



HOUSING STRATEGY TASK FORCE

Final Report

District of Saanich
Prepared by CitySpaces Consulting

March 2021



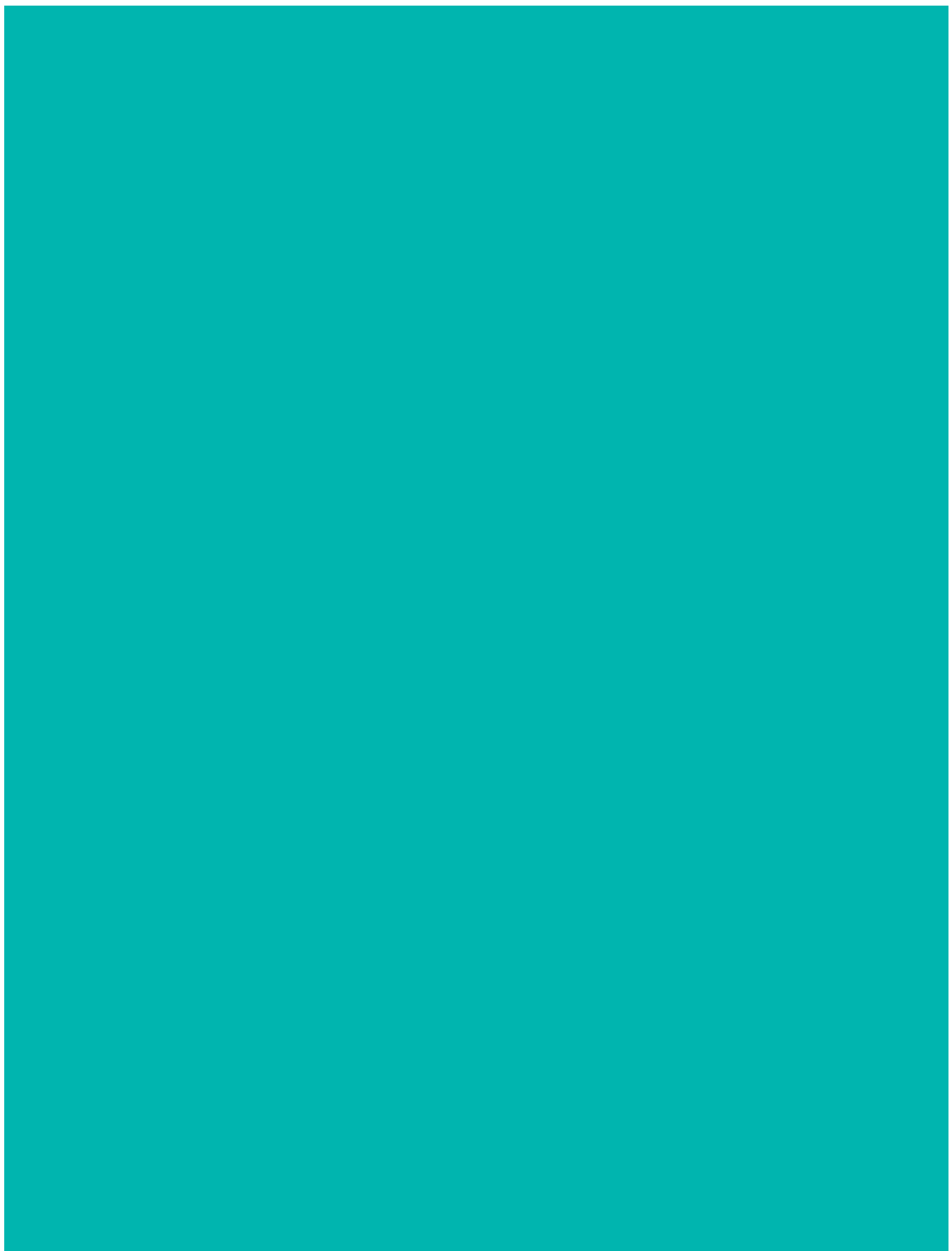


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EXECUTIVE SUMMARY

In 2020, the District of Saanich retained CitySpaces Consulting to provide facilitation services for the Saanich Housing Strategy Task Force and prepare a Final Report outlining the Task Force's recommended Principles, Strategies, and Actions. The Task Force was formed as an advisory body to support the development of Saanich's Housing Strategy and the recommendations contained in this report represent the opinions and perspectives of Task Force members. **The project process is summarized below:**

- > Following the completion of the District's Housing Needs Report¹, the Task Force was convened to provide Council with recommendations for strategies and actions designed to achieve greater housing supply, affordability and diversity, and accommodate a broad range of community housing needs now and in the future.
- > Task Force members represented a diverse range of expertise from organizations relevant to the housing sector and members of the community at-large that have experienced or are experiencing housing challenges in Saanich.
- > The Task Force met 13 times, from Fall 2020 to Winter 2021. Staff prepared reading packages prior to each session, which contained initial Actions organized by Focus Area. Task Force members discussed the initial Actions and recommended additional Actions and adjustments to staff's initial suggestions. Staff then consolidated and organized Actions in preparation for the prioritization process.
- > The Task Force worked collaboratively to develop evaluation criteria to assist with the Action prioritization process. Staff assessed Actions using the Prioritization Criteria and ranked each action as "high", "medium", or "low". Staff then conducted a comprehensive review of the rankings prior to Task Force Chair input. The Task Force Chairs then conducted a second, qualitative review of the rankings and recommended some adjustments.
- > The Task Force's final meetings focused on refinements to the final list of Actions and discussion related to the Principles, Focus Areas, and Strategies.
- > In addition, the Task Force established recommendations for Council referral items.

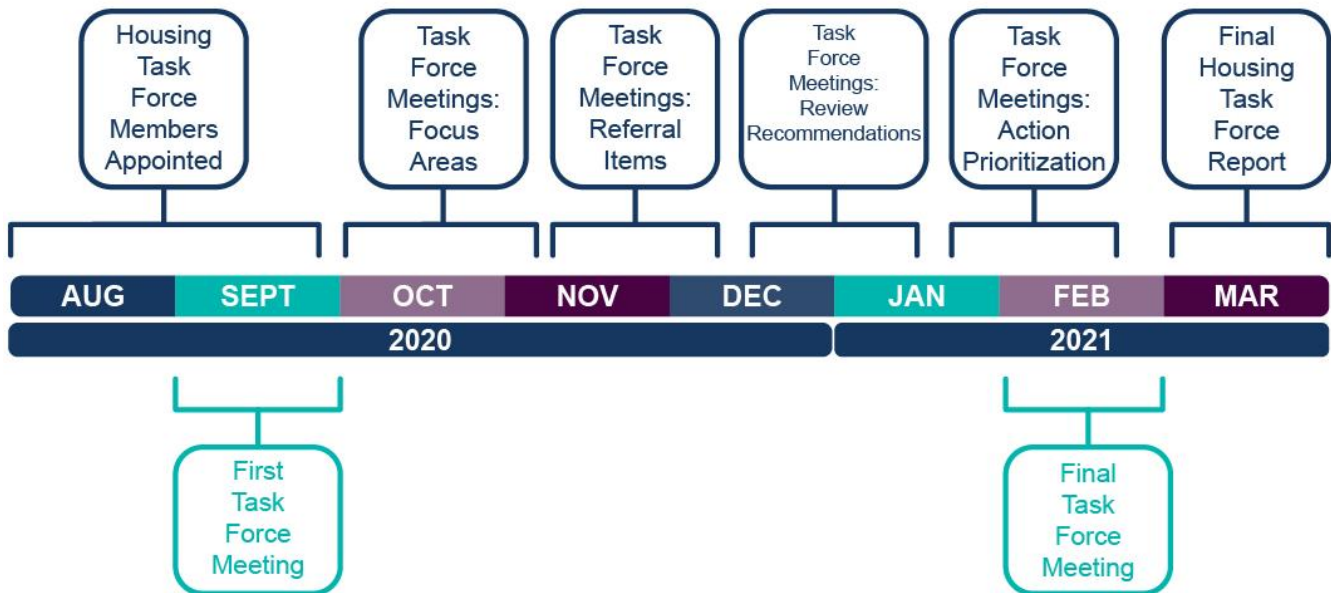
¹ The final Housing Needs Report was completed in November 2020; however, a draft version of the Housing Needs Report was provided to the Task Force prior to the first meeting in late September.

INTRODUCTION

This report provides a summary of the Housing Strategy Task Force recommendations. The Task Force was formed to act as an advisory body to support the development of the Saanich Housing Strategy, a 10-year plan that will direct how the District moves forward to improve housing outcomes and support residents of all ages, incomes, and abilities. The main purpose of the Task Force was to provide Council with recommendations for strategies and actions designed to achieve greater housing supply, affordability, and diversity, as well as accommodate a broad range of community housing needs now and in the future.

