it as a best practice.

- **Learned experience** – defined as an informal way of sharing information and experience, such as through email exchange or informal conversations, about what worked and did not work in the development of a project, recognizing that the lessons learned may not apply to all projects.
5. Task Group Recommendations

5.1 Adopt the Communications Principles

The task group identified key communications principles that they felt should govern communications and information exchange in the sector. In this regard, the group felt it was critical to ensure:

- Equality of access to information;
- Transparency in communications; and,
- Information is kept relevant and up to date.

The task group recommends that these principles be adopted by all parties in the sector as the basis for communications and information exchange. It is suggested that BC Housing and BCNPHA lead by example by observing these principles so that all stakeholders in the sector will be encouraged to do the same.

5.2 Implement the Communications and Information Exchange Framework

The task group recommends that the Communications and Information Exchange Framework presented in Appendix 3 of this report be implemented. It is suggested that BC Housing and BCNPHA review the framework and take the lead in implementing the aspects of the framework that identify their respective organizations as the hub or ‘host’. In places where the roles of both organizations overlap in the framework, it is suggested that BC Housing and BCNPHA identify how they could work together.

Factors to consider in implementing this recommendation include the following:

- Additional work is needed to determine how information suggested in the framework will be sourced, generated and updated over time.
- It is recognized that the information highlighted in the framework must be useful and that sector stakeholders must perceive that there is a benefit to accessing or exchanging this information. Significant time and investment will be required to implement the framework. Regular evaluation is necessary to determine whether the sector finds the information useful and whether it is
being used. If it is not seen to be valuable and is not being used, the information should be adapted or the initiative to share it should be cancelled.

- Interest in and the feasibility of employing communications methods, such as webinars and social media tools including blog sites, Twitter, LinkedIn and others, should be explored before these methods are pursued.
- Although BC Housing and BCNPHA are identified in the framework as the main hubs or ‘hosts’, other stakeholders in the sector should be encouraged to contribute information identified that would be of interest and benefit to the sector. Areas where a third party could play the hub or ‘host’ role, and where BC Housing and BCNPHA could potentially play a facilitative role, should be explored and identified.
- It is recognized that there may be costs associated with implementing the framework, however the task group has not identified where these funds may come from.

5.3 Improve the BC Housing Website

The task group highlighted that although the BC Housing website contains a lot of useful and important information, it is often difficult to find and access that information. The task group recommends that BC Housing explore ways to improve its website, in particular by improving the ‘searchability’ of the information available on the site. It is suggested that BC Housing take the lead role in implementing this recommendation.

Additional factors for consideration in pursuing this recommendation include:

- It would be helpful to establish a ‘file naming protocol’ for documents available on the BC Housing website. If documents are named according to their subject/content, they will be picked up in a search and therefore will be much easier to find. If a document is named ‘Appendix E’, for example, it has to be opened before its content can be determined.
- Continue to provide the system to enable email subscription on BC Housing’s website so that those who register can receive email notification when information is changed or new content is added on the website.
- Explore opportunities to enhance the email subscription system by expanding it to more areas of the website, and making it easier to access and update your account and sign up for specific areas of interest.
6. Implementation and Assessment

6.1 Implementation and Assessment Timeline

The following table indicates the priorities and a suggested schedule for implementing the task group’s recommendations. Dates are based on the provincial government’s fiscal calendar.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Accountable (Lead)</th>
<th>Timeline for Implementation</th>
<th>Current Status</th>
<th>Timeline for Review and Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Adopt the Communications Principles</td>
<td>BC Housing, BCNPHA, All Sector Stakeholders</td>
<td>Ongoing</td>
<td>• New initiative</td>
<td>Revisit and Discuss at BCNPHA Conference 2011</td>
</tr>
</tbody>
</table>
| 5.2 Implement the Communications and Information Exchange Framework | BC Housing – for the areas of the framework where BC Housing is identified as the hub or ‘host’  
BCNPHA – for the areas of the framework where BCNPHA is identified as the hub or ‘host’  
Additional sector stakeholders to participate and contribute as identified | Discuss at Sector Stakeholder Workshop; June 18, 2010 | • New initiative        | Discuss outcomes from June workshop and plans for coming year at BCNPHA Conference 2010; Follow up to report on progress and additional opportunities at BCNPHA Conference 2011 |
| 5.3 Improve the BC Housing Website    | BC Housing                                                                       | 2010                        | • Website to be reviewed by BC Housing | Provide update at BCNPHA Conference 2011                                                            |
7. Concluding Remarks

