AGENDA

MAYOR'S STANDING COMMITTEE ON HOUSING AFFORDABILITY AND SUPPLY

Monday, March 2, 2020 at 8:30 a.m.
Saanich Municipal Hall, Committee Room No. 2

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1. **Call to Order**

2. **Adoption of Minutes of Previous Meeting**
   - February 3, 2020

2. **New Business**

   A. Council Housing Strategy Terms of Reference

3. **Next Meeting – April 6, 2020**

4. **Adjournment**

ITEMS FOR FUTURE MEETINGS

- Staff update on options to increase housing supply and affordability within neighbourhoods.
- Maintaining Existing Rental Housing in Saanich.
- Performa.
- Discussion on evolving the Mayor's Standing Committee into a Task Force which would include external stakeholders.
- Discussion of current incentives scan for rental stock owners
- Six Month Update – Hiring of New Development Related Staff Positions (March)
- A Saanich Housing Strategy – Discussion Questions and Possible Resources
- DCC reduction policy

MINUTES
MAYOR'S STANDING COMMITTEE ON HOUSING
AFFORDABILITY AND SUPPLY
Saanich Municipal Hall, Committee Room No. 2
Monday, February 3, 2020 at 8:35 a.m.

Present: Mayor Haynes and Councillors de Vries, Mersereau and Plant

Staff: Sharon Hvozdanski, Director of Planning; Cameron Scott, Manager of Community Planning; and Tara Da Silva, Senior Committee Clerk

CALL TO ORDER

Mayor Haynes called the meeting to order at 8:35 a.m.

ADOPTION OF MINUTES

MOVED by Councillor Mersereau and Seconded by Councillor Plant: That the minutes of the December 9, 2019 Mayor's Standing Committee on Housing Affordability and Supply meeting be adopted."

MOVED by Councillor Mersereau and Seconded by Councillor Plant: That the second motion on page 5 of the minutes of the December 9, 2019 Mayor's Standing Committee on Housing Affordability and Supply meeting be amended to read "at the March meeting."

CARRIED

The Motion was then PUT and CARRIED

MAIN MOTION AS AMENDED

MOVED by Councillor Mersereau and Seconded by Councillor Plant: "That the minutes of the December 9, 2019 Mayor's Standing Committee on Housing Affordability and Supply meeting be adopted as amended."

NEW BUSINESS

1. Communications Document – Pausing LAPs – to apply resources for Saanich-wide needs

MOTION

MOVED by Councillor Plant and Seconded by Councillor Mersereau: "That the Communications document 'What's happening with our Local Area Plans and housing: Temporary pause on LAP updates to address Saanich-wide housing needs' be received for information."

CARRIED

2. <u>Staff Update – Timing for the Terms of Reference for review of service efficiencies in the development permit process.</u>

Director of Planning, stated:
- The goal is to have the TOR at the Committee March/April meeting.
- To expedite things, for example, if there are five easy things that we can deal with now, there's no need to delay them.
- It is a complex process and could be done as a series of phases; we have to mindful of other peoples' schedules as it's not only the Planning Department but also the Engineering and the Parks Departments.
- This is a 360-degree review, not just internal participants but there other stakeholders with which the consultant would be working. It is not an isolated review.
- Last term, Staff brought forward 12 recommendations of service efficiencies of which Council adopted 8. It was our commitment to Council that the items that were not actioned upon would be brought back, plus we have additional recommendations, those are the items that are taking a little bit longer. These will be brought back to Council in a report expected in March/April 2020.