Process Overview

The Task Force was established for a period of six months and represents a key component of the Housing Strategy project. The Task Force was formed following the completion of the District’s Housing Needs Report², which served as an evidence-based framework to determine appropriate policy recommendations. The first phase of stakeholder and public engagement for the Housing Strategy also helped inform the Task Force in understanding housing challenges and opportunities in Saanich. CitySpaces Consulting (CitySpaces) was then retained to provide facilitation services for the 13 Task Force meetings, from September 2020 to February 2021, and worked closely with the Task Force Chairs and District staff to design interactive and productive virtual sessions. The Task Force process is outlined below and in Appendix C.



² The final Housing Needs Report was completed in November 2020; however, a draft version of the Housing Needs Report was provided to the Task Force prior to the first meeting in late September.

Task Force Members

The Task Force was structured to include a diverse range of expertise from organizations relevant to the housing sector and members of the community at-large that have experienced or are experiencing housing challenges in Saanich.

Representative Category	Task Force Member Name
Council Representatives	Councillor Zac de Vries (Chair) Councillor Karen Harper (Vice-Chair)
Building/Development sector representatives	Greg Gillespie Luke Mari
Non-for-profit housing sector representative	Kaeley Wiseman
Planning, design or architecture representative	Eleni Gibson
Community support/Not-for-profit association representative	Chris Forester
Housing advocate representatives	Dallas Posavad Leo Spalteholz
Academic representative with expertise in urban economics	Mark Holland
BC Housing representative	Jesse Tarbotton
Capital Regional District (CRD) representative	John Reilly
Rental apartment landlord/Property management representative	Robin Kelley
Real-estate or financial representative	Scott Dutchak
Saanich Community Association Network (SCAN) representative	Eric Dahli
Members of the community at large	Carley Friesen Matt Poirier Vera Wynn-Williams

Developing Recommendations

Over 13 meetings, the Task Force discussed, developed and refined recommendations which largely focussed on Principles, Strategies and Actions to achieve the desired housing outcomes. When developing Actions, the Task Force considered and recommended revisions to parallel initiatives which are additional housing actions that have been initiated by Council through the Strategic Plan or Council motions (see Appendix A for a description of parallel initiatives).

Supplementary Task Force recommendations include overarching considerations to help facilitate the implementation of the Housing Strategy and input on Council referral items.

Prioritizing Actions

The Task Force worked collaboratively to develop evaluation criteria in order to assist with the Action prioritization process. Two distinct criteria sets were developed: one regarding action impact and the other related to implementation. The evaluation criteria used to prioritize actions are summarized below (see Appendix B for a detailed description of the criteria and impact considerations).

Action Impact Criteria	Implementation Criteria
<ul style="list-style-type: none">• Affordability Outcomes• Increases Housing Supply• Addresses Housing Diversity• Housing Needs Impact• Equity Impact	<ul style="list-style-type: none">• Strategic Alignment• Partnership and Funding Opportunities• Level of Complexity, Certainty, and Municipal Influence• Resources Required

TASK FORCE RECOMMENDATIONS

The Task Force recommendations include the following Principles, Focus Areas, Strategies and Actions, that provide a framework for the Housing Strategy and direction for Saanich to expand housing options, increase housing supply, and improve housing affordability. The recommendations are intended to be incorporated with the Housing Strategy and implemented within a 10-year time frame.

Principles

The purpose of the recommended Principles is to identify the fundamental values that will guide implementation of the Housing Strategy. The recommended Principles are included below.

▪ EQUITY, DIVERSITY, AND INCLUSION

Current and future residents should have access to safe, secure, and affordable housing across the District. Encourage equity, diversity, and inclusion when addressing housing needs. Foster the right mix of housing to support resilient communities with strong connections between people, places, and the broader community.

▪ ENVIRONMENTAL, ECONOMIC, AND SOCIAL SUSTAINABILITY

Access to suitable and affordable housing should align with and support equitable access to jobs, education, community amenities, and opportunities for economic prosperity for people of all ages, incomes, abilities, and backgrounds. Housing solutions should support climate action, reduce risks associated with a changing climate, and improve quality of life for residents.

▪ WELL-BEING AND SECURITY

Housing is first and foremost about homes, the security of tenure, while also providing a foundation for a sense of belonging in the District. A healthy housing spectrum is a benefit to all residents. When the supply of housing is insufficient, there are negative consequences felt across the health, social services, education, and justice systems.

■ **RESILIENCE AND INNOVATION**

Embrace adaptability when responding to housing needs and emergent housing issues, both expected and unexpected. Base housing actions on best practices and analyze outcomes to ensure that the intended purpose is achieved. Support the housing sector's commitment to innovation, creativity, and new approaches to housing.

■ **RESPONSIVENESS**

Support the housing development process through timeliness and responsiveness to applications and through policies to support increased certainty. Create and update policy frameworks in order to adapt to dynamic housing needs. This responsiveness is an essential component for Saanich to build a community with diverse housing opportunities that meets the needs of current and future residents.

■ **PARTNERSHIPS**

Partnerships are essential for achieving these guiding Principles. Work towards improving housing outcomes through a collaborative approach with the non-profit sector, community partners, private sector, local organizations, all levels of government, and the community at-large.

Focus Areas + Strategies + Actions

The Official Community Plan and Strategic Plan, along with Task Force input, provided direction for key Focus Areas and provide an organizational framework for development of Strategies and Actions.

The complete list of Actions is provided in the following section. Actions are organized by Focus Area and Strategy; however, it is important to note that while some Actions are linked to multiple Focus Areas, each Action is associated with a particular Focus Area in the tables below. There is a rating associated with each Action, based on the criteria scoring and prioritization process. High priority Actions have been identified for implementation in the next three years while medium and low priority Actions fit within the overall 10-year framework.

A list of the top ten Actions, as voted on by Task Force members, is summarized below.

Summary of Top Priority Actions
Identify potential surplus Saanich-owned properties that could be utilized by partners for the development of affordable or supportive housing. (Action 1.1 A)
Facilitate the development of affordable housing by clarifying current and creating new financial incentives such as grants, reduced permitting fees, Affordable Housing Fund, and property tax exemptions. (Action 1.2 A)
Identify and develop tools - such as policies, zoning amendments, or design guidelines - to make it easier to building ground oriented infill through a Missing Middle Housing Policy and Zoning Amendments. (Action 3.1 A)
Amend the Zoning Bylaw or pre-zone to allow ground oriented infill housing such as duplexes, tri-plexes, four-plexes, and townhouses in single family residential areas within the Urban Containment Boundary. (Action 3.1 B)
Create opportunities for small apartments on single family lots by establishing a new zone. (Action 3.1 C)

Summary of Top Priority Actions

Review and amend the Official Community Plan (OCP) to support the implementation of the Housing Strategy, aligning policies and Development Permit Guidelines with Housing Strategy objectives. (Action 3.3 A)

Complete a Development Process Review (DPR) that will assess Current Planning Division's practices and procedures in order to implement improvements to the approval process, with a key goal to reduce application processing times. (Parallel initiative) (Action 4.1 A)

In alignment with the Development Process Review (DPR), develop a clear and transparent program to prioritize affordable housing projects by reducing approval times for applications that meet a defined list of criteria and simplifying processes. (Action 4.1 C)

When implementing the Development Process Review (DPR), consider streamlining the development application process with an online "one-stop shop" approach that provides self-serve functions, includes online applications and plan submission, and delivers an open data format with schedules that is available for public viewing. (Action 4.1 D)

Undertake a comprehensive review of the parking requirements in the Zoning Bylaw in order to reduce barriers to development of affordable housing, rental housing, and infill/multifamily housing. (Action 4.3 B)



FOCUS AREA 1:

INCREASE AFFORDABLE AND SUPPORTIVE HOUSING

Increase support for and supply of affordable, adequate, and accessible housing for low to moderate income households and vulnerable residents including people who are homeless or at risk of being homeless.

