

**AGENDA**  
**MAYOR'S STANDING COMMITTEE ON HOUSING AFFORDABILITY AND SUPPLY**  
**Monday, November 29, 2021 at 10:30 a.m.**  
**Held electronically via MS Teams**

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Due to COVID-19 measures, Saanich is unable to accommodate the public for any Advisory, Board or Foundation meetings while maintaining the limits on large gatherings due to the Public Health Order.

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- 1. CALL TO ORDER**
- 2. ADOPTION OF MINUTES (attachment)**
  - October 25, 2021
- 3. NEW BUSINESS**
  - a) Housing Strategy Financial Implications – (N. Kawata)
    - Discussion
- 4. ROUNDTABLE**
- 5. ADJOURNMENT**

**MINUTES**  
**MAYOR'S STANDING COMMITTEE ON HOUSING AFFORDABILITY AND SUPPLY**  
Held online via Microsoft TEAMS  
**October 25, 2021 at 8:30 am**

Present: Mayor Fred Haynes (Chair), Councillor Zac de Vries, Councillor Karen Harper,  
Regrets: Councillor Ned Taylor

Staff: Sharon Hvozdzanski, Director of Planning; Cameron Scott, Manager of Community Planning; Pam Hartling, Senior Planner, Community Planning, Nadine Kawata, Planner, Community Planning

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**CALL TO ORDER**

Mayor Haynes called the meeting to order at 8:30 a.m.

**ADOPTION OF MINUTES**

**MOVED by Councillor Harper and SECONDED by Councillor de Vries: "That the Minutes of the Mayor's Standing Committee on Housing Affordability and Supply meeting held June 14, 2021, be adopted as circulated."**

**CARRIED**

**NEW BUSINESS**

**1. Proposed Cordova Bay Local Area Plan**

Staff presented the Draft Cordova Bay LAP. This item was a Re-referral presentation to the Committee, noting that some of the questions and comments taken from the April 12 meeting were incorporated into the presentation.

Key points included:

Housing Policy in the Proposed LAP:

- Policy is the first place to start in making changes to housing.
- Cordova Bay LAP contains strong policy support for housing affordability and supply, and supports implementation of the Housing Strategy.
- Staff are confident that the LAP is in alignment.

Focus Areas in Housing Strategy:

- Policy support for affordable / supportive housing:
  - Saanich parcel on Doumac for non-market housing.
  - Support for churches to build on institutional parcels.
  - Support affordable/non market housing on Trio site.
  - Implement Housing Strategy.
- LAP encourages rental housing in area of high home ownership.
- Strong policy support for expanding housing diversity and supply:
  - Supports new housing in Village and Ridge Node and Trio site.
  - Village Plan completed and the Village area is expanded.
  - Supports neighbourhood infill of duplex/triplex & four-plex on corner lots.
- To reduce barriers to housing development, LAP has:
  - Policy support for reducing parking standards during redevelopment.
  - Supports a review of bylaws and procedures to make housing projects that are

supported by policy easier to achieve, such as infill in single detached neighbourhoods.

- There is policy support to strengthen partnerships in housing, specifically with local churches, NP housing orgs, and First Nations.
- Housing Strategy calls for enhanced community engagement. Updating LAPs has provided an excellent opportunity to educate the public on housing needs in Saanich, to raise awareness of issues, to build support and community capacity.
- Understanding housing demand and addressing land speculation best done at District-wide level, although LAP provides opportunity for community education and discussion.

How LAPS evolve over time:

- Saanich may adopt policies or practices in support of housing diversity and supply that go beyond or conflict with LAPs.
- LAPs are not immune from progress toward housing goals.
- Official Community Plan amendments will be proposed to keep LAPs up to date.
- The proposed Cordova Bay LAP will be evaluated every 5 years.

In response to comments from the Committee staff noted:

- The 1998 LAP has not been regularly updated is due to resources. The past Planning Department was not as large as today. Allocation of funding has been decided by past Councils. LAPs were updated at a pace of one per year but had multiple planners, with two to three planners each carrying one plan themselves. Higher community involvement and engagement extends the process.
- Financial analysis rationale – Shift in cost (construction, etc.) - As the market grows there is greater revenues that can be accrued but there is also increased cost. The right kind of form that would be suitable for this area needs to be considered — parking, site design, unit revenues – with trying to create a balanced mix of factors in design conditions.
- Provision and the focus of the rental market: Initial building height and density and working with non-for-profit developer on the site has been put forward to the owner. Trio offers some possibilities. Garden suites are now available as a rental form. Properties on Sutcliffe are designated for three stories and a fourth where affordable housing is possible.
- With regards to rising housing prices (continuing throughout the pandemic), policy direction in the Plan is to update every five years – and could include revisions to building height and floor space. There is flexibility within the policy for Council to make amendments in order to acknowledge different conditions.

