



The Corporation of the District of Saanich

Supplemental Report

To: Mayor and Council

From: Sharon Hvozdanski, Director of Planning
Valla Tinney, Director of Finance

Date: January 18, 2022

Subject: Housing Strategy – Financial Implications and Resources Required for Implementation
File: 2140-50 • Housing Strategy

RECOMMENDATION

1. That Council approve implementation of the Housing Strategy over 10 years through allocation of additional resources.
2. That Council approve allocation of \$162,500 from the Council Strategic Initiatives Contingency – Affordable Housing Stream to immediately initiate work on three key actions from the Housing Strategy.
3. That Council approve two (2) new positions, Senior Planner and Planning Analyst and direct staff to incorporate the funding requirements in the 2022 Financial Plan effective April 1, 2022.
4. That Council confirm commitment to implement the Top 12 (immediate priority) and Phase 1 (high priority) actions, as identified in the Housing Strategy, and approve a four (4) year funding strategy through annual surplus allocation for the one time resource requests.

PURPOSE

The purpose of this Report is to present information on the financial implications of a 10 year implementation of the Housing Strategy and obtain Council's commitment to funding through consideration of new staff and financial resources.

DISCUSSION

Council Direction

On August 23, 2021, Council considered the Housing Strategy and the following main motion was carried:

“That Council:

1. Endorse the Housing Strategy in principle, with implementation timelines subject to the future allocation of resources;
2. Direct staff to continue/commence work on any actions that do not require any additional financial resources, as guided by the Housing Strategy priorities;
3. Direct staff to provide a supplemental report on the known and potential financial implications of the Housing Strategy actions over the 10 year proposed implementation plan; and
4. Direct staff to report back annually with a Progress Report on Housing Strategy implementation and updated statistical data that becomes available.”

In addition, the following motion and three referral motions were carried:

- “That Council direct staff to report back on options and implications of synchronizing Saanich’s Housing Needs Assessment Updates with the Canadian Census cycles.”
- “That the plans for the annual progress reports and the monitoring of the Housing Strategy be referred to the Mayor’s Standing Committee on Affordability and Supply.”
- “That item 2.2 (d) in Attachment D “Develop design guidelines for purpose built rental housing, recognizing the positive impacts of rental tenure on housing affordability” be referred to the Mayor’s Standing Committee on Housing Affordability and Supply for further discussion.”
- “That funding of the high-priority Housing Strategy actions in 2022 with \$162,500 from the affordable housing stream of Council’s Strategic Initiative Fund and \$182,500 from the regular stream of Council’s Strategic Initiative Fund be referred to staff.”

Background

The Housing Strategy is a 10-year framework that provides direction on how Saanich can achieve greater housing supply, affordability and diversity and accommodate a broad range of community housing needs now and into the future. The strategy aims to support a healthy housing supply for residents of different ages, incomes, household structures, abilities, and social needs.

The action-oriented strategy was informed by the Housing Needs Report (2020), which identified key community housing issues and projected housing demand using an evidence-based approach. It was also supported by comprehensive recommendations from the Housing Strategy Task Force and community input. Working towards a diverse and affordable housing supply is an important foundation for supporting growth and responding to changes in population and housing trends.

The Housing Strategy is broken down into immediate, high, medium and low priority actions, creating a path forward to address housing needs across the housing spectrum. The main elements of the Strategy are based on six guiding principles, seven focus areas, twenty-two strategies, and seventy-three interconnected actions. The strategy builds on existing actions, supports partnerships, and focusses efforts on areas within municipal influence.

Implementation Process

The Housing Strategy Implementation Priorities were based on a structured prioritization process that resulted in specific phasing for initiating all 73 actions. The Top 12 Actions are identified as the most impactful for improving housing outcomes in Saanich and the most urgent for implementation, followed by actions identified as high, medium, and low priorities. The implementation priorities are outlined in Table 1 below.

Table 1: Housing Strategy Implementation Phases and Timeline

Phase	Number of Actions	Priority Level	Timeline for Implementation
Top 12 Actions	12	Immediate	Year 1 to 3
Phase 1	28	High	Year 1 to 5
Phase 2	18	Medium	Year 5 to 8
Phase 3	15	Low	Year 8 to 10

With the intention that all 73 actions identified in the Housing Strategy be initiated within a 10-year timeframe, significant staff and project resources are required to support implementation.