■ STRATEGY 1.1: Increase the supply of affordable and supportive housing on Municipal Land.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
1.1 A	Identify potential surplus Saanich-owned properties that could be utilized by partners for the development of affordable or supportive housing.	HIGH
1.1 B	Explore options to partner with BC Housing and the Capital Regional District to develop modular housing on municipal lands for affordable or supportive housing. (parallel initiative) <ul style="list-style-type: none">Modular or pre-fabricated housing can be constructed more quickly than permanent housing, under certain circumstances. In order to achieve the greatest level of affordability work and an efficient timeline consider: short and long term benefits and challenges, streamline development approval processes, opportunities, building costs and supply chain, level of affordability, and housing needs of the targeted population.	HIGH

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
1.1 C	<p>With consideration to the regional acquisition strategy, work with the Capital Regional District (CRD) to explore the potential benefits of a Saanich Land Acquisition Strategy; a framework for acquiring units or properties appropriate for affordable housing.</p> <ul style="list-style-type: none"> ▪ If a strategy is developed, prioritize deeply affordable housing, facilitate partnerships, leverage funding opportunities, explore strategic land assembly, consider below market rates and long term lease opportunities, and consider advocating for right of first refusal legislation to support the acquisition of land and buildings up for sale. 	MEDIUM
1.1 D	<p>Establish a decision-making framework to identify potential opportunities to co-locate affordable or supportive housing with Saanich facilities, when redeveloping existing facilities or developing new facilities.</p> <ul style="list-style-type: none"> ▪ The framework should identify partnership opportunities and consider location criteria based on walkability, transit, access to amenities and services, and access to social and cultural services. 	MEDIUM
1.1 E	<p>Investigate the feasibility of establishing a Welcome House, in an existing or new Saanich-owned residential property, to facilitate the resettlement of refugee families. The transition space provides supportive service and can help refugees build personal capacity and community connections.</p>	MEDIUM

■ **STRATEGY 1.2:** Reduce barriers to affordable and attainable housing through incentives, tools, and policies.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
1.2 A	<p>Facilitate the development of affordable housing by clarifying current and creating new financial incentives such as grants, reduced permitting fees, Affordable Housing Fund, and property tax exemptions.</p> <ul style="list-style-type: none"> When implementing this Action, consider reducing financial barriers to affordable housing and senior government programs by further reducing or eliminating DCC fees. Consider actions including, but not limited to, decreasing or eliminating Landscape Bonding for non-market housing applications which will be owned and operated by a non-profit or government housing provider. 	HIGH
1.2 B	<p>Establish a consistent, transparent and collaborative approach to Housing Agreements (when required as a condition of development applications), setting clear expectation and timelines.</p>	HIGH
1.2 C	<p>Support community partners interested in developing a housing program to connect people experiencing barriers to housing, such as refugee families, with volunteers that have an extra bedroom in their private home.</p>	LOW

■ **STRATEGY 1.3:** Encourage alternative housing models and tenure types to increase affordable and attainable housing options.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
1.3 A	<p>Explore opportunities to promote and encourage alternative tenure models that improve affordability, enable residents to build financial equity, and foster opportunities for community connections.</p> <p>Consider:</p> <ul style="list-style-type: none"> ○ co-op housing, cohousing, rent-to-own, and mixed tenure models; and/or ○ incentives, policies, or regulatory changes. 	HIGH

■ **STRATEGY 1.4:** Support a regional response to homelessness and support community efforts to improve pathways to housing stability.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
1.4 A	<p>Support a regionally coordinated response to homelessness, improving access to dignified housing and networks of support, by working with the Capital Regional District (CRD), senior levels of government and neighbouring municipalities.</p> <ul style="list-style-type: none"> ■ Work with the CRD to ensure alignment with the regional action plan to end homelessness, advocate to senior levels of government, and increase resources commitments to address homelessness. 	MEDIUM
1.4 B	<p>Explore the feasibility of allowing tiny homes on wheels within the Urban Containment Boundary as an affordable housing option for low income households or individual experiencing homelessness (parallel initiative – in progress)</p>	LOW
1.4 C	<p>Understand the need to destigmatize and properly regulate boarding, rooming, and shared housing.</p>	LOW



FOCUS AREA 2:

PROMOTE AND PROTECT RENTAL HOUSING

Support the retention, revitalization, and development of rental stock to address the current shortfall and meet future rental housing demand while supporting existing tenants.

■ **STRATEGY 2.1: Support a greater diversity of rental housing options in low-density neighbourhoods.**

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
2.1 A	Examine opportunities to allow both a Garden Suite and Secondary Suite on single family residential (RS-zoned) properties inside the Urban Containment Boundary. (parallel initiative)	HIGH
2.1 B	Update the Secondary Suite Policy to expand the availability of legal secondary suites, with an emphasis on promoting ground oriented forms of housing. Consider: <ul style="list-style-type: none"> ○ Expanding the secondary suites permit area and removing the requirement for homeowners to live on site. ○ Within the Secondary Suite Permit Area explore the feasibility of allowing secondary suites in more building types, such as duplexes and rowhouses. ■ Investigate tools to streamline the garden suite approval process, including pre-approved designs or plans. 	MEDIUM
2.1 C	Support the inclusion of lock-off suites in multi-family housing developments to increase available rental units, serve as a mortgage helper, or provide flexible space for multi-generational families.	MEDIUM

■ **STRATEGY 2.2:** Improve the security of tenure and affordability of existing and development of new rental housing.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
2.2 A	Develop a program to incentivize the development of low to moderate income rental housing in key locations.	HIGH
2.2 B	Explore options to incentivize purpose-built rental housing and provide clarity to the application process, in order to increase secure rental housing for a diverse population and incomes.	HIGH
2.2 C	Investigate option for policies, incentives and regulations to help retain the existing purpose-built rental housing stock, encouraging reinvestment, ensuring buildings are secure and well maintained, and protect tenants from potential renovictions.	MEDIUM
2.2 D	Develop design guidelines for purpose-built rental housing, recognizing the positive impacts of rental tenure on housing affordability.	MEDIUM
2.2 E	Investigate the feasibility of utilizing Residential Rental Tenure Zoning to help protect existing rental housing and promote future rental developments.	MEDIUM
2.2 F	<p>Develop a tenant assistance policy or guidelines to help mitigate the potential impacts of tenant displacement as a result of major renovations or redevelopment. (parallel initiative)</p> <ul style="list-style-type: none"> ■ Consider support for tenants of rental units, from secondary suites to multi-family apartments. Establish criteria to identify applicable development applications, the process and assistance to renters, and represent a commitment by the development applicant beyond the requirements of the Residential Tenancy Act. 	LOW

■ **STRATEGY 2.3:** Explore tools to support tenants and landlords to improve access to rental housing.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
2.3 A	Establish a policy aimed at reducing barriers to renters in new strata developers, such as addressing restrictions related to age, pets, and rentals.	HIGH
2.3 B	<p>Explore a regional approach to create a central rental registry or database, connecting people with unique rental needs with individuals that have available rental units or space in their home.</p> <ul style="list-style-type: none"> ▪ Action aims to help address distinct housing needs through one centralized database. Potential co-benefit of meeting housing and social needs. 	MEDIUM
2.3 C	Create incentives for landlords to rent units to tenants with the greatest need or barriers to housing, vulnerable households such as refugees, people experiencing poverty, or other vulnerable populations.	LOW



FOCUS AREA 3:

SUPPORT HOUSING DIVERSITY AND INCREASE SUPPLY

Work towards achieving a diverse housing supply that meets the needs of current and future residents by expanding housing choices through type, size, tenure, price, and location.

■ **STRATEGY 3.1: Support a diversity of infill housing opportunities and initiatives in Saanich, focusing the increase of housing within the Urban Containment Boundary.**

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
3.1 A	Identify and develop tools - such as policies, zoning amendments, or design guidelines - to make it easier to building ground oriented infill through a Missing Middle Housing Policy and Zoning Amendments.	HIGH
3.1 B	Amend the Zoning Bylaw or pre-zone to allow ground oriented infill housing such as duplexes, tri-plexes, four-plexes, and townhouses in single family residential areas within the Urban Containment Boundary. <ul style="list-style-type: none"> ■ In addition to expanding residential zones, consider regulatory changes and new policies required to enable infill dwellings in single family zones. 	HIGH
3.1 C	Create opportunities for small apartments on single family lots by establishing a new zone. (parallel initiative)	HIGH
3.1 D	RA (Apartment) Zone - Pursue changes to the RA (Apartment Zone) to increase height and density (in terms of floor area or floor space ratio) in order to increase supply (parallel initiative)	HIGH
3.1 E	Launch design competitions to create infill prototypes or pilot the development of creative designs and typologies on existing sites to encourage and explore innovative forms of infill.	MEDIUM

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
3.1 F	Review opportunities to develop a Single Detached Dwelling Conversion Policy and other tools that will incentivize conversion of single detached dwellings to multiple units, creating more rental and attainable home ownership.	MEDIUM
3.1 G	For single family lots, investigate the feasibility of allowing homeowners to build a garden suite home, stratify it, and sell it to separate owners with intent to provide attainable home ownership and increase housing supply.	LOW

■ **STRATEGY 3.2: Ensure new housing adequately meets local needs including those identified in the Housing Needs Report.**

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
3.2 A	<p>Develop tools to support family-friendly housing, prioritizing housing with a mix of unit sizes for low to moderate income households and single-parent households.</p> <ul style="list-style-type: none"> ▪ Consideration should be given to, but not limited to, number of bedrooms, ground oriented design, and tools such as policies, incentives, and guidelines. 	HIGH
3.2 B	Support housing forms, building design, and tenure models that allow seniors to 'age in place', while maintaining or potentially enhancing community connections and community involvement.	HIGH
3.2 C	Review and expand adaptable housing design guidelines and investigate other approaches to further support adaptable and universal design in new developments.	MEDIUM

■ **STRATEGY 3.3: Utilize growth management plans and tools to increase the supply, affordability, and variety of housing options.**