MOTION

> **MOVED by Councillor Plant and Seconded by Councillor Mersereau: "That the Committee receive the verbal update regarding the Terms of Reference for the Mayor's Standing Committee on Affordable Housing and Supply from the Director of Planning for information; and that staff bring back to committee the Terms of Reference at the March meeting."**

CARRIED

3. <u>Briefing – Partnering with the Province to get supportive housing built quickly</u>

Community members N. Chaland, M. Stocks, and T. Phelp Bonderoff presented and highlighted:
- The urgency for rental accommodation.
- As a landlord of a basement suite, when Ms. Stocks advertises, she receives 70 applications within the first 2 hours.
- Currently, all levels of government are interested in partnering to end homelessness. There are opportunities right now that are not being taken advantage of.
- Housing is a basic necessity of life; without it, it is increasingly difficult to recover from illness, gain employment and access resources.
- Use your voice, audience, and position at Saanich and the CRD to break through the inertia to bring back the urgency of homelessness.
- Approximately 3000-3200 residents are spending 50-80% of their income on housing.
- Shelters are over capacity; people are camping outside of shelters.
- The hidden homeless are regular, everyday people.
- Ms Chaland reached out to the Ministry of Family Affairs and discussed the Supportive Housing Fund. Many of these permanent projects are being built using modular construction, given the efficiency and speed.

MOTION

> **MOVED by Councillor Mersereau and Seconded by Councillor Plant: "That the Mayor's Standing Committee on Housing Affordability and Supply receive the delegation's verbal and written presentations."**

> **CARRIED**

Committee comments:
- The advocacy is appreciated.
- The presentation shows the vast range of options.

In response to questions from the committee, the Director of Planning stated:
- Saanich is currently working with BC Housing and the CRD on housing initiatives.

3. Housing Task Force

MOTION

> **MOVED by Councillor de Vries and Seconded by Councillor Mersereau: "That agenda item 2 D. Housing Task Force be moved to the end of the agenda."**

> **CARRIED**

4. Infill Policy – Including Cluster Housing – Environmental and Affordability and Limitations
The Director of Planning stated:
- Cluster zoning is currently option; however, you still need to meet the average lot size under the current zoning bylaws and local area plan policies. The other alternative is rezoning.
- A second look at cluster zoning is on the checklist when we are updating Local Area Plans.
- More discussion regarding infill and densification of neighbourhoods will be discussed at the March meeting.

Committee comments:
- Infill limitations need acknowledgment if we are going to be successful. If we want different results, we are going to have to approach this differently; gentle infill is not a viable option.
- Affordability of housing is on a continuum, including types of zoning.
- Central Saanich is in the process of passing an infill strategy; there might be some things for us to consider in our policy.

5. Tenant Assistance Policy
The Director of Planning stated:
- Goal is to not reinvent the wheel. As planners, we borrow from other municipalities all of the time. It is helpful for developers and residents when policies are a similar as possible between municipalities in the CRD, while still capturing the specific goals and objectives of our municipality.
- In the past, we have prepared projections for the undeveloped and underdeveloped sites with potential for (re)development.

Committee comments:
- Burnaby and Victoria have templates where the onus is on the rezoning applicant, which assures notice periods and compensation. Victoria's application requires existing tenants' first right of refusal on renovated units at a discounted rate. These kinds of policies allow tenants more rights if they have social circumstances.
- We need to bring forward rental stock and reach out to rental inventory to help them upgrade their existing stock to make them energy efficient.
- There is a current fear that there is nowhere for tenants to go during renovations.
- A different discussion needs to occur on rental housing to scan the incentives that currently exist.
- Protecting rental stock is an item we should have at the March/April meeting.