Discussion ensued and the Committee members noted:

- The need for tools for Council in the Official Community Plan.
- Reasons non-profit housing community have voiced for failing to get funding resulting in projects not going forward include uncertainty over zoning and timelines.
- Within the LAP is there a way to look at zoning to be put in place by Saanich ahead of time or does the applicant need to come forward.

In response to the Committee's comments staff advised:

- An in-camera preliminary Council discussion would be required to decide whether the OCP needs specific wording to appear more appealing for this local area.
- In section 1.2 of the LAP in the explanation of how the LAP is to be used – under planning framework it is indicated *“Council may, at any time may support proposals that do not align with specific General Plan or LAP provisions. In instances where a proposal gives rise to a direct conflict with the provisions of the LAP or General Plan, a statutory process with public input would be required to amend the LAP and/or General plan.”*
- The LAP document will help accelerate timelines in the way that it provides clarity and clear policy, which will improve timelines. However it will not make as large of a timing

impact as the software component improvements (example: Bluebeam – which will cut down on timelines significantly).

In response to the Committee's comments regarding the adjustment to potential suggestions coming forward from the Province with regards to the DPAR process the Director of Planning indicated the funding available will determine how the department will be able to respond to the suggestions. The number of requests will also determine on how to proceed.

In response to the Committee's comments staff provided the following information on the Cordova Bay LAP:

- Began in 2018 but due to COVID-19 there has been a delivery delay. Without the delay it could have delivered in 2 ½ years.
- Public engagement occurring in November, will go forward to Council in early 2022.
- If there is value seen in a LAP process, the process needs to be well-resourced, so that more than two per year can be put forward.
- The housing strategy is underway and the framework is there to support the LAP. Enough supporting documents in terms of climate plan, housing strategy, active transportation plan, etc. are available to better progress in times of change and provide the allowance to move forward quickly on a number of issues, with housing continuing on a parallel.
- Possible to do focused LAP updates on growth areas – corridors, villages, major centres.
- The way to move forward is in this multi-stream approach.

## **2. Housing Strategy Monitoring Framework**

Staff presented the Housing Strategy: Monitoring Program presentation to the Committee.

Key points included:

### **Implementation & Monitoring:**

- Implementation Process has a 10 year timeframe dependent on Council direction and resources.
- Top 12 Actions – immediate priority – implementation from 2021 – 2023
- Phase 1 – 28 actions – high priority – implementation from 2021 – 2025
- Phase 2 – 18 actions – medium priority – implementation from 2025 – 2028
- Phase 3 – 15 actions – low priority – implementation from 2028+

### **Monitoring Program – includes two key tools used to monitor trends, information, and evaluate progress of the Housing Strategy:**

- Housing Needs Report (HNR) updates and Council direction to synchronize with Census cycles.
- Annual Housing Strategy Progress Reports:
  - Evaluate progress on implementation of the Housing Strategy and presents relevant housing data and analysis.
  - Report on: Progress on housing Strategy actions; updates on related Saanich and regional initiatives addressing housing; progress towards meeting demand estimates; overall housing trends; and key indicators.

Discussion ensued and in response to questions from the Committee staff noted:

- The Housing Needs Report provides information regarding how the existing built environment will have on demographic trends. With the new census it will show whether there are shifts with affordable and rental housing.
- Actions within the Strategy address Committee's concern in how we work with the community, with people that don't currently live in the community but would like to,

partnerships, and the equity lens.

The Committee noted:

- A strong metrics program is needed in terms of our own processes. Reducing barriers to housing development in how we measure things is essential to succeeding with timing in the housing market.
- Is there a option to go to CRD Housing Corporation – large number of low-density lands.

### **3. Dinner & Learn Topics: Proforma**

The Chair noted that UDI recently presented to regional mayors – noted that Proforma would be a topic of interest for a future Council Learning Session.

Staff advised they could work with UDI (and a non-profit to bring into the discussion if needed).

Discussion ensued and staff noted to the Committee that clear information or questions that Council is seeking must be forwarded to staff in advance in order to prepare the information presentation.

**MOVED by Councillor de Vries and SECONDED by Councillor Harper:  
“Staff to engage with UDI to explore the possibility of having a Council Learning Session as discussed in this meeting.”**

**CARRIED**

The Chair confirmed this topic will come back to the next meeting as an agenda item on November 29.

### **4. Speaker to present on Topic of Financing for Housing**

The Chair noted this item was brought forward from previous minutes and therefore included in this agenda. No further discussion is required. By Committee consensus, Item 3.(d) was struck from the agenda.

### **ROUNDTABLE**

Discussion ensued and staff provided the following information:

- The Updated Garden Suite Report is currently being finalized, and will come forward to Council before the end of the year.
- Report on Housing Strategy Implementation: The Director of Finance will be asked to attend the next meeting on November 29 to provide information on this item. Per the Committee's comments this will allow the Committee to weigh in on this item before it goes to Council, essential to the way in which the Housing Strategy is implemented (with regards to resources, etc.).
- Canada / BC Expert Panel Report on Housing issued summer 2021 – Staff confirmed they will bring forward a high level overview / synopsis as an approach to look at what resources would be involved and what date it would be appropriate to come to this Committee at a future date in the new year.
- Staff are tracking the Province's DAPR recommendations and will provide a high level overview and summary to the Committee when it is available.