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
3.3 A	Review and amend the Official Community Plan (OCP) to support the implementation of the Housing Strategy, aligning policies and Development Permit Guidelines with Housing Strategy objectives.	HIGH
3.3 B	Explore ways to promote non-market housing and the right supply of housing through existing and future plans and policies for local areas, centres, villages and corridors; prioritizing areas with the greatest potential for growth.	HIGH
3.3 C	Undertake a Land Capacity Analysis supported by market data and other metrics in order to calculate and plan for sufficient land capacity and density to absorb growth and stabilize housing prices.	HIGH
3.3 D	Utilize 3D adaptive modeling program to visualize and analyze growth scenarios to demonstrate capacity, infrastructure expenses and implications, and redevelopment options. The dynamic and publicly available tool could also be used to support engagement demonstrating potential change and physical build out and calculating housing units that meet Housing Strategy objectives.	HIGH
3.3 E	Create a University District through a local area plan, area specific plan, or policies to support student housing in and around the university. Work with the University of Victoria to understand student housing needs and collaborate on the development of key housing policies.	MEDIUM

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
3.3 F	<p>Establish an innovation district in a key growth area focused on addressing affordable and diverse house needs through innovative housing forms and offering opportunities to implement alternative techniques to conventional zoning such as performance-based zoning.</p>	LOW
3.3 G	<p>Identify areas in rural Saanich, outside the urban containment boundary, where housing opportunities could be expanded while maintaining District goals for the protection of rural agriculture lands and enhancement of food security for current and future generations.</p> <ul style="list-style-type: none"> ▪ Consideration should be given to housing needs in rural areas, agriculture land preservation and food security goals, interface between urban and rural areas, potential infrastructure costs, and the Regional Growth Strategy. 	LOW



FOCUS AREA 4:

REDUCE BARRIERS TO HOUSING DEVELOPMENT

Identify options to reduce financial and regulatory barriers, align municipal processes with housing targets to address housing needs, and provide tools to support the development of a diversity of housing.

■ **STRATEGY 4.1:** Reduce barriers to housing development by simplifying and streamlining approval processes.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
4.1 A	<p>Complete a Development Process Review (DPR) that will assess Current Planning Division's practices and procedures in order to implement improvements to the approval process, with a key goal to reduce application processing times. The review will focus on Rezoning, Form and Character Development Permits, and Development Variance Permits and account for the needs of all parties involved in these important land use processes. (parallel initiative)</p> <ul style="list-style-type: none">When implementing this Action, prioritize processing non-market and market applications currently in stream, in order to move towards applications approval quickly. Consider recommendations and opportunities identified in the Province of BC's Development Approvals Process Review (2019).	HIGH
4.1 B	<p>Subsequent to the completion of the DPR, implement a second phase to find further improvements and efficiencies. The second phase may include a review of other Departments, Divisions, Sections or external agencies/groups who participate in the planning application referral process, or who support applications through the Council review process or the preparation of legal documents.</p>	HIGH

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
4.1 C	<p>In alignment with the DPR, develop a clear and transparent program to prioritize affordable housing projects by reducing approval times for applications that meet a defined list of criteria and simplifying processes.</p> <ul style="list-style-type: none"> ▪ Consider how this program may affect the timeline for completed other development applications. 	HIGH
4.1 D	<p>When implementing the DPR, consider streamlining the development application process with an online "one-stop shop" approach that provides self-serve functions, includes online applications and plan submission, and delivers an open data format with schedules that is available for public viewing.</p>	HIGH
4.1 E	<p>When implementing the DPR, investigate a new approach to the development application review process, utilizing a scorecard model which incorporates evidence-based decision making and identifies location criteria such as walkability, transit, access to amenities and services, and access to social and cultural services.</p>	HIGH

■ **STRATEGY 4.2:** Update and revise programs for financing growth while building complete communities and promoting affordable housing.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
4.2 A	<p>Develop a Community Contributions and Inclusion Housing Program with consideration to: Community Amenity Contributions (CAC); Density Bonusing; Inclusionary Housing; mixed tenure and mixed income models; and, Bonus Density Zoning. (parallel initiative)</p> <ul style="list-style-type: none"> ▪ During development of the Program, determine if a formal policy should be established for the Saanich Affordable Housing Fund Policy in order to provide clear direction for building and allocating the existing fund. 	HIGH

■ **STRATEGY 4.3:** Initiate Zoning and Bylaw Changes that will proactively lead to reduced barriers to housing affordability, diversity, and supply.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
4.3 A	<p>When implementing Housing Strategy Actions and other plans, consider applying pre-zoning to promote diversity and address housing needs for social, supportive, and affordable housing.</p>	HIGH

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
4.3 B	<p>Undertake a comprehensive review of the parking requirements in the Zoning Bylaw in order to reduce barriers to development of affordable housing, rental housing, and infill/multifamily housing.</p> <ul style="list-style-type: none"> ▪ Consider adaptive re-use of parking infrastructure to meet emerging future need, targeted, tier, or tenure based reductions, location criteria (such as proximity to existing and future active transportation infrastructure or transit hubs), requirements for Transportation Demand Management reports during rezoning, shared parking management plans, and incorporating community engagement. 	HIGH
4.3 C	Align Housing Strategy initiatives and housing-related bylaws with regional and senior government programs in order to support the delivery of affordable and supportive housing.	MEDIUM

■ **STRATEGY 4.4: Set priorities and monitor progress towards meeting Housing Strategy objectives.**

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
4.4 A	<p>Establish evidence-based demand estimates for key areas of key housing need and develop metrics to monitor progress towards implementing and achieving housing Actions. Considerations include:</p> <ul style="list-style-type: none"> ○ Defining affordability for ownership and rental housing, in both absolute and relative terms, with consideration to local incomes and alignment with provincial and federal funding programs. ○ Determining resources and programs needed to efficiently track progress. 	HIGH

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
4.4 B	Take a holistic approach to each neighbourhood, applying an appropriate diversity of housing while acknowledging each neighbourhood has unique characteristics that will influence the type of housing diversity that is appropriate for each area.	LOW

■ **STRATEGY 4.5: Support housing actions that lead to equitable housing outcomes.**

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
4.5 A	<p>Develop and apply an equity lens when implementing the Housing Strategy to reduce inequity and improve housing outcomes for all.</p> <ul style="list-style-type: none"> ▪ Applying an Equity Lens may include: compiling and reporting on equity data; developing ongoing relationships with equity-seeking groups in the community to inform action; and evaluating program design to avoid replicating or furthering historical inequities and to better address the diverse barriers, needs, and priorities of different parts of our community. 	HIGH
4.5 B	Review the Official Community Plan, Zoning Bylaw, and other plans to identify and remove potentially discriminatory policies or practices.	MEDIUM

■ **STRATEGY 4.6: Ensure adequate resources to implement the Housing Strategy.**

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
4.6 A	<p>Support the implementation of the Housing Strategy through internal and extra resources. Consider:</p> <ul style="list-style-type: none"> ○ Financial resources ○ Internal and external human resources (such as new staff, staff team dedicated to housing, consultants, etc.) ○ Ensure Saanich has a housing advocate(s) that can act quickly when responding to and taking advantage of Federal and Provincial funding opportunities related to housing. 	HIGH
4.6 B	<p>Consider developing a new Housing Advocate role that will advocate for good urbanism and processes in order for projects to get effectively delivered. The Housing Advocate would remain politically neutral when providing subject matter expertise.</p>	MEDIUM
4.6 C	<p>Explore the potential value of establishing a Saanich Housing Corporation (separate from the Capital Region Housing Corporation) to facilitate the development of non-market housing on District owned land.</p>	LOW



FOCUS AREA 5:

STRENGTHEN PARTNERSHIPS

Encourage development of innovative and affordable housing solutions by strengthening existing and new partnerships and capacity building opportunities.

■ **STRATEGY 5.1: Strengthen existing partnerships and build new partnerships across all sectors to achieve objectives and goals of the Housing Strategy.**

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
5.1 A	Work with government and community partners to identify the most effective ways to support the delivery of affordable and innovative housing on their land. Potential partners include regional and senior levels of government, faith-based and non-profit organizations, and academic institutions.	HIGH
5.1 B	Seek opportunities to build new relationships and enhance existing partnerships with neighbouring First Nations governments and Indigenous organizations dedicated to addressing and supporting housing needs. Commit to engaging with local First Nations and urban Indigenous communities to address housing issues and opportunities.	HIGH
5.1 C	Facilitate and incentivize partnerships directly between non-profit housing providers/community service organizations and private housing developers with the intent to create new housing opportunities using creative approaches.	MEDIUM
5.1 D	Develop a toolkit outlining partnerships options from advocacy to full participation.	MEDIUM
5.1 E	Proactively establish relationships with community partners and the housing development sector to identify opportunities to reduce barriers in moving through the District's development processes.	MEDIUM

■ **STRATEGY 5.2:** Advocate to senior levels of government for additional tools and funding to facilitate the implementation of the Housing Strategy.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
5.2 A	Advocate, in partnership with the CRD and regional municipalities, for increased tools and funding from senior government for new affordable housing and to support implementation of the Housing Strategy.	HIGH
5.2 B	Advocate to the Province Government to establish Land Value Capture Tax legislation.	LOW



FOCUS AREA 6:

ENHANCE COMMUNITY ENGAGEMENT OF HOUSING NEEDS AND INITIATIVES

Lead the way forward with equitable and inclusive engagement, capacity building, and communicating housing needs and initiatives.