6. Saanich Housing/Demographics Conditions
The Manager of Community Planning presented and highlighted to the Committee:
- The areas covered are demographic profile, housing and household characteristics, population density, income groups and housing supply, and housing shelter spectrum.
- As per the 2016 census, of the 383,360 CRD residents, 114,148 are Saanich residents.
- Except for the 20-24 year age group, Saanich's population percentage aligns closely with the rest of the CRD.
- The top six most populated age brackets are 20-24, 25-29, 45-49, 50-54, 55-59, 60-64, and 65-69 years of age.
- Saanich's projected annual population rate of growth for 2019-2038 is 0.5-0.6% per year, which is approximately 700-800 residents per year. (Compared to the CRD's 0.9-1.2% and 4000-4300 respectively).
- The projected annual housing rate of growth for 2019-2038 is 0.6-0.7% per year, which is approximately 300-400 new units per year. (Compared to the CRD's 1.0-1.2% and 1500-2500 respectively).
- Like the CRD, a vast majority (70%) of Saanich's housing stock is single-family dwellings.
- The average household size is 2.4 people, with 37.3 % of households having children.
- Median household income is just over $77,000.
- Low-income households account for 12.3% of Saanich's population, compared to Victoria's 19.8% and the CRD's 13.3%.
- The most densely populated areas in Saanich are Tillicum, Saanich Core, Shelbourne and North Quadra Areas.
- The most aged construction areas (pre-1960s) are Tillicum, Saanich Core, Shelbourne and Cadboro Bay.
- The majority of households in Saanich fall within the low income group (16.1%), low to moderate income group (17.4%), and high income group (29.%).
- The housing supply for the low income group is 3.7%, the low to moderate income group is 1.0%, and the high income group is 69.6%.
- Census data shows that there is likely to be a significant shortfall of rental housing options affordable to very low, low and low-to-moderate households.

Comments from the Committee:
- With the trend of older rental stock, other municipalities are reaching their infrastructure limits, which may cause Saanich to have a surge in population.
- Hours spent commuting in traffic are not quality family time.
- Affordability of living and healthy lifestyle living are vital goals.
- Having daycare, healthcare facilities and the ability to live, play and work all in the same area will help decrease transportation costs.

ITEMS FOR FUTURE MEETINGS

- Staff update on options to increase housing supply and affordability within neighbourhoods.
- Maintaining Existing Rental Housing in Saanich.
- Proforma.
- Discussion on evolving the Mayor's Standing Committee into a Task Force which would include external stakeholders.
- Discussion of current incentives scan for rental stock owners.
- Six Month Update – Hiring of New Development Related Staff Positions (March).
- A Saanich Housing Strategy – Discussion Questions and Possible Resources.
- DCC reduction policy.

NEXT MEETING

March 2, 2020, 8:30 a.m. to 10:00 a.m., Committee Room No. 2

MOVED by Councillor Mersereau and Seconded by Councillor de Vries: "That the meeting be adjourned at 10:28 a.m.

CARRIED

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CHAIR

I hereby certify these Minutes are accurate.

_____
COMMITTEE SECRETARY

Housing Strategy
Draft Terms of Reference Overview

MSC on Housing Affordability and Supply

March 2, 2020

Presentation Outline

1. Context
2. Housing Strategy - Overview
3. Housing Strategy - Process
4. Next Steps

Context

Council Direction

Sustainable Saanich — Official Community Plan

The OCP includes:

- **Affordable housing policy**
- Policies related to promoting complete communities and centres, villages and neighbourhoods with diverse housing

**Strategic Plan 2019-2023** — Adopted: November 18, 2019

Direction to develop:

- A **housing strategy** that identifies and implements policies to increase the supply, affordability and diversity of housing

Council Motion (2019)

December 16, 2019 motion:

- To focus on priorities and policies to increase the supply, diversity and affordability of housing, including: **Housing Strategy,** Housing Needs Assessment, Service Delivery Review