Eight actions, designated as parallel initiatives, are already underway and being delivered by existing Staff. These parallel initiatives are housing projects initiated through the Strategic Plan or Council initiatives. In addition, work has commenced on the development of a Monitoring Program.

Financial Implications of Implementing the Housing Strategy

Considering both the significant number of actions and the complexity of many of these actions, implementation of the Housing Strategy is an ambitious undertaking that will require considerable support from staff, senior leadership, and Council, as well as a significant financial commitment over the next ten years, in order to be successful.

The majority of the 73 actions identified in the Housing Strategy will require new financial resources and increased capacity in the organization to complete implementation within a ten-year timeframe.

The following sections of this Report outline the financial implications of implementing the strategy through:

- Financial resources to support implementation of priority actions; and
- New staff resources, responsible for managing implementation and undertaking actions.

Resources for Implementing Actions: Top 12 and Phase 1 (2022 to 2025)

The funding strategy for implementing the Housing Strategy focuses on resources required to implement actions prioritized as Top 12 (immediate priority) and Phase 1 (high priority). These actions were identified as having the greatest impact on addressing housing challenges in Saanich and are prioritized for initiation.

In order to adequately assess the resources required to implement these priority actions, Planning and Finance Department Staff conducted a financial analysis of each individual action. The analysis considered a high-level scope of work to assess financial resource needs, while also accounting for the staff resources required to support implementation. Furthermore, the financial impacts of implementing actions were organized into five categories, described in Table 2 below. This process recognized that eight of the actions are parallel initiatives that were initiated in 2020/2021 through separate funding and/or existing staff resources.

Table 2: Types of Financial Impacts for Implementing Actions

Financial Impact		Description
1	Known Financial Implications	Implementation of the action requires known financial resources and staff support. Determined based on the types of resources needed to deliver public and stakeholder engagement, consultant studies and technical analysis, and/or program development, etc.
2	Potential Future Financial Implications	Implementation of the action will be supported by staff and may require financial resources in the future, depending on initial project work, analysis by staff, and/or Council direction. If staff determine additional financial resources are required to enable the implementation of actions or carryout recommendations from initial studies or consultation, specific budget requests will be submitted for Council's review and consideration.
3	Internal resources	The action will be implemented by existing or new Planning staff and requires no additional financial resources.
4	Funded separately	Implementation of the action will be funded separately, through a parallel initiative (i.e. an action that is underway and initiated through the Strategic Plan or Council initiatives).
5	No Financial Implications	Implementation of the action has no financial impact and may represent a principle to drive actions forward.

Through the financial analysis, the following tables were developed that identify the actions with known financial resources needed for implementation (see Table 3) and actions with potential future financial implications (see Table 4). The detailed analysis of each of the Top 12 and Phase 1 actions, including all 5 types of financial impacts and types of resource needs, is provided in Attachment A.

Table 3: Four Year Funding Strategy - Known Financial Resources Required to Implement Top 12 and Phase 1 Actions (2022 to 2025)*

PHASE	Action #	Action: Short Description	Timeline	2022	2023	2024	2025	Four Year Total
TOP 12	1.2 A	Facilitate the development of non-market and below-market housing through existing or new incentives	2023-2024	-	\$30,000	-	-	\$ 30,000
TOP 12	2.2 A	Support new purpose-built rental	2022-2023	\$ 50,000	-	-	-	\$ 50,000
TOP 12	2.3 A	Renew existing purpose-built rental	2022-2023	\$ 50,000	-	-	-	\$ 50,000
TOP 12	2.3 B	Establish a Tenant Assistance Policy/Guidelines	2022-2023	\$ 30,000	-	-	-	\$ 30,000
TOP 12	3.1 A	Complete a Missing Middle housing program for infill housing types	2022-2024	\$ 62,500	\$ 180,000	-	-	\$ 242,500
PHASE 1	3.2 A	Support family friendly housing	2025	-	-	-	\$ 30,000	\$ 30,000
PHASE 1	3.2 B	Expand housing choices for seniors	2025	-	-	-	\$ 30,000	\$ 30,000
PHASE 1	3.3 C	Conduct a land capacity analysis	2022-2023	\$ 70,000	\$ 30,000	-	-	\$ 100,000
TOP 12	4.4 A	Develop a Monitoring Program	2022-2031	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
PHASE 1	4.4 B	Update and expand demand estimates and	2023	-	\$ 25,000	-	-	\$ 25,000
PHASE 1	4.4 C	Define affordability to guide programs and policies	2022	\$ 30,000	-	-	-	\$ 30,000
PHASE 1	4.5 A	Develop and apply an Equity lens	2023-2024	-	\$ 10,000	\$ 40,000	-	\$ 50,000
PHASE 1	6.1 A	Develop and implement an outreach program	2023-2025	-	\$ 10,000	-	-	\$ 10,000
PHASE 1	6.1 B	Create a user-friendly guidebook	2022	\$ 5,000	-	-	-	\$ 5,000
PHASE 1	7.1 C	Update the Housing Needs Report and revise the Housing Strategy as	2023-2024	-	\$ 50,000	-	-	\$ 50,000
N/A	N/A	Contingency Fund	2022-2025	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
TOTAL:				\$ 357,500	\$ 390,000	\$ 95,000	\$ 115,000	\$ 957,500