Chair Haynes noted there will be an upcoming Committee structure change effective December 1, 2021. Councillor de Vries (Chair), Councillor Mersereau (added), Councillor Taylor (removed).

**ITEMS FOR FUTURE MEETINGS**

- Update on staff engagement with UDI to explore the possibility of having a Council Learning Session.
- Update from Director of Finance on the Housing Strategy Implementation Report.
- Canada / BC Expert Panel Report on Housing (summer 2021) Overview.

**NEXT MEETING**

**November 29, 2021, 10:30 AM**

**ADJOURNMENT**

**MOVED by Councillor Harper and SECONDED by Councillor de Vries,  
"That the meeting be adjourned at 10:46 a.m."**

**CARRIED**

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Mayor Haynes, Chair

I hereby certify these Minutes are accurate.

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Committee Secretary



## The Corporation of the District of Saanich

# Report

**To:** Mayor and Council  
**From:** Sharon Hvozdanski, Director of Planning  
Valla Tinney, Director of Finance  
**Date:** November 25, 2021  
**Subject:** Housing Strategy – Financial Implications and Resources Required for Implementation  
**File:** 2140-50

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### RECOMMENDATION

1. That Council approve implementation of the Housing Strategy over 10 years through allocation of additional resources.
2. That Council approve allocation of \$162,500 from the Council Strategic Initiatives Contingency – Affordable Housing Stream to immediately initiate work on three key actions from the Housing Strategy.
3. That Council approve two (2) new positions, Senior Planner and Planning Analyst and direct staff to incorporate the funding requirements in the 2022 Financial Plan effective April 1, 2022.
4. That Council confirm commitment to implement the Top Twelve (immediate priority) and Phase 1 (high priority) actions, as identified in the Housing Strategy, and approve a five (5) year funding strategy through annual surplus allocation for the one time resource requests.

### PURPOSE

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

### DISCUSSION

#### **Council Direction**

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

“That Council:

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

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

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

### **Background**

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

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

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

### Implementation Process

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

**Table 1: Housing Strategy Implementation Phases and Timeline**

Phase	Number of Actions	Priority Level	Timeline for Implementation
Top 12 Actions	12	Immediate	2021 to 2023
Phase 1	28	High	2021 to 2025
Phase 2	18	Medium	2025 to 2028
Phase 3	15	Low	2028 and beyond

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

Eight of the action are parallel initiatives that are being delivered by existing staff (i.e. housing projects initiated through the Strategic Plan or Council initiatives). In addition, work has commenced on the development of a Monitoring Program, which was identified as a referral item from Council.

### Financial Implications of Implementing the Housing Strategy

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

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

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

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

### Resources for Implementing Actions: Top 12 and Phase 1 (2021 to 2025)

The funding strategy for implementing the Housing Strategy focuses on resources required to implement actions prioritized as Top 12 (immediate priority) and Phase 1 (high priority) actions. These actions were identified as having the greatest impact on addressing housing challenges in Saanich and are prioritized for initiation within the first five years of implementation (2021 to 2025).

In order to adequately assess the resources required to implement these priority actions, Planning and Finance Department staff conducted a detailed financial analysis of each individual action. The analysis based the financial impacts of delivering actions on the types of resource needs that considered a high-level scope of work, while also accounting for the staff resources required to support implementation. Furthermore, the financial impacts of implementing actions were categorized as described in Table 2 below.

**Table 2: Types of Financial Impacts for Implementing Actions**

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

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

**Table 3: Five Year Funding Strategy - Known Financial Resources Required to Implement Top 12 and Phase 1 Actions (2021 to 2025)\***