CONTEXT

Current and Past Initiatives

Social Housing (95)
Co-op housing (11)
Habitat for Humanity (3)
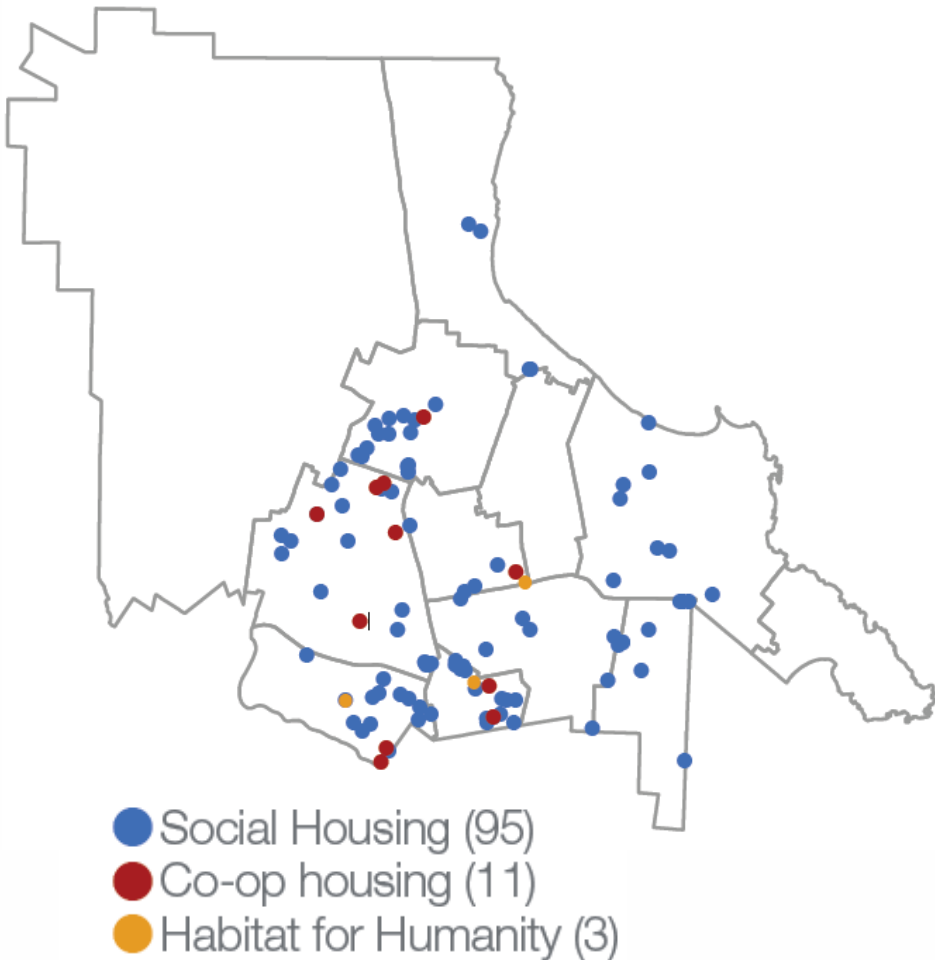
- Affordable Housing Policy in OCP (2008)
- Ongoing housing infill and area planning initiatives
- Accelerated application processing for affordable housing projects
- CRD Regional Housing Affordability Strategy (2018)
- Strategic Partnerships
- Saanich Affordable Housing Fund and CRD Regional Housing Trust Fund
- CRD's Regional Housing First Program
- Participation on CRD's Regional Housing Advisory Committee (RHAC)

CONTEXT

Housing Roles

Saanich	Provincial Government	Federal Government	Private Developers	Non-profits
• Sets plans, policies, bylaws, and regulations • Shapes land use patterns • Administers development approval processes • Strategic use of municipal resources • Develops partnerships	• 30-Point Plan for Housing Affordability • Builds a range of affordable housing such as non-market and supportive housing • Finances projects with affordable housing • Tenancy support • Market regulation	• National Housing Strategy • Funds affordable and social housing projects • Provides financial assistance through tax credits and exemptions • Provides mortgage loan insurance • Market regulation	• Provides new housing supply • Provides affordable housing through amenity contributions and/or partnerships with non-profits or government	• Develops or partners with developers, builders, or housing organizations to develop affordable housing • Provides land for housing through leases, donation or below market value • Manages affordable and supportive housing units