*The timeline for implementation designates a schedule for completing actions and may represent follow-up project work, ongoing initiatives, or actions that require continual monitoring. Additional resource requests may be required for some Top 12 and Phase 1 actions, depending on outcomes of initial work.

Table 4: Four Year Funding Strategy - Potential Future Financial Resource Requirements to Implement Top 12 and Phase 1 Actions (2022 to 2025)*

Phase	Action #	Time-line	Action: Short Description	Potential Future Financial Implications
TOP 12	1.1 A	2022-2023	Investigate non-market housing on Saanich owned land	<ul style="list-style-type: none"> · Note: Parallel Initiative (underway) · Potential future financial implications: feasibility study, market assessment, legal agreements, governance structure
PHASE 1	1.1 B	2024-2025	Identify opportunities to co-locate affordable or supportive housing with Saanich facilities	<ul style="list-style-type: none"> · Potential future financial implications: Feasibility study, property assessment, market appraisal, legal agreements, partnerships agreements
PHASE 1	2.1 A	2022-2023	Examine opportunities for multiple suites (garden and secondary)	<ul style="list-style-type: none"> · Note: Parallel Initiative (underway) · Potential future financial implications: dependent on Council direction
PHASE 1	3.1 C	2022	Consider Apartment Zone (RA) amendments to increase supply	<ul style="list-style-type: none"> · Note: Parallel Initiative (underway) · Potential future financial implications: public engagement
PHASE 1	4.1 C	2024-2025	Implement a second phase of the Development Process Review (DPR) to further address improvements and efficiencies	<ul style="list-style-type: none"> · Potential future financial implications: consultant study, stakeholder consultation
PHASE 1	4.3 B	2022-2025	Explore pre-zoning	<ul style="list-style-type: none"> · Potential future financial implications: financial analysis on pre-zoning impacts, legal review, design testing
PHASE 1	4.6 A	2022-2031	Commit staff and financial resources to support the implementation of the Housing Strategy	<ul style="list-style-type: none"> · Potential future financial implications: funding to implement housing programs and incentives · Note: Staff and financial resource requests identified in this Council Report (Housing Strategy - Financial Implications and Resources Required for Implementation)
PHASE 1	5.1 A	2022-2031	Partner with government and community	<ul style="list-style-type: none"> · Potential future financial implications: funding to develop a guidebook may be required
PHASE 1	5.1 B	2022-2031	Seek opportunities to build relationships and enhance partnerships with First Nations governments & Indigenous organizations	<ul style="list-style-type: none"> · Potential future financial implications: support for meetings and initiatives

PHASE 1	7.1 B	2024	Discourage speculation and reduce upward pressures on land prices	· Potential future financial implications: consultant study, implement recommendations developed through analysis and stakeholder consultation
TOP 12 and PHASE 1	1.2 A, 2.2 A, 2.3 A, 3.2 A, 3.2 B	2023- 2031	These actions, categorized with 'Known Financial Impacts', may require additional funding to support new housing programs and incentives (see Attachment A)	· Potential future financial implications: funding to implement housing programs and incentives

*Initial implementation will be conducted by staff. Future funding may be required through specific budget requests submitted for Council’s review and consideration. The timeline for implementation designates a schedule for completing actions and may represent follow-up project work, ongoing initiatives, or actions that require continual monitoring.