PHASE	Action #	Action: Short Description	Timeline	2021	2022	2023	2024	2025	Five Year Total
TOP 12	2.2 A	Support new purpose-built rental	2022-2024	-	\$ 30,000	-	-	-	\$ 30,000
TOP 12	2.3 A	Renew existing purpose-built rental	2022-2024	-	\$ 30,000	-	-	-	\$ 30,000
TOP 12	2.3 B	Establish a Tenant Assistance Policy/Guidelines	2022-2024	-	\$ 30,000	-	-	-	\$ 30,000
TOP 12	3.1 A	Complete a Missing Middle housing program for infill	2021-2024	\$ 62,500	\$ 90,000	\$ 90,000	-	-	\$ 242,500
PHASE 1	3.2 A	Support family friendly housing	2025	-	-	-	-	\$ 30,000	\$ 30,000
PHASE 1	3.2 B	Expand housing choices for seniors	2025	-	-	-	-	\$ 30,000	\$ 30,000
PHASE 1	3.3 C	Conduct a land capacity analysis	2021-2023	\$ 70,000	\$ 30,000	-	-	-	\$ 100,000
TOP 12	4.4 A	Develop a Monitoring Program	2021-2030	-	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
PHASE 1	4.4 B	Update and expand demand estimates and targets	2023	-	-	\$ 25,000	-	-	\$ 25,000
PHASE 1	4.4 C	Define affordability to guide programs and policies	2021-2030	\$ 30,000	-	-	-	-	\$ 30,000
PHASE 1	4.5 A	Develop and apply an Equity lens	2022-2024	-	-	\$ 10,000	\$ 40,000	-	\$ 50,000
PHASE 1	6.1 A	Develop an outreach program	2022-2030	-	-	\$ 10,000	-	-	\$ 10,000
PHASE 1	6.1 B	Create a user-friendly guidebook	2022	-	\$ 5,000	-	-	-	\$ 5,000
PHASE 1	7.1 C	Update the Housing Needs Report and revise the Housing Strategy as needed	2023-2024	-	-	\$ 50,000	-	-	\$ 50,000
N/A	N/A	Contingency Fund	2022-2025	-	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
<b>TOTAL:</b>				<b>\$ 162,500</b>	<b>\$ 275,000</b>	<b>\$ 240,000</b>	<b>\$ 95,000</b>	<b>\$ 115,000</b>	<b>\$ 887,500</b>

\*Allocate 2021 funding requirements through the Council Strategic Initiatives Fund and 2022-2025 funding requirements through annual surplus allocation for one time resource requests. Additional resource requests may be required for Top 12 and Phase 1 actions.

**Table 4: Five Year Funding Strategy - Potential Future Financial Resource Requirements to Implement Top 12 and Phase 1 Actions (2021 to 2025)\***

PHASE	Action #	Anticipated Timeline	Action: Short Description	Potential Future Financial Implications
TOP 12	1.1 A	2021-2023	Review Saanich land/building inventory	<ul style="list-style-type: none"> <li>· Potential future financial implications: feasibility study, market assessment, legal agreements, governance structure</li> <li>· Note: Includes Parallel Initiative on Modular housing (underway)</li> </ul>
PHASE 1	1.1 B	2024-2025	Identify opportunities to co-locate affordable or supportive housing with Saanich facilities	<ul style="list-style-type: none"> <li>· Potential future financial implications: Feasibility study, property assessment, market appraisal, legal agreements, partnerships agreements</li> </ul>
TOP 12	1.2 A	2021-2023	Facilitate the development of non-market and below-market housing through existing or new incentives	<ul style="list-style-type: none"> <li>· Potential future financial implications (dependent on proposed incentives): legal review, financial analysis</li> </ul>
PHASE 1	2.1 A	2021-2022	Examine opportunities for multiple suites (garden and secondary)	<ul style="list-style-type: none"> <li>· Note: Parallel Initiative (underway)</li> <li>· Potential future financial implications: dependent on Council direction</li> </ul>
PHASE 1	3.1 C	2021-2020	Consider Apartment Zone (RA) amendments to increase supply	<ul style="list-style-type: none"> <li>· Note: Parallel Initiative (underway)</li> <li>· Potential future financial implications: public engagement</li> </ul>
PHASE 1	4.1 C	2024-2025	Implement a second phase of the Development Process Review (DPR) to further address improvements and efficiencies	<ul style="list-style-type: none"> <li>· Potential future financial implications: consultant study</li> </ul>
PHASE 1	4.3 B	2021-2025	Explore pre-zoning	<ul style="list-style-type: none"> <li>· Potential future financial implications: financial analysis on pre-zoning impacts</li> </ul>
PHASE 1	4.6 A	2021-2030	Commit staff and financial resources to support the implementation of the Housing Strategy	<ul style="list-style-type: none"> <li>· Potential future financial implications: funding to implement housing programs and incentives</li> <li>· Note: Staff and financial resource requests identified in this Council Report (Supplementary Financial Impacts Report). Financial Impacts Report for Phase 2 and 3 actions proposed for 2025 (implementation period 2026-2030+)</li> </ul>
PHASE 1	5.1 A	2022-2030	Partner with government and community	<ul style="list-style-type: none"> <li>· Potential future financial implications: funding for guidebook may be required</li> </ul>
PHASE 1	5.1 B	2022-2030	Seek opportunities to build relationships and enhance partnerships with First Nations governments and Indigenous organizations	<ul style="list-style-type: none"> <li>· Potential future financial implications: support for meetings and initiatives</li> </ul>
PHASE 1	7.1 B	2024	Discourage speculation and reduce upward pressures on land prices	<ul style="list-style-type: none"> <li>· Potential future financial implications: consultant study, implementation needs as a result of analysis and stakeholder consultation</li> </ul>

\*Initial implementation will be conducted by staff. Future funding may be required through specific budget requests submitted for Council's review and consideration.