Improving communications and information exchange was highlighted as a key priority for the social housing sector. To focus their discussions in addressing this priority, the task group embarked on developing a framework for communications and information exchange. The framework provides a structure and serves as a foundation to enhance access to and exchange of information in the sector.

BC Housing and BCNPHA were identified as the logical organizations to help lead the process of improving communications in the sector. Ensuring the communications and information exchange framework is implemented and successful will also rely on other stakeholders in the sector making a contribution and playing an active role. Throughout the process, it will be critical to ensure information is shared equally, communications are open and transparent, and information is kept current.

A significant amount of time and energy was devoted to discussing the subject of improving communications and information exchange in the sector and to developing recommendations to achieve this outcome. Overall, members of the task group felt it was a useful and worthwhile exercise. They expressed their strong hope that the process to improve communications and information exchange would continue beyond the scope of the task group and that the framework developed by the group would be translated into action leading to tangible results. Moving forward, it will be important to ensure that there is follow up and monitoring to obtain feedback on the implementation of the framework.

The recommendations presented in this report have the potential to lead to significant and positive transformation in the social housing sector in British Columbia and to poise the sector for ongoing success as the delivery environment continues to evolve.
8. Appendices

8.1 Appendix 1: Information on the Development Consultant Sector Study

BC Housing initiated the study of the development consultant sector to enable greater understanding of the roles and responsibilities of the sector, particularly in the context of the increased complexity of the current social housing environment. The objectives of the study were to identify and understand the perceptions of the development consultant sector with regard to:

- Roles and responsibilities of development consultants;
- The skills and expertise required; and,
- The challenges and issues faced by development consultants.

The study also looked at the history of the emergence of the development consultant sector.

In order to gain a comprehensive 360° perspective of development consultant roles and responsibilities, a broad range of stakeholders involved in the development and operation of social housing were interviewed for the study. Interviewees included individuals from the following groups:

- Development consultants
- Housing sponsors
- Aboriginal housing sponsors
- Health authorities
- Housing sector organizations
- Private sector partners
- Municipal partners

One-to-one interviews were conducted with 48 stakeholders from the groups outlined above. As well, 27 people from BC Housing, including the CEO, executive team members and Development Services staff, were interviewed. The study included a total of 75 interviewees.
8.2 Appendix 2: Information on the Sector Stakeholder Workshop

The Sector Stakeholder Workshop, convened by BC Housing and held on June 5, 2009, provided the opportunity to present and discuss the findings and recommendations resulting from the Development Consultant Sector Study. In addition, the session aimed to enlist the participation and engagement of the broader social housing sector in moving forward to implement the recommendations that emerged from the study. Specifically, the session was held to discuss and gather input on the proposed work of the four task groups to be established to address the key areas for action that emerged from the study.

Close to 95 participants representing more than 50 organizations engaged in the social housing sector met for the workshop. The workshop included representation from the following groups:
- Development consultants;
- Housing sponsors;
- Aboriginal housing sponsors;
- BC Housing
- Housing sector organizations;
- Private sector partners, including architects and developers; and,
- Municipal partners.
8.3 Appendix 3: Communications and Information Exchange Framework

Please see the Communications and Information Exchange Framework included on the following pages.
## COMMUNICATIONS AND INFORMATION EXCHANGE FRAMEWORK