Three Key Actions

The majority of financial requests are designated for 2022 to 2025 through annual surplus allocation for one time resource requests; however, Staff recommend the immediate implementation of three key actions. These key actions are recommended to be funded with \$162,500 from the affordable housing stream of the Council Strategic Initiatives Contingency, allocating \$62,500 to initiate the first phase of Action 3.1 (with additional funding request in 2023), \$70,000 to initiate the first phase of Action 3.3 C (with an additional funding request in 2023), and \$30,000 to implement Action 4.4 C. The three key actions are summarized below along with a justification for their immediate implementation:

- **Action 3.1 A – Initial Phase (\$62,500):** Develop a “Missing Middle” Housing Program for housing that fills the gap between single-family dwellings and larger scale apartments and implement through tools, such as policies, bylaw amendments and design guidelines. This action is considered a key district-wide action for improving housing diversity and supply (Note: additional funding requests for this action include \$180,000 in 2023);
- **Action 3.3 C – Initial Phase (\$70,000):** Conduct a Land Capacity Analysis supported by market data and other metrics to analyze the current capacity for residential development, land use opportunities and constraints as well as anticipated density required to absorb future housing growth, stabilize housing prices, and accommodate projected housing needs. This initiative is considered a fundamental action that will support various housing initiatives including district-wide projects and area-specific plans (Note: an additional funding request for this action of \$30,000 in 2023); and
- **Action 4.4 C (\$30,000):** Establish finer grained definitions of affordability to guide programs and policies with consideration of defining affordability for ownership and rental housing, in both absolute and relative terms, and in alignment with local incomes and provincial and federal funding programs. Implementation of this action will support the implementation of several housing actions, future housing policies and programs, and consideration of affordable housing development applications.

Note that Council had also made a motion that \$182,500 from the regular stream of the Council Strategic Initiatives fund be considered for Housing Strategy implementation. However, that money has been committed to other initiatives and is no longer available to support Housing Strategy implementation.

As each of the Top 12 and Phase 1 actions move through the implementation process, additional resource requests may be necessary as a result of recommendations from consultant studies; initial research and analysis; engagement input; and the development of housing programs linked with financial incentives to promote housing. Financial requirements may be reduced if funding opportunities that offset the cost of implementing actions become available, such as grants or senior government funding. In addition, an annual contingency fund of \$50,000/year is recommended that would allow Staff to quickly respond to additional and unanticipated project needs, conduct timely analysis on emerging housing challenges or capitalize on senior government programs / funding opportunities.

Staff recommend that Council approve the required resources of \$957,500 to support the implementation of the Housing Strategy. This approval would include allocation of \$162,500 from the Council Strategic Initiatives Contingency to initiate three key actions, and endorsement of future year requirements to be brought forward as appropriations of the annual surplus when one time resource requests are considered by Council during budget deliberations.

Potential Changes to Priorities or Funding Needed

The Housing Strategy lays out priorities for action, while this Report highlights the resources needed and provides more detail on the sequencing of actions. Opportunities may arise that allow actions to be completed more efficiently (i.e. partnership opportunity) or in a more cost efficient manner (i.e. grant funding). These opportunities will be assessed on an ongoing basis and may warrant re-prioritization of actions. Opportunities will be presented to Council as part of regular reporting and updates or if a decision is required.

Resources for Implementing Actions: Phase 2 and 3 (2026 to 2031)

Following the successful implementation of Top 12 and Phase 1 actions, it is anticipated that the remainder of the actions, Phase 2 (medium priority) and Phase 3 (low priority) actions, will be implemented in 2026 to 2031 (for a list of these actions see Attachment B). In order to support this work, a subsequent financial implications Report will be presented to Council. The justification for not including financial impacts of Phase 2 and 3 actions in this Report includes the following:

- It is challenging to provide an accurate estimate for a number of these actions due to various factors influenced by: changing market conditions, modification in construction practices, adjustments to Council housing priorities, updates to Saanich policies and zoning amendments, and shifting senior government priorities and funding that supports housing initiatives;
- Numerous actions rely on outcomes of the Top 12 and Phase 1 actions to determine a detailed scope of work and financial impacts; and
- The direction of these actions may require revision in response to the Housing Needs Report update, planned for 2023.