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

- **Action 3.1 A – Initial Phase (\$62,500):** Develop a “Missing Middle” Housing Program for housing that fills the gap between single-family dwellings and larger scale apartments and implement through tools, such as policies, bylaw amendments and design guidelines. This action is considered a key district-wide action for improving housing diversity and supply (Note: additional funding requests for this action include \$90,000 in 2022 and \$90,000 in 2023);
- **Action 3.3 C – Initial Phase (\$70,000):** Conduct a Land Capacity Analysis supported by market data and other metrics to analyze the current capacity for residential development, land use opportunities and constraints as well as anticipated density required to absorb future housing growth, stabilize housing prices, and accommodate projected housing needs. This initiative is considered a fundamental action that will support various housing initiatives including district-wide projects and area-specific plans (Note: an additional funding requests for this action includes \$30,000 in 2022); and
- **Action 4.4 C (\$30,000):** Establish finer grained definitions of affordability to guide programs and policies with consideration of defining affordability for ownership and rental housing, in both absolute and relative terms, and in alignment with local incomes and provincial and federal funding programs. Implementation of this action will support the implementation of several housing actions, future housing policies and programs, and consideration of affordable housing development applications.

In addition, an annual contingency fund of \$50,000/year is recommended that would allow staff to quickly respond to additional and unanticipated project needs. The contingency fund could be directed towards:

- Additional and/or unanticipated project needs such as events, technical analysis, facilitation, public engagement; and/or
- Research and analysis needed to address emerging housing challenges or new senior government funding opportunities.

As each of the Top 12 and Phase 1 actions move through the implementation process, additional resource requests may be necessary as a result of recommendations from consultant studies; initial research and analysis; engagement input; and the development of housing programs linked with financial incentives to promote housing. Financial requirements may be reduced if funding opportunities that offset the cost of implementing actions become available, such as grants or senior government funding.

Staff recommend that Council approve the required resources of \$887,500 to support the implementation of the Housing Strategy. This approval would include allocation of \$162,500 from the Council Strategic Initiatives Contingency to initiate three key actions, allocation of

\$50,000 annually for contingencies, and endorsement of future year requirements to be brought forward as appropriations of the annual surplus when one time resource requests are considered by Council during budget deliberations.

#### Resources for Implementing Actions: Phase 2 and 3 (2026 to 2030)

Following the successful implementation of Top 12 and Phase 1 actions, it is anticipated that the remainder of the actions, Phase 2 (medium priority) and Phase 3 (low priority) actions, will be implemented in 2026 to 2030 (for a list of these actions see Attachment B). In order to support this work, a subsequent financial implications report will be presented to Council. The justification for not included financial impacts of Phase 2 and 3 actions in this report includes the following:

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

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

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

The subsequent financial implications report for implementing Phase 2 and Phase 3 actions is anticipated to be presented to Council in 2025.

#### Resources for Implementing Actions: Staff Resources

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

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

Considering the significant number of actions and the complexity of many of these actions, additional staff resources in the Planning Department are recommended and considered to be

vital for the successful implementation of the strategy. Along with the Housing Planning and Policy Manager, the new positions will help to mobilize implementation and achieve progress towards meeting goals of the strategy. This approach will allow multiple actions to be initiated concurrently and support sustained momentum.

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

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

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

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

The position of Planning Analyst is a new role that is recommended as a key supporting role for Housing Strategy implementation, with responsibilities that include conducting research and analysis on housing trends and best practices, delivering smaller scale initiatives, assisting with policy development, and supporting community engagement.

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

## **FINANCIAL IMPLICATIONS**

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

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

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

Resource	2021	2022	2023	2024	2025	Five Year Total
<b>New Staff Resource:</b> Senior Planner	N/A	\$ 99,000	\$ 134,600	\$ 137,300	\$ 140,100	
<b>New Staff Resource:</b> Planning Analyst	N/A	\$ 79,600	\$ 108,200	\$ 110,400	\$ 112,600	
<b>Subtotal: Ongoing Costs</b>	<b>N/A</b>	<b>\$ 178,600</b>	<b>\$ 242,800</b>	<b>\$ 247,700</b>	<b>\$ 252,700</b>	<b>\$ 921,800</b>
<b>One Time Costs:</b> Staffing related	N/A	\$ 23,000.00	\$ -	\$ -	\$ -	
<b>One Time Costs:</b> Top 12 and Phase 1 Actions	\$ 162,500	\$ 275,000	\$ 240,000	\$ 95,000	\$ 115,000	
<b>Subtotal: One Time Costs</b>	<b>\$ 162,500</b>	<b>\$ 298,000</b>	<b>\$ 240,000</b>	<b>\$ 95,000</b>	<b>\$ 115,000</b>	<b>\$ 910,500</b>
<b>GRAND TOTAL</b>	<b>\$ 162,500</b>	<b>\$ 476,600</b>	<b>\$ 482,800</b>	<b>\$ 342,700</b>	<b>\$ 367,700</b>	<b>\$ 1,832,300</b>

Resource requests for implementation for Phase 2 and 3 actions, will be presented to Council in 2025. Furthermore, given the fluid nature of housing issues, priorities will need to be continually evaluated and adjusted.