<table>
<thead>
<tr>
<th>Purpose / Info Area</th>
<th>Components/Description</th>
<th>Information Hub/‘Host’</th>
<th>Information Access and Exchange Opportunities</th>
<th>Who Might Contribute/be Interested</th>
</tr>
</thead>
</table>
| 1. Development Opportunities | BC Housing information | BC Housing | • Information on BC Housing website  
• Email notification | • Development Consultants  
• Housing Societies  
• Social Services Agencies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• Funding Ministries and Authorities, such as Federal Ministries and Health Authorities  
• BC Housing  
• BCNPHA |
| | Current RFPs and EOIs | BC Housing | • Information on BC Housing website  
• Email notification | • Development Consultants  
• Housing Societies  
• Social Services Agencies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• Funding Ministries and Authorities, such as Federal Ministries and Health Authorities  
• BC Housing  
• BCNPHA |
| | Housing programs | BC Housing | • Information on BC Housing website  
• Email notification  
• Face-to-face information sessions when program first announced | • Development Consultants  
• Housing Societies  
• Social Services Agencies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• Funding Ministries and Authorities, such as Federal Ministries and Health Authorities  
• BC Housing  
• BCNPHA |
| | Funding/financing for non-program development | BC Housing | • Information on BC Housing website  
• Email notification  
• Web-based information session when funding made available | • Development Consultants  
• Housing Societies  
• Social Services Agencies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• Funding Ministries and Authorities, such as Federal Ministries and Health Authorities  
• BC Housing  
• BCNPHA |
| | BC Housing strategic plans and priorities | BC Housing | • Information on BC Housing website  
• Email notification | • Development Consultants  
• Housing Societies  
• Social Services Agencies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• BC Housing  
• BCNPHA |
1. Development Opportunities (Continued)

<table>
<thead>
<tr>
<th>Information Hub/ ‘Host’</th>
<th>Information Access and Exchange Opportunities</th>
<th>Who Might Contribute/be Interested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal housing development opportunities and funding</td>
<td></td>
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</tbody>
</table>
| Information on opportunities and funding | BC Housing; BCNPHA | • Links on BC Housing website  
• Links on BCNPHA website  
• Email notification | • Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• BC Housing  
• BCNPHA |
| Provincial housing development opportunities and funding | | |
| Information on opportunities and funding | BC Housing; BCNPHA | • Links on BC Housing website  
• Links on BCNPHA website  
• Email notification | • Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• BC Housing  
• BCNPHA |
| Municipal housing development opportunities and funding | | |
| Municipal housing strategies | BCNPHA | • Links on BCNPHA website | • Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• BC Housing  
• BCNPHA |
| Inclusionary zoning rules | BCNPHA | • Links on BCNPHA website | • Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• BC Housing  
• BCNPHA |
| Additional capital funding sources | | |
| I.e. Foundations, credit unions, philanthropic groups | BCNPHA | • Links on BCNPHA website  
• Email notification | • Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• BC Housing  
• BCNPHA |
| Additional operating funding sources | | |
| I.e. Foundations, credit unions, philanthropic groups | BCNPHA | • Links on BCNPHA website  
• Email notification | • Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Regional Districts  
• BC Housing  
• BCNPHA |
<table>
<thead>
<tr>
<th>Purpose / Info Area</th>
<th>Components/Description</th>
<th>Information Hub/'Host'</th>
<th>Information Access and Exchange Opportunities</th>
<th>Who Might Contribute/be Interested</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2. Practices and Innovations</strong></td>
<td></td>
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<tr>
<td><strong>Key sector stakeholders</strong></td>
<td>Key sector stakeholders, how they work together and roles and responsibilities</td>
<td>BC Housing; BCNPHA</td>
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<td>Development Consultants; Housing Societies; BC Housing; BCNPHA</td>
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<td>• Development consultants</td>
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<td>• Housing societies</td>
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<td>• BC Housing departments</td>
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<td><strong>Tools and resources</strong></td>
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<td>• E.g. legal agreements and templates</td>
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<td>Sample agreements from other projects</td>
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<td>Information and links on BCNPHA website</td>
<td>Development Consultants; Housing Societies; Legal Counsel; BC Housing; BCNPHA</td>
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<td>• E.g. legal agreements and templates</td>
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<td>BC Housing Technical Bulletin</td>
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<td>• Operating costs</td>
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<td>Need/demand study template</td>
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<tr>
<td><strong>Project reporting and monitoring forms</strong></td>
<td>Project reporting forms</td>
<td>BC Housing; BCNPHA</td>
<td>Information on BC Housing website; Links on BCNPHA website</td>
<td>Development Consultants; Housing Societies; Funding Agencies (e.g. Health Authorities and others); BC Housing; BCNPHA; Other partners</td>
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<td>• Being developed by Reporting and Monitoring Task Group</td>
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### 2. Practices and Innovations (Continued)