Although the financial impacts of Phase 2 and Phase 3 actions have not been identified, it is important to note that there are two actions in Phase 2 that will require substantial resources:

- Action 3.3 D: Utilize a 3D adaptive modeling program to visualize and analyze growth scenarios to demonstrate capacity, infrastructure expenses and implications, and redevelopment options. The tool could also be used to support community engagement by demonstrating potential change and physical build out and calculating housing units that meet Housing Strategy goals; and
- Action 3.3 E: Create a university or innovation district that brings together research, technology, education, and affordable student and workforce housing to stimulate innovation, collaboration, and sustainability. Work with the University of Victoria to understand housing needs and collaborate on the development of key housing policies.

The subsequent financial implications Report for implementing Phase 2 and Phase 3 actions is anticipated to be presented to Council in 2025. In addition, the Report may identify further funding requirements to implement recommendations or housing programs developed through the completion of Top 12 or Phase 1 actions.

Resources for Implementing Actions: Staff Resources

As part of the detailed analysis of resources required to implement Top 12 and Phase 1 actions, the level of staff resources required to support implementation was determined.

The new Housing Planning and Policy Manager, will be responsible for leading the implementation of the majority of the Housing Strategy actions through leadership and collaboration. This position was approved by Council through the 2021 budget cycle and is anticipated to be filled in the first quarter of 2022. The Manager will also play a vital role in the current application process, providing advice and guidance on affordable housing projects, including non-market and below-market housing initiatives.

Considering the significant number of actions and the complexity of many of these actions, additional staff resources in the Planning Department are recommended and considered to be vital for the successful implementation of the strategy. Along with the Housing Planning and Policy Manager, the new positions will help to mobilize implementation and achieve progress towards meeting goals of the strategy. This approach will allow multiple actions to be initiated concurrently and support sustained momentum.

Staff recommend that Council approve the hiring of two new positions, effective April 1, 2022, to support implementation. The financial impact is estimated in Table 5 below. Given that staff would be hired on a permanent basis, confirmation of tax-based funding in 2022 is required prior to posting the positions and would be considered a non-discretionary increase to labour costs in the 2022 Financial Plan. These new positions represent a 0.13% increase in taxation in 2022 and 0.17% in 2023.

Table 5: Requested Staff Resources for Implementation of the Housing Strategy

New Staff Resource	Position	Estimated Annual Labour Cost (Budget Cycle Q2 to Q4, 2022)	Estimated Annual Labour Cost (2023)
Full-Time Employee (1)	Senior Planner	\$ 99,000	\$ 134,600
Full-Time Employee (1)	Planning Analyst	\$ 79,600	\$ 108,200
Note: Additional staff resource requests may be required to support implementation and support programs established as a result of the implementation of the Strategy.			

The Senior Planner position is viewed as a key leadership role, responsible for coordinating consultant studies and implementing larger scaled projects, such as the Missing Middle Program (Action 3.3 C), with oversight from the Housing Planning and Policy Manager.

The new position of Planning Analyst is recommended given the essential need for: research and analysis on housing trends and best practices; collection, interpretation and tracking of housing data; support in delivering smaller scale initiatives; assisting with policy development; and supporting effective community engagement.

Attachment C of this report provides a general overview of anticipated responsibilities of each position.

Existing Planning Staff will continue to support implementation of the Housing Strategy through the delivery of parallel housing initiatives, which include eight actions that are underway and were initiated through the Strategic Plan or other Council initiatives. These parallel initiatives, such as implementation of the Development Process Review, are identified in Attachment A.

Consultation

On November 29, 2021, Staff delivered a presentation on Housing Strategy Financial Implications to the Mayor's Standing Committee on Housing Affordability and Supply (MSCHAS). The request for this presentation was initiated by MSCHAS during the committee's October meeting.

Key comments from the MSCHAS are summarized below:

- Request to expand information on potential alternatives:
 - For the alternative which considers no additional staff to support implementation, provide more details on the potential reallocation of Community Planning staff;
 - In recognition of the urgent need to address the housing crisis, a new alternative should be included that specifies an accelerated timeline for implementing the Housing Strategy, with the support of more resources or through process changes;
- Decision-making should align with the urgency and severity of the housing crisis;
- Capacity should build on changing processes and procedures;
- Risk comes with trying new things and smart risks support innovation; and
- We need to engage the public for housing and ensure all voices are heard.