- **STRATEGY 6.1:** Raise community awareness of housing needs in Saanich and building support for actions that improve housing affordability, choice, and availability.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
6.1 A	<p>Development an outreach program to build awareness, social inclusion, local capacity, and community understanding of housing needs in Saanich and key directions of the Housing Strategy.</p> <ul style="list-style-type: none">■ Consider approaches such as communication strategies that resonate with residents; education on housing needs and the development processes; equitable and inclusive engagement processes that involve the community early in the process; and advocacy that will ultimately result in better outcomes for the non-profit and private housing developers, tenants and the community.	HIGH

■ **STRATEGY 6.2:** Implement new approaches to engagement to support implementation of the Housing Strategy and to increase the supply, affordability, and diversity of housing.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
6.2 A	<p>Collaborate with Community Associations and the Saanich Community Association Network (SCAN) to review and revitalize the role of the Community Associations, formalizing this relationship through a Terms of Reference and identifying ways Saanich can support Community Associations.</p> <ul style="list-style-type: none"> ■ As part of this initiative, consider how the Community Associations can participate and support implementation of Housing Strategy initiatives and the development of affordable and diverse housing. 	HIGH
6.2 B	<p>For new housing proposals that align with the Housing Strategy objectives, devise a mechanism, using both qualitative and quantitative information, to capture the voices of future residents. Prioritize incorporating perspectives of people who are facing significant housing challenges or barriers to participating in existing engagement processes.</p> <ul style="list-style-type: none"> ■ Consider creating communication strategies that resonate with residents such as personal story from individuals experiencing housing challenges. 	MEDIUM

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
6.2 C	<p>Look for collaborative, constructive and accessible approaches to community engagement that support land use decisions and the development of housing. Consider:</p> <ul style="list-style-type: none"> ○ Establishing procedures or guidelines for engaging the public and addressing community concerns in the early stages of housing development proposals; well before the public hearing. ○ Engage university students to develop creative and innovative community awareness and engagement tools that address the need for affordable housing. ○ Expanding housing development application referrals to more stakeholders, in addition to Community Associations, to seek a broader range of input. (This may include Business Improvement Associations, major employers, and post-secondary students) ○ Improving accessibility of public hearings, including allowing members of the public to attend virtually and to voice support or opposition to public hearing items via telephone, rather than in-person (which has been the authorized during the COVID-19 pandemic, as per the Ministerial Order). 	MEDIUM



FOCUS AREA 7:

UNDERSTAND HOUSING DEMAND AND ADDRESS LAND SPECULATION

Address demand and land speculation to support more equitable housing outcomes and reduce potential negative impacts on housing affordability.

■ **STRATEGY 7.1:** Analyze key drivers of demand, assess local market conditions, and identify potential solutions to minimize speculation and reduce upward pressure on land and housing prices.

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
7.1 A	Study the dynamics of the local housing market and better understand key drivers of land value speculation and investment while considering potential impacts to housing affordability and land prices.	HIGH
7.1 B	Explore municipal tools and land use regulations that could be used to discourage speculation and reduce upward pressures on land prices.	HIGH
7.1 C	To ensure the Housing Strategy remains relevant and addresses demand: <ul style="list-style-type: none"> ○ Time updates of the Housing Needs Report with the Census to take advantage of the most recent data. ○ Review the Housing Strategy after updating the Housing Needs Report to ensure it continues to align. ○ Update as necessary and undertake supplementary research to better understand existing and projected housing needs and demands. 	MEDIUM

ACTION NUMBER	RECOMMENDED ACTION	OVERALL RATING
7.1 D	In order to minimize land speculations, ensure expectations and requirements for affordable housing and rental housing are clearly outlined in land use polices and processes such as the Community Amenity and Inclusionary Housing Program and density bonus policies.	MEDIUM
7.1 E	Study possible tax and financial regulation reforms (such as an empty home tax and a variable tax rate system) that have the potential to increase supply, reduce speculative housing investment, incentivize affordable housing and create a more equitable housing system. Though Saanich leadership and through Union of BC Municipalities (UBCM), consider advocating to senior levels of government for applicable regulations.	LOW
7.1 F	End the practice of using restrictive covenants that ban short-term rentals. Investigate the need for a short-term rental housing policy to increase the availability of long-term rental housing while balancing supplementary income opportunities.	LOW

ADDITIONAL RECOMMENDATIONS

The Task Force developed additional recommendations for Council regarding the Housing Strategy and Council referrals.

RECOMMENDATIONS – HOUSING STRATEGY

Through the course of Task Force meetings related to Action prioritization, the Task Force identified two over-arching recommendations to help facilitate the implementation of the Housing Strategy. These recommendations are holistic considerations intended to facilitate a coordinated approach to implementation and monitoring of the Housing Strategy.

Recommendation: The Task Force recommends a district-wide approach to housing issues and implementing the Housing Strategy that includes but is not limited to updating Saanich’s planning framework through an update to the Official Community Plan and a district-wide approach to local area planning.

Recommendation: The Task Force recommends that the Housing Strategy be a living document with a yearly review.

Recommendation: The Task Force recommends that Council consider investigating ways to address costs and affordability beyond the direct cost of housing through both municipal services and programs, and encouraging affordable living features in residential developments that lower transportation costs, reduce utility bills, or otherwise reduce the household living costs of residents.

RECOMMENDATIONS – COUNCIL REFERRALS

In addition to developing recommendations for the Housing Strategy, Saanich Council requested that the Task Force provide input on three additional initiatives. Specific Task Force meetings provided an opportunity for structured discussion and feedback on related housing and planning initiatives, some of which are ongoing or recently adopted planning projects. Given the overlap between these initiatives and several of the recommended Actions discussed during Task Force meetings, Task Force members were keen to provide their advice and insight on these related District projects.

1. Development Cost Charges Reduction Bylaw

Council requested the Task Force review the structure of the Development Cost Charges Reduction Bylaw (Bylaw No. 9607. Adopted July 2020) and levels of affordability. The Task Force forwarded the following recommendations to Council:

Recommendation: That Council direct staff to immediately revise the eligibility for for-profit rental housing in the DCC Reduction policy to a measure that more accurately reflects market rents.

Recommendation: That Council revise the DCC Reduction policy following the completion of the Housing Strategy to incentivize the creation of affordable rental housing in the District of Saanich.

2. Community Amenity and Contributions and Inclusionary Housing Program – Project Terms of Reference

Council requested the Task Force review and comment on the project's draft Terms of Reference. The Task Force forwarded the following recommendation to Council:

Recommendation: That the Task Force direct staff to incorporate the input as presented at the December 10, 2020 meeting into the Terms of Reference include it as considerations in the development of the CAC policy as appropriate.

Task Force Comments: The project's Terms of Reference was refined based on the following Task Force comments:

- > Include best practices (do's & don'ts) as a component of the scope of work.
- > Include an evaluation of how BC Assessment data impacts land values as part of the economic analysis.
- > Test the validity of CAC rates by calculating the yield and density of sites.
- > The addition of a discussion paper outlining approaches to obtaining amenity contributions helps support public engagement and education.
- > Online presentation/webinars as potential options for additional education have been identified.

- > Considerable equitable distribution and proportionality of the program, in terms of both proximity and needed amenities on a community-wide scale.
- > Examination of alignment and support with senior government policies/regulations is added to the scope of work.
- > Align CACs with other District plans, policies and programs, both through clarifying relationships and application to existing plans and integration with future plans.
- > Purpose-built affordable rental should be examined for CAC exemptions. Consider a scale of affordability. There can be inclusionary zoning if density bonusing is given to make it financially feasible and mutually desirable.
- > Evaluate and monitor CACs, inclusionary zoning, and density bonusing to ensure that they capture land value and not adding to the each unit's cost for new buyers and renters.
- > CACs should be specified in a range so that appraisers can build them into the land costs effectively; this mitigates unintended consequences.
- > If you are going with a fixed rate, update it regularly based on market conditions (on a set schedule).
- > The prescriptive approach is more desirable than negotiated CACs.
- > CACs should be balanced in conjunction with DCCs and other costs of the production of housing.
- > The final policy must be clear and predictable.
- > CACs should be focused on equity.
- > Achieve local gaps and needs, possibly combine with community planning processes.
- > Direct CACs to less amenity-rich areas.
- > CACs are often used to appease neighbours, but existing homeowners have benefitted tremendously from increased housing wealth and amenities from CACs and tend to increase the homes' value. Therefore the CACs themselves should focus on enhancing the lives of those who have the least housing wealth or those who face the greatest barrier to housing.
- > Rental housing is a CAC and should be accounted for.
- > There are challenges in defining amenity-rich and poor.

- > Evidence-based density bonusing policy.
- > Any process that moves away from rezoning to pre-zoning or density bonusing schedules is preferred as it could shave off three to five years of getting housing to market.
- > Open transparency and clear communication about the evidence-based and prescriptive approach.
- > How do we capture affordability of rentals and below market homeownership as related to community amenities?
- > Examine cash versus in-kind contributions.