CONTEXT

Housing Strategy Overview

Case Studies

PROCESS	Victoria (Phase 2)	Vancouver	Toronto	Nanaimo
Targets	3 Year Plan (Part of 10 Year Strategy)	10 Year Plan + 3 Year Action Plan	10 Year Plan	10 Year Plan
Process	8 months	14 months	15 months	14 months
Engagement	• Housing Summit (1 day) • Public open houses • Public and Tech Sector Surveys • Renters' Advisory Committee • Academic Roundtable	• Housing conference and events (1 week) • Public open houses, workshops, forums • Targeted consultation • Advisory groups, task force, committees, focus groups	• Housing Panel (1 day) • Public open houses, pop-ups, meetings • Workshops • Indigenous consultation sessions • Advisory Committee • DIY workshops • Surveys	• Stakholder World Café (0.5 day) • Stakeholder focus groups and meetings • Steering Committee • Open Houses • On-line surveys
Equity and Inclusion	• Supports inclusion through objectives, actions and engagement	• Prioritizes equity in actions, policies, programs, engagement and partnerships	• Equity Lens and Equity Impact Statement • Prioritizes equity in actions, policies, programs, engagement, and partnerships	• Goal to encourage inclusion

Overview - Saanich Housing Strategy

- Guiding document
- **10 year strategy** and targets
- Prioritized **3 year actions**

- Five focus areas
- Framework for action
- Current and future needs & demands
- Equity focus
- Considers innovative solutions
- Monitoring and reporting

OVERVIEW

Focus Areas

1 Increase affordable housing

2 Support housing diversity & supply

3 Promote and protect rental housing

4 Reduce barriers to housing

5 Strengthen partnerships and build awareness

OVERVIEW

Parallel Housing Initiatives

Parallel Initiatives

a) Housing Needs Report
b) Community Amenity Contributions
c) Inclusionary Zoning Guidelines
d) Modular housing options on municipal lands
e) Garden Suite + Secondary Suite
f) Below market and rental housing
g) New zone for Micro Units
h) RA (Apartment) Zone - increase height and density
i) Tiny homes
j) Tenant Assistance Policy
k) Development application process review

- Directed by Council through Strategic Plan or motions
- Will be undertaken concurrently (as resources permit) with development of the Housing Strategy
- Related to five focus areas of the Strategy

OVERVIEW

① Increase Affordable Housing

Parallel Initiatives

a) Housing Needs Report
b) Community Amenity Contributions
c) Inclusionary Zoning Guidelines
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Potential Strategies and Actions

- Work with BC Housing on undeveloped / underdeveloped sites
- Land acquisition strategy - suitable for affordable housing
- Land Bank to identify District land assets suitable for affordable housing
- Co-locate affordable housing with community facilities
- CAC and Inclusionary Zoning Policy towards affordable and below market housing
- Innovate with new tenure & equity models
- Revisit Saanich Affordable Housing Fund
- Support Non-Profit Development Opportunities

OVERVIEW

② Housing Diversity and Supply

Parallel Initiatives

a) Housing Needs Report
b) Community Amenity Contributions
c) Inclusionary Zoning Guidelines
d) Modular housing options on municipal lands
e) Garden Suite + Secondary Suite
f) Increase below market and rental housing
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Potential Strategies and Actions

- CAC and Inclusionary Zoning Policy
- Missing Middle Housing Policy and Zoning Amendments (focus on low and medium density areas, housing for students, families, and seniors, and equity seeking groups)
- Barrier-free housing & universal design
- Design competition to develop pre-approved infill housing prototypes
- Increase housing opportunities in Centres, Villages and Corridors
- Support workforce housing developed by major employers
- Update Shelbourne Valley Action Plan with housing lens

OVERVIEW

3 Promote and Protect Rental Housing

Parallel Initiatives

a) Housing Needs Report
b) Community Amenity Contributions
c) Inclusionary Zoning Guidelines
d) Modular housing options on municipal lands
e) Garden Suite + Secondary Suite
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Potential Strategies and Actions