Comments from the MSCHA were addressed by Staff:

- 1) In the 'Alternatives' section of this Council Report;
- 2) Through an additional attachment that outlines Staff responsibilities for implementing the strategy (see Attachment C); and
- 3) In future, as part of considerations when implementing actions.

FINANCIAL IMPLICATIONS

The Housing Strategy is a significant undertaking, with 73 prioritized actions, that will require considerable funding for successful implementation and to maintain the pace of implementation within a 10 year period. Both staff resources and financial resources are vital to address the immense housing challenges and achieve a more affordable and diverse housing stock in Saanich.

The known ongoing and one time financial implications for implementing the Housing Strategy is provided for consideration in Table 6 below, with a focus on funding for Top 12 and Phase 1 actions over the next four years.

Table 6: Summary of Staff and Financial Resources Required to Support Housing Strategy Implementation

Resource	2022	2023	2024	2025	Four Year Total
New Staff Resource: Senior Planner	\$ 99,000	\$ 134,600	\$ 137,300	\$ 140,100	
New Staff Resource: Planning Analyst	\$ 79,600	\$ 108,200	\$ 110,400	\$ 112,600	
Subtotal: Ongoing Costs	\$ 178,600	\$ 242,800	\$ 247,700	\$ 252,700	\$ 921,800
One Time Costs: Staffing related	\$ 23,000	\$ -	\$ -	\$ -	
One Time Costs: Top 12 and Phase 1 Actions (Annual Surplus Allocation)	\$ 195,000	\$ 390,000	\$ 95,000	\$ 115,000	
One Time Costs: Top 12 and Phase 1 Actions (Council Strategic Initiatives Fund)	\$ 162,500	\$ -	\$ -	\$ -	
Subtotal: One Time Costs	\$ 380,500	\$ 390,000	\$ 95,000	\$ 115,000	\$ 980,500
GRAND TOTAL	\$ 559,100	\$ 632,800	\$ 342,700	\$ 367,700	\$1,902,300

As each of the Top 12 and Phase 1 actions move through the implementation process, additional financial implications may be identified. Resource requests for implementation of Phase 2 and 3 actions, will be presented to Council in 2025. Furthermore, given the fluid nature of housing issues, priorities will need to be continually evaluated and may require adjustments.

ALTERNATIVES

1. That Council approve the recommendations as outlined in the Staff Report.
2. That Council reject the recommendations as outlined in the Staff Report.
3. That Council provide alternate direction to Staff.

If Council is not in agreement with the recommendations outlined in this Report, potential alternatives could be:

- A. Accelerate the implementation process by increasing both staff and financial resources. This approach would reduce the implementation timeline below 10 years, but would require further analysis to determine an achievable timeline and required resources.

Should Council pursue this option, Staff would suggest the first two years of implementation follow the recommendations, including funding requests, outlined in this Report. Preparations and analysis could then be made to fully accelerate the delivery of actions starting in 2024. This would allow time to complete the hiring and onboarding process for new staff (Senior Planner and Planning Analyst, as recommended in this Report), commence project work on critical housing actions, and build a strong foundation for effective implementation of the Housing Strategy.

As there will be an annual Housing Strategy monitoring and reporting process, Council could also provide direction to expedite implementation of all or some actions at a future date.

It is important to note that the acceleration of implementation of the 73 actions could be achieved with additional staff and/or financial resources, but would also require further consideration of broader organizational resources related to review and input from relevant departments and senior staff, administration, graphic design, communications, purchasing and technical analysis staff. Commensurate increases in these organizational resources may be needed should a more aggressive timeline be pursued.

- B. Working within existing staff resource allocations, primarily through the Housing Planning and Policy Manager, to implement the Housing Strategy at a more modest pace, extending the implementation timeline beyond ten years. Should Council wish to pursue this option, a revised work plan would be prepared for its consideration.
- C. Reallocate some of Community Planning staff resources to focus on Housing Strategy initiatives while maintaining the ten-year timeframe. This would impact other area planning and policy projects which have been identified by Council as priorities. Specifically, the approach would likely result in deferring or delaying the development of Centre, Corridor, and Village (CCV) Plans, the strategic Official Community Plan Update, implementation of completed area plans and/or key District-wide policy initiatives. In order to understand implications and determine appropriate adjustments to Community Planning's workplan, additional analysis would be required.