3. Proposed Uptown-Douglas Plan (UDP)

Council requested the Task Force provide input on the proposed Uptown-Douglas Plan prior to the Plan being considered for formal adoption. The plan was endorsed, in principle, by Council in August 2020.

The Task Force forwarded the following recommendations to Council:

RECOMMENDATION: That the Task Force support, in principle, the Uptown-Douglas Plan (UDP), while highlighting the following key feedback themes:

- > Desire to explore potential opportunities to increase maximum height provisions throughout the Plan area to create a more bold vision for growth;
- > Support for the prioritization of public realm improvements and social infrastructure in parallel with and, where possible, in advance of new developments;
- > Concern about the impacts of new development on existing affordable housing units and the potential displacement of tenants;
- > Need for assurance that the Uptown-Douglas Plan enables project viability and responds to economic and market conditions and trends; and
- > Importance of the need for growth and density in other Centres, Villages and Corridors to meet the diverse needs of current and future Saanich residents as a complement to Uptown-Douglas Plan.

RECOMMENDATION: That the Task Force forward the following comments on the Uptown-Douglas Plan (UDP) to Council for consideration as part of the Plan approval and/or implementation process:

- > Consider identifying minimum building heights for some or all land use designations;
- > Consider increasing the maximum height in the Core designation;
- > Assess changes to the tapering of building heights in the Plan area that recognizes taller building forms throughout, and consider options for additional tapering of properties outside the Plan area;
- > Include additional policies to support the viability of affordable and supportive housing projects and protect existing affordable units;
- > Assess revisions to the urban design guidelines that restrict tower floor plate where project viability could be negatively impacted;
- > Assess proposed viability of development through changes to land use and building height designations to ensure building forms are conducive to current and emerging practices; and
- > Explore the development of an Economic Development Strategy, on a District or Regional scale, to support the ongoing implementation of the UDP, and include:
 - > Analysis for existing and future employment lands;
 - > Development of an Industrial Land Strategy;
 - > Assessment of Uptown-Douglas objectives and policies to ensure they align with the economic development vision; and
 - > Consideration of Saanich-specific solutions, with a focus on looking at the balance of employment and housing (made in Saanich solution).

IN CLOSING

The Task Force's recommendations represent the culmination of significant time and energy, along with extensive District staff support and leadership from the Task Force Chairs. This report is a summary document outlining the Task Force's recommendations for Council consideration. It is also anticipated that the recommended Actions summarized in this document will be distributed to the public through an online survey, providing an opportunity for further community engagement in the Housing Strategy development process. The Principles, Focus Areas, Strategies, and Actions provide a framework from which Staff will develop the final Housing Strategy, to be presented to Council in Spring/Summer 2021.

Moving forward, it is anticipated these Actions will require review and possible adjustments as housing needs in Saanich change over time. Given the Housing Needs Report is a legislated requirement to be completed every five years, there was a desire to see the Strategy reviewed on an annual basis.

As Saanich navigates distinct housing challenges, it will be important to employ a coordinated approach to address housing needs and gaps, as partnerships, policy and regulatory changes, and development approvals will help to advance housing affordability, accessibility, and sustainability.

APPENDIX A: PARALLEL INITIATIVES

Council initiated several housing initiatives through the Strategic Plan or Council Motions, in addition to the Housing Strategy. These parallel housing initiatives are in various stages of development. When developing Actions for the Housing Strategy, the Task Force determined recommended revisions to the parallel initiatives, recommended priorities, and incorporated certain parallel initiatives into overall recommendations to facilitate alignment and integration.

PARALLEL INITIATIVES: Initiated by Council (status)	TASK FORCE RECOMMENDATIONS:	
	Revisions to Parallel Initiatives	Overall Rating
<p>Modular housing options on municipal lands - Review options to work with BC Housing on developing modular supportive and/or affordable housing in Saanich. (in progress)</p>	<p>Action 1.1 B - Explore options to partner with BC Housing and the Capital Regional District to develop modular housing on municipal lands for affordable or supportive housing. (parallel initiative)</p> <ul style="list-style-type: none"> Modular or pre-fabricated housing can be constructed more quickly than permanent housing, under certain circumstances. In order to achieve the greatest level of affordability work and an efficient timeline consider: short and long term benefits and challenges, streamline development approval processes, opportunities, building costs and supply chain, level of affordability, and housing needs of the targeted population. 	HIGH
<p>Tiny homes - Explore tiny homes as an affordable housing option for residential properties within the Urban Containment Boundary. (in progress)</p>	<p>Action 1.4 B - Explore the feasibility of allowing tiny homes on wheels within the Urban Containment Boundary as an affordable housing option for low income households or individual experiencing homelessness.</p>	LOW

PARALLEL INITIATIVES: Initiated by Council (status)	TASK FORCE RECOMMENDATIONS:	
	Revisions to Parallel Initiatives	Overall Rating
<p>Garden Suite + Secondary Suite - As part of the endorsement of garden suites, Council requested that staff bring back information on the potential to permit both a garden suite and a secondary suite on the same lot. (in progress)</p>	<p>Action 2.1 A - Examine opportunities to allow both a Garden Suite and Secondary Suite on single family residential (RS-zoned) properties inside the Urban Containment Boundary.</p>	HIGH
<p>Tenant Assistance Policy - to help mitigate the potential impacts of displacement on tenants by providing guidelines for developers and property owners to provide additional supports for tenants who are displaced as a result of major renovations, redevelopment and/or rezoning applications. (not initiated)</p>	<p>Action 2.2 F - Develop a tenant assistance policy or guidelines to help mitigate the potential impacts of tenant displacement as a result of major renovations or redevelopment. (parallel initiative)</p> <ul style="list-style-type: none"> ▪ Consider support for tenants of rental units, from secondary suites to multi-family apartments. Establish criteria to identify applicable development applications, the process and assistance to renters, and represent a commitment by the development applicant beyond the requirements of the Residential Tenancy Act. 	LOW

PARALLEL INITIATIVES: Initiated by Council (status)	TASK FORCE RECOMMENDATIONS:	
	Revisions to Parallel Initiatives	Overall Rating
<p>New zone for Micro Units - Explore the development of a new or modified Single Family Dwelling (RS) or Apartment (RA) zone within urban areas that would accommodate multi-unit buildings and permit micro-units on lots that were previously single family lots. (in progress)</p>	<p>Action 3.1 C - Create opportunities for small apartments on single family lots by establishing a new zone.</p>	HIGH
<p>RA (Apartment) Zone - increase height and density - Council provided direction to develop changes to apartment (RA) zoned properties to permit increased height and density in Saanich. (in progress)</p>	<p>Action 3.1 D - RA (Apartment) Zone - Pursue changes to the RA (Apartment Zone) to increase height and density (in terms of floor area or floor space ratio) in order to increase supply</p>	HIGH

PARALLEL INITIATIVES: Initiated by Council (status)	TASK FORCE RECOMMENDATIONS:	
	Revisions to Parallel Initiatives	Overall Rating
<p>Development Application Process Review - Saanich is undertaking a process to complete a service delivery assessment for development application processes. (in progress)</p>	<p>Action 4.1 A - Complete a Development Process Review (DPR) that will assess Current Planning Division's practices and procedures in order to implement improvements to the approval process, with a key goal to reduce application processing times. The review will focus on Rezoning, Form and Character Development Permits, and Development Variance Permits and account for the needs of all parties involved in these important land use processes. (parallel initiative)</p> <ul style="list-style-type: none"> ▪ When implementing this Action, prioritize processing non-market and market applications currently in stream, in order to move towards applications approval quickly. ▪ Consider recommendations and opportunities identified in the Province of BC's Development Approvals Process Review (2019). 	<p>HIGH</p>

PARALLEL INITIATIVES: Initiated by Council (status)	TASK FORCE RECOMMENDATIONS:	
	Revisions to Parallel Initiatives	Overall Rating
<p>Community Amenity Contributions & Inclusionary Housing Program – develop a program that will result in fair, transparent and focused process for negotiating amenities and affordable housing. (in progress)</p>	<p>Action 4.2 A - Develop a Community Contributions and Inclusion Housing Program with consideration to: Community Amenity Contributions (CAC); Density Bonusing; Inclusionary Housing; mixed tenure and mixed income models; and, Bonus Density Zoning. (parallel initiative)</p> <ul style="list-style-type: none"> During development of the Program, determine if a formal policy should be established for the Saanich Affordable Housing Fund Policy in order to provide clear direction for building and allocating the existing fund. 	HIGH
<p>Below market and rental housing. (to be integrated as part of Housing Strategy)</p>	Implemented throughout the Housing Strategy.	LOW TO HIGH