## ALTERNATIVES

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

Should Council provide alternate direction to staff that changes the resources available for the implementation process, amendments would be required. Potential alternatives could be:

- Working within existing staff resource allocations, primarily through the Housing Planning and Policy Manager, to implement the Housing Strategy at a more modest pace, extending the implementation timeline beyond ten years; or
- Reallocating additional Community Planning staff resources to focus on Housing Strategy initiatives while maintaining the ten-year timeframe. This would impact other area planning and policy priorities; or
- Minimize the financial resources available for implementing Housing Strategy actions and extend the timeline for implementation beyond ten years.

## **STRATEGIC PLAN IMPLICATIONS**

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

## **INTERDEPARTMENTAL IMPLICATIONS**

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

## **CONCLUSION**

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

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

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

Recognizing that there is an urgent need to address housing, staff recommend the immediate initiation of three key actions through the allocation of \$162,500 from the Council Strategic Initiatives Contingency – Affordable Housing Stream. These actions regarding "Missing Middle" housing, a land capacity analysis, and defining affordability, are viewed as fundamental initiatives to support future housing programs, policies, and development application process reviews and are identified in the five year funding strategy.

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

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

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

Prepared by:

\_\_\_\_\_  
Nadine Kawata  
Planner

Reviewed by:

\_\_\_\_\_  
Cameron Scott  
Manager of Community Planning

Approved by:

\_\_\_\_\_  
Valla Tinney  
Director of Finance

Approved by:

\_\_\_\_\_  
Sharon Hvozdzanski  
Director of Planning

NK/rh

Attachments: Attachment A - Housing Strategy: Financial Implications of Implementing Top 12 and Phase 1 Actions (2021 to 2025)  
Attachment B – Housing Strategy: Phase 2 and Phase 3 Actions (2026 to 2030)

cc: Brent Reems, Director BBLL  
Harley Machielse, Director Engineering  
Suzanne Samborski, Director Parks & Recreation

**ADMINISTRATOR’S COMMENTS:**

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

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Paul Thorkelsson, Administrator

## Attachment A - Housing Strategy: Financial Implications of Implementing Top 12 and Phase 1

**Actions (2021 to 2025)** (Timeline for implementation identified and highlighted by year. Allocation of funds through the Council Strategic Initiatives Contingency (2021) and annual surplus allocation (2022 to 2025). Additional resource requests may be required for Top 12 and Phase 1 actions.)

PHASE	Action #	Action: Short Description	Financial Implications	Types of Resource Needs	Timeline	2021	2022	2023	2024	2025	Five Year Total
TOP 12	1.1 A	Review Saanich land/building inventory	2. Potential Future Financial Implications	<ul style="list-style-type: none"> <li>Includes <b>Parallel Initiative</b> (Modular housing under investigation)</li> <li>Research</li> <li>Internal consultation</li> <li><b>Potential future financial implications:</b> feasibility study, market assessment, legal agreements, governance structure</li> </ul>	2021-2023						0
PHASE 1	1.1 B	Identify opportunities to co-locate affordable or supportive housing with Saanich facilities	2. Potential Future Financial Implications	<ul style="list-style-type: none"> <li>Establish internal working group</li> <li>Stakeholder consultation</li> <li><b>Potential future financial implications:</b> Feasibility study, property assessment, market appraisal, legal agreements, partnerships agreements</li> </ul>	2024-2025						0
TOP 12	1.2 A	Facilitate the development of non-market and below-market housing through existing or new incentives	2. Potential Future Financial Implications	<ul style="list-style-type: none"> <li>Research and analysis</li> <li>Develop guidelines</li> <li>Internal consultation</li> <li><b>Potential future financial implications</b> (dependent on proposed incentives): legal review, financial analysis</li> </ul>	2021-2023						0
PHASE 1	1.2 B	Establish a Council policy on standard housing items	3. Internal Resources	<ul style="list-style-type: none"> <li>Research and analysis</li> <li>Stakeholder consultation</li> </ul>	2021-2022						0
PHASE 1	1.2 C	Develop solutions that consider a more complete picture of affordability	3. Internal Resources	<ul style="list-style-type: none"> <li>Research and analysis (refer to Action 1.2 A regarding incentives, Action 4.4 C re defining affordability, CRD's Housing and Transportation Cost Estimate Study, and Saanich's Energy Poverty Community Profile)</li> </ul>	2022						0
PHASE 1	1.4 A	Support a regional response to homelessness	3. Internal Resources	<ul style="list-style-type: none"> <li>Ongoing initiatives</li> <li>Document Saanich funding towards Housing First Program and support for the Reaching Home Program, etc</li> <li>Work with CRD and neighbouring municipalities</li> </ul>	2021-2030						0
PHASE 1	2.1 A	Examine opportunities for multiple suites (garden and secondary)	2. Potential Future Financial Implications	<ul style="list-style-type: none"> <li><b>Parallel Initiative</b> (underway)</li> <li><b>Potential future financial implications:</b> dependent on Council direction</li> </ul>	2021-2022						0