<table>
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<tr>
<th>Purpose / Info Area</th>
<th>Components/Description</th>
<th>Information Hub/’Host’</th>
<th>Information Access and Exchange Opportunities</th>
<th>Who Might Contribute/ be Interested</th>
</tr>
</thead>
</table>
| **Post-occupancy evaluation and reports** | **BC Housing reports** | BC Housing | • Information on BC Housing website | • Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Funding Agencies (e.g. Health Authorities and others)  
• BC Housing  
• BCNPHA  
• Other partners |
| | | | | **Other reports** | BCNPHA | • Links on BCNPHA website | **Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Funding Agencies (e.g. Health Authorities and others)  
• BC Housing  
• BCNPHA  
• Other partners |
| | | | | **Case studies** | | | **Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Social Services Agencies  
• Professional Societies (e.g. RNs, Therapists, etc)  
• BC Housing  
• BCNPHA** | |
| | | | | **Project development and financing from BC and beyond** | | | **Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Social Services Agencies  
• Professional Societies (e.g. RNs, Therapists, etc)  
• BC Housing  
• BCNPHA** | |
| | | | | **Services and operations from BC and beyond** | | | **Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Social Services Agencies  
• Professional Societies (e.g. RNs, Therapists, etc)  
• BC Housing  
• BCNPHA** | |
| | | | | **Best practices** | | | **Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Social Services Agencies  
• BC Housing  
• BCNPHA** | |
| | | | | **Services and operations from BC and beyond** | | | **Development Consultants  
• Housing Societies  
• Architects  
• Developers  
• Municipalities  
• Health Authorities  
• Social Services Agencies  
• BC Housing  
• BCNPHA** | |

Report from the Task Group on Communications and Information Exchange
### 2. Practices and Innovations (Continued)

<table>
<thead>
<tr>
<th>Learned experience</th>
<th>Information Hub/Host</th>
<th>Who Might Contribute/be Interested</th>
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</thead>
<tbody>
<tr>
<td><strong>Project development and financing from BC and beyond</strong></td>
<td>• Information and links on BC Housing website</td>
<td>• Development Consultants</td>
</tr>
<tr>
<td>• Projects developed under housing programs</td>
<td>• Links on BCNPHA website</td>
<td>• Housing Societies</td>
</tr>
<tr>
<td>• E.g. learned experience re: building design, furniture and equipment, energy</td>
<td>• Face-to-face opportunities such as workshops, BCNPHA</td>
<td>• Architects</td>
</tr>
<tr>
<td>efficiency, partnership development, etc.</td>
<td>conference, sector meetings</td>
<td>• Developers</td>
</tr>
<tr>
<td>• Innovative one-off projects (right side of housing continuum)</td>
<td>• Informal opportunities for sharing of information, such</td>
<td>• Municipalities</td>
</tr>
<tr>
<td>• E.g. learned experience re: building design, furniture and equipment, energy</td>
<td>as mentorship relationships</td>
<td>• Social Services Agencies</td>
</tr>
<tr>
<td>efficiency, partnership development, etc.</td>
<td>• Electronic information exchange forum</td>
<td>• BC Housing</td>
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<tr>
<td><strong>Services and operations from BC and beyond</strong></td>
<td></td>
<td>• BCNPHA</td>
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<tr>
<td>• E.g. learned experience re: services for populations that are homeless or with</td>
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<td>mental health/addictions challenges</td>
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<tr>
<td>• E.g. learned experience re: services for senior populations</td>
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</table>