- Rental Policies to protect and revitalize existing stock
- Replacement/relocation policy (market and non-market)
- Rental conversion policy
- Residential Rental Tenure Zoning
- Short-term rental housing regulation
- Financial tools and incentives: rental bank, inclusionary housing for rental, density bonus for rental housing

④ Reduce Barriers to Housing

Parallel Initiatives

a) Housing Needs Report
b) Community Amenity Contributions
c) Inclusionary Zoning Guidelines
d) Modular housing options on municipal lands
e) Garden Suite + Secondary Suite
f) Increase below market and rental housing
g) New zone for Micro Units
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Potential Strategies and Actions

- Clarify approach to affordable housing district-wide through policies, requirements, and targets
- Simplify regulations/processes and reduce process/approval times to improve clarity and consistency
- Update parking bylaw requirements
- Financial strategy with tools and incentives: grants, reduced permitting fees, property tax exemptions, inclusionary housing, density bonus, pre-zoning, fast track approvals (for non-profit affordable housing projects)

OVERVIEW

5 Strengthen Partnerships and Build Awareness

Parallel Initiatives

a) Housing Needs Report
b) Community Amenity Contributions
c) Inclusionary Zoning Guidelines
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Potential Strategies and Actions

- Build awareness through communication, education and advocacy (e.g. hold workshops, annual Housing Forum, online engagement)
- Advocate for increased tools and funding from senior government
- Strengthen existing and new partnerships across all sectors - BC Housing, non-profits, private developers, Camosun College and University of Victoria
- Align housing strategy strategic directions with senior government initiatives

OVERVIEW

Housing Strategy Process

Process

Process Considerations

- Focused on expeditious development of the strategy

- Integrates information from Housing Needs Report in later stages of the process

- Engagement based on IAP2 framework (inform, consult, involve)

- Builds heavily on models in other communities

- Subject to regular updates

PROCESS

Engagement Approach

- Key stakeholder interviews
- Housing Forum
- Two rounds of public engagement
- Mayor's Standing Committee as sounding board
- Open houses and targeted consultation
- Website, online information & survey
- Equity lens

PROCESS

Housing Forum

- 1 or 2 day forum
- To test a wide range of potential housing solutions, spark new ideas, and develop recommendations
- Council leadership and participation
- Speakers to provide context
- Invite a diverse group of stakeholders including non-profits, industry, developers
- Facilitated workshops

PROCESS

Budget

- Primary costs associated with Housing Forum, public engagement, and data analysis

- Develop detailed housing targets based on Housing Needs Report

- Contingency to enable additional analysis / expertise if needed

- $120,000 recommended ($500,000 available in Council Contingency for Strategic Initiatives)

PROCESS

Process Alternatives

Alternative	Details	Extent of Engagement	Incorporation of Housing Needs Report	Timeline	Cost
Recommended Approach	Balance of timeliness and engagement	Medium-High	Near the end of process	12 months	$120,000
Housing Forum in the Fall	Opportunity to build more in depth understanding of housing issues prior to forum	High	Mid-way (incorporated as part of draft Strategy)	14 months	Highest
Primary engagement after Housing Needs Report	Delay major engagement so Housing Needs Report data can be incorporated	Medium- High	Prior to major engagement	18 months	Similar (to recommended approach)
Speed up Timeline with revised engagement	Reduce timeline by replacing Housing Forum with focus groups and targeted engagement	Low-Medium	Post-Strategy	9 months	Lowest

Next Steps

Summary of Major Milestones

- **April to May**: Data Analysis and Targeted Interviews
- **June:** Housing Forum, Broad Public Engagement and Community Survey
- **Sep/Oct**: Draft Strategy for Public Review
- **Nov/Dec**: Housing Needs Report to Council
- **Feb/Mar:** Final Strategy to Council

NEXT STEPS

Next Steps

- Incorporate changes from today's meeting

- Bring Terms of Reference report to Council for consideration and adoption (April 2020)

- Initiate process

NEXT STEPS

Questions?