APPENDIX B: EVALUATION CRITERIA FOR PRIORITIZING ACTIONS

CRITERIA CONSIDERATION	IMPACT
<p>Affordability Outcomes Action creates or preserves affordable, long-term, secure housing to meet current and future demand for low income households.</p>	<p>High Impact Actions should create significant levels of affordable housing options or units.</p>
	<p>Medium Impact Actions should create measurable, but not significant levels of affordable housing options or units.</p>
	<p>Low Impact Actions will not directly impact the creation of affordable housing options or units.</p>
<p>Increases Housing Supply Directly supports an increase in the supply of housing units over the next 10 years in order to accommodate people of different ages, incomes, household structure and to meet current and future demand.</p>	<p>High Impact Actions should create significant levels of housing supply in a highly elastic manner.</p>
	<p>Medium Impact Actions should create measurable, but not significant levels of housing supply.</p>
	<p>Low Impact Actions will not directly impact the creation of housing supply in an inelastic manner.</p>
<p>Addresses Housing Diversity Directly supports a diversity of housing types (diversity of forms, tenure, unit sizes) over the next 10 years in order to accommodate people of different ages, incomes, household</p>	<p>High Impact Actions should significantly expand the diversity of available housing options.</p>
	<p>Medium Impact Actions should moderately impact the diversity of available housing options.</p>

CRITERIA CONSIDERATION	IMPACT
structures and to meet current and future demand.	<p>Low Impact</p> <p>Actions will not directly impact housing diversity.</p>
<p>Housing Needs Impact</p> <p>Addresses major existing and projected housing gaps and needs identified in the Housing Needs Report:</p> <ul style="list-style-type: none"> > Affordable housing, > Rental housing, > Housing for people with disabilities, > Housing for seniors, > One-person households, > Lone parent households, > Housing for individuals experiencing homelessness. 	<p>High Impact</p> <p>Action directly addresses multiple key areas of local need in a significant way.</p>
	<p>Medium Impact</p> <p>Actions should address one or more of the key areas of local need in a measurable way, but not significantly.</p>
	<p>Low Impact</p> <p>Actions will not directly impact any of the key areas of local need.</p>
<p>Equity Impact</p> <p>Action promotes equitable and inclusive housing outcomes, increases access to market and non-market housing opportunities, and reduces barriers to housing for people of all ages and abilities with a focus on intergenerational equity and those experiencing the greatest housing challenges such as equity seeking groups, vulnerable and racialized populations.</p>	<p>High Impact</p> <p>Action directly impact or create equitable housing opportunities.</p>
	<p>Medium Impact</p> <p>Action should have some impact and create measurable, but not significant equitable housing opportunities.</p>
	<p>Low Impact</p> <p>Action should have a minimal impact on equitable housing opportunities.</p>

CRITERIA CONSIDERATION	IMPACT
<p>Strategic Alignment Opportunity to build on existing momentum (requiring minimal work to build “buy-in”). Momentum gained through:</p> <ul style="list-style-type: none"> > Alignment with municipal policies and programs that are underway or recently approved (such as the Climate Plan, Active Transportation Plan, Uptown-Douglas Action Plan, Local Area Plan updates) > Existing public/political attention or support on a housing issue or action <p>Opportunities to collaborate with partners that are working on a similar action (such as the CRD, BC Housing, CMHC or municipalities within the CRD)</p>	<p>High Impact Action directly impact or create equitable housing opportunities.</p> <hr/> <p>Medium Impact Action should have some impact and create measurable, but not significant equitable housing opportunities.</p> <hr/> <p>Low Impact Action should have a minimal impact on equitable housing opportunities.</p>
<p>Partnership and Funding Opportunities This criterion considers the potential to address housing objectives through external funding opportunities or partnerships with BC Housing, CRD, non-profit housing providers, or other partners. Opportunities to collaborate with partners that are working on a similar action (such as the CRD, BC Housing, CMHC or municipalities within the CRD)</p>	<p>High Impact Partnerships have been established or funding programs are readily available.</p> <hr/> <p>Medium Impact Potential for new partnerships or external funding.</p> <hr/> <p>Low Impact It may be difficult to find partners or external funding.</p>
<p>Level of Complexity, Certainty, and Municipal Influence Level of complexity for development and</p>	<p>High Impact Quick start – low level of complexity, high level of certainty and influence (i.e., can be</p>

CRITERIA CONSIDERATION	IMPACT
<p>implementing the Action, level of certainty that Action will be implementable, or ability of the municipality to have direct control of a potential Action.</p>	<p>done by current staff, with minimal additional support).</p>
	<p>Medium Impact</p> <p>Short time frame for implementation – medium level of complexity, certainty and influence (i.e., may require interdepartmental coordination, consultants, potential partnerships, incentives, etc.)</p>
	<p>Low Impact</p> <p>Longer timeframe for implementation – high level of complexity, low level of certainty and influence (i.e., associated with multi-jurisdictional implications, significant legal factors, dependent on coordination/agreement/approval with multiple diverse partners, etc.).</p>
<p>Resources Required</p> <ul style="list-style-type: none"> > Costs = capital, staff time, consultants, administration, operating costs, etc. > Staff time = time required to implement the Action > Time to Complete = from initiation to implementation 	<p>High Impact</p> <p>Minimal resources are required to initiate, complete, and implement the Action.</p>
<p>Medium Impact</p> <p>Moderate resources required to initiate, complete, and implement Action items.</p>	
<p>Low Impact</p> <p>Significant resources required to initiate, complete, and implement Action items.</p>	

APPENDIX C: TASK FORCE PROCESS

Task Force Terms of Reference

The Housing Task Force was formed to act as an advisory body to support the development of the Saanich Housing Strategy, a 10-year plan that will direct how the District moves forward to improve housing outcomes and support residents of all ages, incomes, and abilities. The main purpose of the Task Force was to provide Council with recommendations for strategies and actions designed to achieve greater housing supply, affordability, and diversity, as well as accommodate a broad range of community housing needs now and in the future.

Task Force Scope of Work

The scope of work included the following:

- > Establish an understanding of current housing conditions and the existing and projected housing needs in Saanich;
- > Review current municipal policies and regulations related to housing;
- > Consider the roles and initiatives of the federal government, provincial government, Capital Regional District (CRD), non-profit organizations, private developers, and the District of Saanich in addressing housing needs;
- > Review best practices in other jurisdictions, including building on and aligning with efforts of the CRD and partner CRD municipalities;
- > Provide advice and insight based on each member's background and experience;
- > Develop recommendations for Strategies and Actions that:
 - Respond to each of the five Focus Areas within a 10-year framework;
 - Prioritize 3-year Actions;
 - Recognize the importance of fostering healthy, inclusive, equitable, and affordable housing opportunities;
 - Identify equity impacts and improvements to equitable housing outcomes;
 - Work towards improving housing outcomes and support residents of all ages, incomes, and abilities;
 - Focus on the District's role and partnership opportunities with the non-profit sector, private sector, local organizations, communities, and all levels of government;
 - Complement the District's existing housing policies and initiatives; and
 - Present a report to Council for their consideration no later than the end of January 2021.

Task Force Responsibilities

Task Force members' core responsibilities included:

- > Attend the Task Force meetings on a regular basis;
- > Provide advice, insight, and expertise based on each member's background and experience;
- > Review and provide feedback on background research, and issues and gap analysis;
- > Review and provide feedback on proposed Actions, Strategies, and solutions; and
- > Contribute to the development of a report to Council.

Task Force Members

The Task Force was structured to include a diverse range of expertise from organizations relevant to the housing sector and members of the community at-large that have experienced or are experiencing housing challenges in Saanich. As per the Task Force Terms of Reference, membership was intended to comprise the following representatives:

- > 2 Council representatives³;
- > 2 Building / Development sector representatives;
- > 1 Not-for-profit housing sector representative;
- > 1 Planning, design, or architecture representative;
- > 1 Community support / Non-profit association representative;
- > 2 Housing advocate representatives;
- > 1 Academic representative with expertise in urban economics;
- > 1 BC Housing representative;
- > 1 CRD representative;
- > 1 Rental apartment landlord / property management representative;
- > 1 Real estate or financial representative;
- > 1 Saanich Community Association Network representative;

³ As per the Saanich Council Procedures Bylaw, the Mayor shall be an ex officio member of each select committee.

- > 1 First Nations representative⁴; and
- > 2-4 members of the community at-large who have experienced significant housing challenges and may include a:
 - Person currently renting;
 - Person currently living in subsidized or social housing;
 - Senior;
 - Post-secondary student; and/or
 - Parent with children living at home.

Interested persons with the experience and qualifications within the categories listed above were encouraged to apply to serve on the Housing Strategy Task Force. Council selected the final committee based on member representation and qualifications identified in the Terms of Reference. Task Force member appointments were made by Council on August 24 and September 14, 2020.

Process Overview

The Task Force was established for a period of six months and represents a key component of the Housing Strategy project. The Task Force was formed following the completion of the District's Housing Needs Report⁵, which served as an evidence-based framework to determine appropriate policy recommendations. CitySpaces Consulting (CitySpaces) was then retained to provide facilitation services for the 13 Task Force meetings and worked closely with the Task Force Chairs and District staff to design interactive and productive virtual sessions.