PHASE	Action #	Action: Short Description	Financial Implications	Types of Resource Needs	Timeline	2021	2022	2023	2024	2025	Five Year Total
TOP 12	2.2 A	Support new purpose-built rental	1. Known Financial Implications	<ul style="list-style-type: none"> <li>Research and analysis</li> <li>Consultant study</li> <li><b>Potential future financial implications:</b> incentives</li> <li>May require an additional staff resource to support applicants during development application process</li> </ul>	2022-2024		\$ 30,000				\$ 30,000
TOP 12	2.3 A	Renew existing purpose-built rental	1. Known Financial Implications	<ul style="list-style-type: none"> <li>Research and analysis</li> <li>Consultant study</li> <li><b>Potential future financial implications:</b> incentives</li> <li>May require an additional staff resource to support applicants during development application process</li> </ul>	2022-2024		\$ 30,000				\$ 30,000
TOP 12	2.3 B	Establish a Tenant Assistance Policy/Guidelines	1. Known Financial Implications	<ul style="list-style-type: none"> <li>Research and analysis</li> <li>Consultant study</li> <li>May require an additional staff resource to support applicants during development application process</li> </ul>	2022-2024		\$ 30,000				\$ 30,000
PHASE 1	2.4 A	Reduce barriers to rental in stata developments	3. Internal Resources	<ul style="list-style-type: none"> <li>Research, link to resources on Housing website, consult with the Province of BC</li> </ul>	2023-2024						0
TOP 12	3.1 A	Complete a Missing Middle housing program for infill housing types	1. Known Financial Implications	<ul style="list-style-type: none"> <li>Research and analysis (best practices, potential tools, etc)</li> <li>Consultant study: Financial analysis of infill housing</li> <li>Stakeholder and public engagement</li> </ul>	2021-2024	\$ 62,500	\$ 90,000	\$ 90,000			\$ 242,500
TOP 12	3.1 B	Create oportunities for small apartments to increase supply and affordability	3. Internal Resources	<ul style="list-style-type: none"> <li><b>Parallel initiative</b> (underway)</li> </ul>	2021-2020						0
PHASE 1	3.1 C	Consider Apartment Zone (RA) amendments to increase supply	2. Potential Future Financial Implications	<ul style="list-style-type: none"> <li><b>Parallel Initiative</b> (underway)</li> <li><b>Potential future financial implications:</b> public engagement</li> </ul>	2021-2020						0
PHASE 1	3.2 A	Support family friendly housing	1. Known Financial Implications	<ul style="list-style-type: none"> <li>Develop policies or guidelines</li> </ul>	2025					\$ 30,000	\$ 30,000
PHASE 1	3.2 B	Expand housing choices for seniors	1. Known Financial Implications	<ul style="list-style-type: none"> <li>Develop policies or guidelines</li> </ul>	2025					\$ 30,000	\$ 30,000

PHASE	Action #	Action: Short Description	Financial Implications	Types of Resource Needs	Timeline	2021	2022	2023	2024	2025	Five Year Total
TOP 12	3.3 A	Strengthen District-wide planning to support the implementation of the Housing Strategy	5. No Financial Impact	· Determined based on Council direction on scope of work. · Linked to Action 3.3 B	2021-2030						0
PHASE 1	3.3 B	Promote non-market housing and a healthy supply of housing through existing and future plans and polices	5. No Financial Impact	· Linked to Action 3.3 A	2021-2030						0
PHASE 1	3.3 C	Conduct a land capacity analysis	1. Known Financial Implications	· Consultant study: inventory of land and analysis of the capacity for residential development, inside the Urban Containment Boundary, during an identified time period (10 years+) · Scope may include capacity to accommodate projected employment and commercial growth, capacity of infrastructure/services	2021-2023	\$ 70,000	\$ 30,000				\$ 100,000
TOP 12	4.1 A	Implement the Development Process Review (DPR) recommendations	4. Funded Separately	· <b>Parallel initiative</b> (underway)	2021-2024						0
TOP 12	4.1 B	Implement the Development Process Review (DPR) recommendations for Affordable Housing Applications	4. Funded Separately	· <b>Parallel initiative</b> (underway) · Provide support for this initiative	2021-2024						0
PHASE 1	4.1 C	Implement a second phase of the Development Process Review (DPR) to further address improvements and efficiencies	2. Potential Future Financial Implications	· When implementing Development Process Review (DPR), assess the need to implement a second phase · <b>Potential future financial implications:</b> consultant study	2024-2025						0
PHASE 1	4.2 A	Develop a Community Amenity Contributions (CACs) and Inclusionary Housing Program	4. Funded Separately	· <b>Parallel initiative</b> (underway)	2021-2023						0
TOP 12	4.3 A	Conduct a comprehensive review of on-site parking requirements	4. Funded Separately	· <b>Parallel initiative</b> (underway) · Provide support for this initiative	2021-2024						0