A work plan report for the development of Centre, Corridor and Village plans will be presented to Council in late February / early March. Should Council wish to explore

reallocating resources from Community Planning to Housing Strategy implementation, the timing of these initiatives would need to be reconsidered.

- D. Add resources consistent with an implementation timeline beyond 10 years. Provide additional resources, but less than recommended by Staff. This could include adding only one new staff member, reducing one-time allocations or a combination of adjustments to staffing and one-time resource funding. This approach would extend the timeline for implementation beyond ten years. Should Council wish to pursue this direction, Staff would redraft the implementation plan based on desired resource allocation levels.

STRATEGIC PLAN IMPLICATIONS

The Housing Strategy is an initiative in the District of Saanich 2019-2023 Strategic Plan. The majority of actions in the strategy are directly reflective of, or supported by, other Strategic Plan initiatives such as affordable housing, land use management, organizational excellence, climate actions, active transportation, and community well-being. Implementation of the Housing Strategy is a priority for Council that will require both staff and financial resources in order to be successful.

INTERDEPARTMENTAL IMPLICATIONS

The Planning Department will lead implementation of the vast majority of Housing Strategy actions. Coordination will be required with Engineering; Parks, Recreation and Community Services; Finance, Corporate Services and Building, Bylaw, Licensing; and Legal Services departments on many actions to ensure appropriate alignment with existing regulations and programs. Further, actions such as implementing a second phase of the Development Process Review (DPR), has the potential to require dedicated inter-departmental resources. As these project's Terms of Reference are brought forward, Staff will identify the inter-departmental resources needed to complete each project.

CONCLUSION

The Housing Strategy provides a path towards improving housing affordability, diversity and supply for current and future residents. Successful implementation of this significant undertaking relies on sufficient financial resources and staff capacity. To support Council's decisions on allocating resources to implement the Housing Strategy, this Report identifies a funding strategy that outlines resource requirements, with a focus on known and potential funding needs.

Based on the financial analysis, Staff recommend Council confirm commitment to implementing the Top 12 (immediate priority) and Phase 1 (high priority) actions by approving a four year funding strategy and supporting the hiring of two new positions.


The 4 year funding strategy for Top 12 and Phase 1 actions would largely be funded through annual surplus allocation for the one time resource requests. For the actions identified as having potential future resource requirements, Staff recommend initial implementation be conducted by Staff while recognizing that future funding may be required through specific budget requests submitted for Council's review and consideration.

Recognizing that there is an urgent need to address housing, Staff recommend the immediate initiation of three key actions through the allocation of \$162,500 from the Council Strategic Initiatives Contingency – Affordable Housing Stream. These actions regarding “Missing Middle” housing, a land capacity analysis, and defining affordability, are viewed as fundamental initiatives to address housing needs and support future initiatives.


When developing the funding strategy, consideration was given to staff capacity to deliver actions and ensure housing programs are carried out over the long-term. As a result, along with the financial resource requests, Staff recommend hiring two new staff positions, specifically a Senior Planner and Planning Analyst, to support implementation.

Following the 4 year funding strategy and with all of Top 12 and Phase 1 actions completed or in progress, it is anticipated a subsequent funding request will be presented to Council to support implementation of Phase 2 (medium priority) and Phase 3 (low priority) actions.

In conclusion, both financial and staff resources are vital to the successful implementation of the Housing Strategy and Staff recommend that Council approve the resource requests, outlined in this Report.


Prepared by: 

Nadine Kawata
Planner

Reviewed by: 

Cameron Scott
Manager of Community Planning

Approved by: _____
Valla Tinney
Director of Finance

Approved by: 

Sharon Hvozdzanski
Director of Planning

NK/jsp

Attachments: Attachment A - Housing Strategy: Financial Implications of Implementing Top 12 and Phase 1 Actions (2022 to 2025)
Attachment B – Housing Strategy: Phase 2 and Phase 3 Actions
Attachment C – Housing Strategy: Staff Responsibilities for Implementing Top 12 and Phase 1 Actions (2022 to 2025)

cc: Harley Machielse, Director of Engineering
Suzanne Samborski, Director Parks, Recreation & Community Services

ADMINISTRATOR’S COMMENTS:

I endorse the recommendation from the Director of Finance and Director of Planning.

Brent Reems, Acting Chief Administrative Officer