District staff completed best practices research to provide the Task Force with a summary of potential Actions to address key areas of housing need and specific housing gaps. This research was used by CitySpaces facilitators to explain complex policy options and case studies from comparable municipalities. Task Force members provided additional recommended Actions and engaged in thorough discussion regarding the merits of particular policy interventions. The Task Force then provided initial input on evaluation criteria to assist with the prioritization process. District staff developed impact and implementation criteria to guide the prioritization process, and then used these criteria to rank the assembled Actions.

⁴ The District was not able to fill this position.

⁵ The final Housing Needs Report was completed in November 2020; however, a draft version of the Housing Needs Report was provided to the Task Force prior to the first meeting in late September.

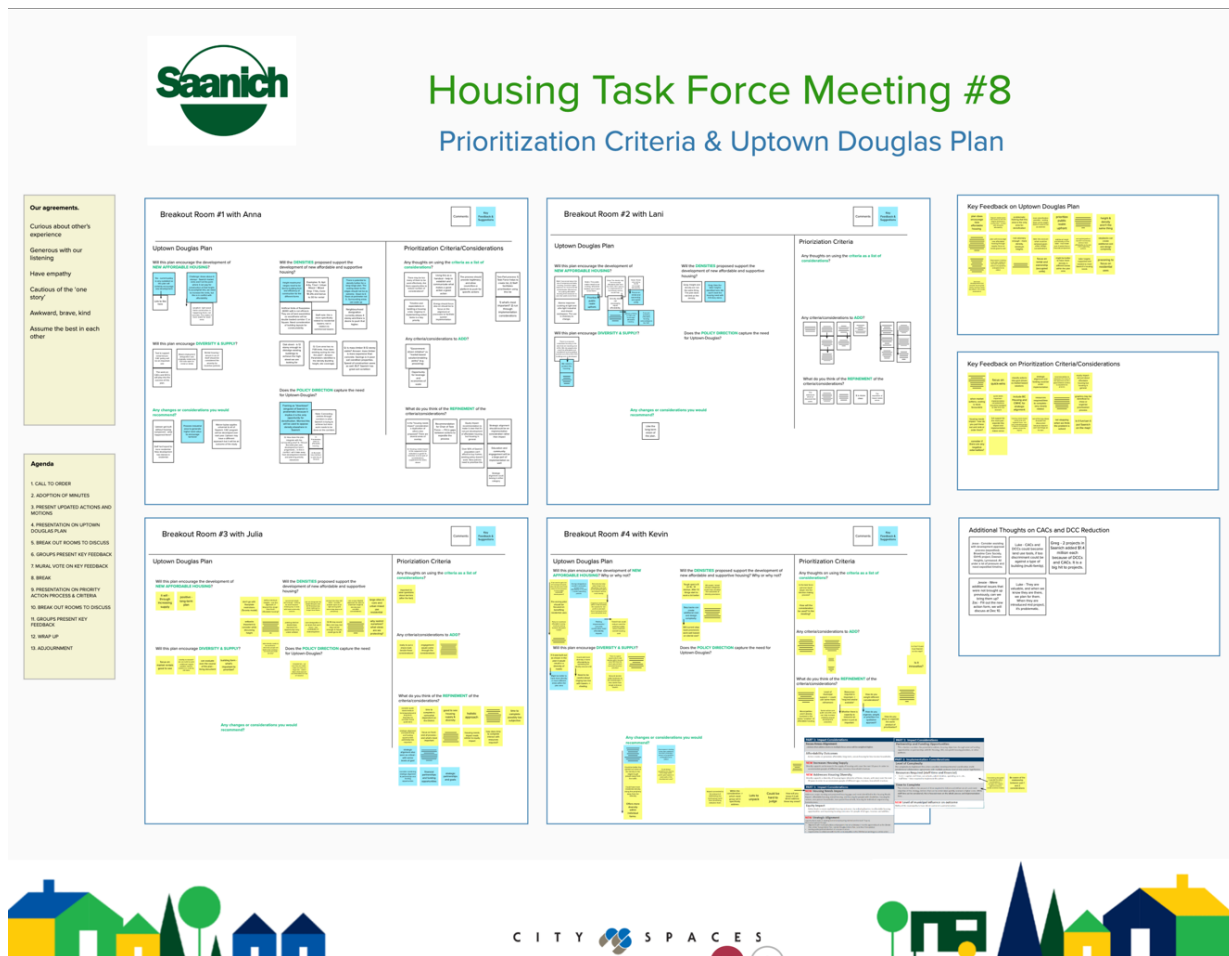
Task Force Chairs provided qualitative input that resulted in some adjustments to the prioritized Actions. The final Task Force meetings focused on a review of the prioritized Actions and discussion regarding the proposed Principles and adjustments to the Focus Areas. The changes to the Focus Areas included reorganizing the structure, assigning new titles, updating descriptions, and adding a new Focus Area specific to understanding housing demand and addressing land speculation. The recommendations included within this report were voted on by the Task Force, whose decisions were largely unanimous.

Given the COVID-19 pandemic, meetings were held virtually using Zoom video conferencing and mural.co, an interactive digital whiteboard service. These tools allowed for collaborative group discussion, as participants were able to contribute directly to smaller brainstorming sessions in break-out rooms.

Figure 1: The Housing Task Force met virtually using Zoom.



Figure 2: The Housing Task Force used a virtual whiteboard via mural.co.



Task Force Meetings

The Task Force met 13 times between September 2020 and February 2021. Each session was held via Zoom on Thursday nights from 5pm – 8pm. The Housing Strategy Task Force Secretary took detailed meeting minutes. Each session is summarized below:

- > September 24, 2020: Introduction / Overview of Roles and Process / Saanich Housing Context – Group introductions and discussion about process.
- > October 1, 2020: Focus Area – Increase Affordable Housing – Revised potential Actions provided by staff and developed new Actions.
- > October 15, 2020: Focus Area – Support Housing Diversity and Supply – Revised potential Actions provided by staff and developed new Actions.

- > October 22, 2020: Focus Area – Promote and Protect Rental Housing – Revised potential Actions provided by staff and developed new Actions.
- > October 29, 2020: Focus Area – Reduce Barriers to Housing – Revised potential Actions provided by staff and developed new Actions.
- > November 5, 2020: Focus Area – Strengthen Partnerships and Build Awareness – Revised potential Actions provided by staff and developed new Actions.
- > November 19, 2020: DCC Reduction Bylaw, Community Contributions + Action Prioritization Criteria – Discussed related planning initiatives and provided feedback for Council.
- > November 26, 2020: Uptown-Douglas Plan + Action Prioritization Criteria – Discussed related planning initiatives and provided feedback for Council.
- > December 10, 2020: Referral Items (Uptown-Douglas Plan, Community Contributions, New Actions) – Discussed related planning initiatives and provided feedback to Council.
- > January 21, 2021: Part I: Review of Focus Areas, Principles, and Strategies + Consolidated Actions – Review of key recommendations, final adjustments, and group discussion.
- > February 4, 2021: Part II: Review of Focus Areas, Principles, and Strategies + Consolidated Actions + Action Prioritization – Review of key recommendations, final adjustments, and group discussion.
- > February 11, 2021: Action Prioritization – Reviewed Action prioritization and provided feedback and further adjustments.
- > February 25, 2021: Review and Finalization of Recommendations – Final meeting to review the Task Force Final Report.

Developing and Prioritizing Actions

This section provides an overview of the process used to develop and prioritize actions.

Developing Actions:

The Task Force met 13 times between September 2020 and February 2021. At the Task Force Meetings organized by Focus Area, staff presented an initial list of potential Actions based on case study research and a review of best practices in comparable municipalities. The Task Force discussed these Actions and recommended changes and additional Actions to achieve

the desired housing outcomes. Staff then refined Actions for clarity and consistency, particularly to ensure Actions were organized under the appropriate Focus Area and Strategy. The Task Force was then presented with the final list of Actions to prioritize.

Criteria Scoring:

The Task Force worked collaboratively to develop evaluation criteria to assist with the Action prioritization process. Through discussions at the Task Force meetings and dedicated staff time, two distinct criteria sets were developed: one regarding impact and the other related to implementation, as provided below (also see Appendix B). Staff assessed Actions using the Prioritization Criteria and ranked each Action as “high”, “medium”, or “low”. Staff then conducted a comprehensive review of the rankings prior to Task Force Chair input. The Task Force Chairs conducted a second, qualitative review of the rankings and recommended some adjustments.

Action Impact Criteria	Implementation Criteria
<ul style="list-style-type: none"> • Affordability Outcomes • Increases Housing Supply • Addresses Housing Diversity • Housing Needs Impact • Equity Impact 	<ul style="list-style-type: none"> • Strategic Alignment • Partnership and Funding Opportunities • Level of Complexity, Certainty, and Municipal Influence • Resources Required

Task Force Input:

The Task Force met on February 4 and February 11, 2021 to review the prioritized Actions. These meetings resulted in several specific changes to the rankings and framing of particular Actions. Task Force members were also asked to complete a survey and vote their top ten priority Actions.