### 3. News

<table>
<thead>
<tr>
<th>New / emerging information</th>
<th>Information Hub/Host</th>
<th>Who Might Contribute/be Interested</th>
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</thead>
<tbody>
<tr>
<td><strong>Announcements and information</strong></td>
<td>• Information and links on BC Housing website</td>
<td>• Development Consultants</td>
</tr>
<tr>
<td>• E.g. for HST, LEED</td>
<td>• Information and links on BCNPHA website</td>
<td>• Housing Societies</td>
</tr>
<tr>
<td>• Email notification</td>
<td>• Information and links on BCNPHA website</td>
<td>• BC Housing</td>
</tr>
<tr>
<td>• Electronic information exchange forum</td>
<td></td>
<td>• BCNPHA</td>
</tr>
<tr>
<td><strong>BC Housing news and updates</strong></td>
<td>• Information on BC Housing website</td>
<td>• Development Consultants</td>
</tr>
<tr>
<td>• E.g. “Who’s Who” at BC Housing, personnel announcements, annual reports,</td>
<td>• Email notification</td>
<td>• Housing Societies</td>
</tr>
<tr>
<td>organizational updates, BC Housing events</td>
<td></td>
<td>• Architects</td>
</tr>
<tr>
<td><strong>Social Housing news and updates</strong></td>
<td></td>
<td>• Developers</td>
</tr>
<tr>
<td>• E.g. Personnel announcements, annual reports, organizational updates,</td>
<td></td>
<td>• Municipalities</td>
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<tr>
<td>social housing events</td>
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<td>• Social Services Agencies</td>
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<td>• Health Authorities</td>
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<td>• BC Housing</td>
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</table>

Report from the Task Group on Communications and Information Exchange
### 4. Professional Development

#### Professional development opportunities

<table>
<thead>
<tr>
<th>Components/Description</th>
<th>Information Hub/ ‘Host’</th>
<th>Information Access and Exchange Opportunities</th>
<th>Who Might Contribute/ be Interested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sector educational/update sessions for development consultants and societies</td>
<td>BCNPHA</td>
<td>• Information on BC Housing website</td>
<td>• Development Consultants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Email notification</td>
<td>• Housing Societies</td>
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<tr>
<td></td>
<td></td>
<td>• Regular face-to-face meetings (2-3x/year)</td>
<td>• BC Housing</td>
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<tr>
<td></td>
<td></td>
<td>• Electronic information exchange forum</td>
<td>• BCNPHA</td>
</tr>
<tr>
<td>In-house professional development sessions for BC Housing staff</td>
<td>BC Housing</td>
<td>• Information on BC Housing website</td>
<td>• Development Consultants</td>
</tr>
<tr>
<td>• If open to other sector members, include development consultants and societies</td>
<td></td>
<td>• Email notification</td>
<td>• Housing Societies</td>
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<tr>
<td></td>
<td></td>
<td>• Face-to-face sessions</td>
<td>• BC Housing</td>
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<td></td>
<td></td>
<td>• Web seminars</td>
<td>• BCNPHA</td>
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</table>

#### Conference information

<table>
<thead>
<tr>
<th>Conferences available</th>
<th>BCNPHA</th>
<th>Information and links on BCNPHA website</th>
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<tbody>
<tr>
<td>• BCNPHA</td>
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<td>• CHRA</td>
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<td>• CMHC</td>
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<tr>
<td>• Shelter Net</td>
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<td>• BC Yukon Society of Transition Houses</td>
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#### Networking opportunities

<table>
<thead>
<tr>
<th>Ongoing opportunities for networking in the sector</th>
<th>BC Housing; BCNPHA</th>
<th>Information and links on BC Housing website</th>
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<td>• Face-to-face opportunities</td>
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<td>• Webinars</td>
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<td>• Electronic information exchange forum</td>
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<td>Health Authorities</td>
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<td>BCNPHA</td>
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<table>
<thead>
<tr>
<th>Networking opportunities timed around specific announcements in the sector</th>
<th>BC Housing; BCNPHA</th>
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<td>• Webinars</td>
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### 5. Data and Statistics

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<th>Purpose / Info Area</th>
<th>Components/Description</th>
<th>Information Hub/ ‘Host’</th>
<th>Information Access and Exchange Opportunities</th>
<th>Who Might Contribute/ be Interested</th>
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