PHASE	Action #	Action: Short Description	Financial Implications	Types of Resource Needs	Timeline	2021	2022	2023	2024	2025	Five Year Total
PHASE 1	4.3 B	Explore pre-zoning	2. Potential Future Financial Implications	· <b>Potential future financial implications:</b> financial analysis on pre-zoning impacts	2021-2025						0
PHASE 1	4.3 C	Align Housing Strategy initiatives with regional and senior government programs	3. Internal Resources	· Stakeholder consultation	2021-2030						0
TOP 12	4.4 A	Develop a Monitoring Program	1. Known Financial Implications	· Research and analysis · Data collection · Yearly updates via Annual Monitoring Report (first report will report on progress for 2022)	2021-2030		\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
PHASE 1	4.4 B	Update and expand demand estimates and targets	1. Known Financial Implications	· Complete with Action 7.1 C to update Housing Needs Report with current census data	2023			\$ 25,000			\$ 25,000
PHASE 1	4.4 C	Define affordability to guide programs and policies	1. Known Financial Implications	· Research and analysis · Consider housing needs, income categories, tenure, government funding programs · Consider other elements of affordability as outlined in Action 1.2 C and regional and senior government housing program as outline in Action 4.3 C	2021-2030	\$ 30,000					\$ 30,000
PHASE 1	4.5 A	Develop and apply an Equity lens	1. Known Financial Implications	· Stakeholder and public engagement · Internal collaboration · Data collection and analysis · Align with Saanich's Diversity, Equity, and Inclusion Strategy (expected completion November 2022)	2022-2024			\$ 10,000	\$ 40,000		\$ 50,000
PHASE 1	4.6 A	Commit staff and financial resources to support the implementation of the Housing Strategy	2. Potential Future Financial Implications	· Staff and financial resource requests identified in this Council Report (Supplementary Financial Impacts Report) · <b>Potential future financial implications:</b> funding to implement housing programs and incentives · Financial Impacts Report for Phase 2 and 3 actions proposed for 2025 (implementation period 2026-2030+)	2021-2030						0
PHASE 1	4.6 B	Create a Housing Strategy champion for implementation	3. Internal Resources	· Housing Planning and Policy Manager's leadership	Ongoing						0

PHASE	Action #	Action: Short Description	Financial Implications	Types of Resource Needs	Timeline	2021	2022	2023	2024	2025	Five Year Total
PHASE 1	5.1 A	Partner with government and community	2. Potential Future Financial Implications	· <b>Potential future financial implications:</b> funding for guidebook may be required	2022-2030						0
PHASE 1	5.1 B	Seek opportunities to build relationships and enhance partnerships with First Nations governments and Indigenous organizations	2. Potential Future Financial Implications	· Engagement with First Nations governments and Indigenous organizations · <b>Potential future financial implications:</b> support for meetings and initiatives	2022-2030						0
PHASE 1	5.2 A	Advocate, with partners, for affordable and supportive housing	3. Internal Resources	· Stakeholder consultation	2022-2030						0
PHASE 1	6.1 A	Develop an outreach program	1. Known Financial Implications	· Public engagement, including communication materials and outreach events	2022-2030			\$ 10,000			\$ 10,000
PHASE 1	6.1 B	Create a user-friendly guidebook	1. Known Financial Implications	· Develop communication materials	2022		\$ 5,000				\$ 5,000
PHASE 1	7.1 A	Study the dynamics of the local housing market	3. Internal Resources	· Research and analysis	2021-2030						0
PHASE 1	7.1 B	Discourage speculation and reduce upward pressures on land prices	2. Potential Future Financial Implications	· Research and analysis · Stakeholder consultation, including but not limited to senior levels of government · <b>Potential future financial implications:</b> consultant study, implementation needs as a result of analysis and stakeholder consultation	2024						0
PHASE 1	7.1 C	Update the Housing Needs Report and revise the Housing Strategy as needed	1. Known Financial Implications	· Update Housing Needs Report with current census data through consultant report · Implement with Action 4.4 B to update and expand demand estimates / targets	2023-2024			\$ 50,000			\$ 50,000
N/A	N/A	Contingency Fund	1. Known Financial Implications	Contingency used to quickly respond to additional and unanticipated project needs (such as events, technical analysis, facilitation, public engagement, and/or research and analysis needed to address emerging housing challenges or new senior government funding opportunities	2022-2025		\$50,000	\$50,000	\$50,000	\$50,000	\$200,000

## ATTACHMENT B: Housing Strategy – Phase 2 and 3 Actions

PHASE	ACTION #	ACTION DESCRIPTION
PHASE 3	1.1 C	With consideration of the regional approach to acquiring land, work with the Capital Regional to explore the potential benefits of a Saanich Land Acquisition Strategy; a framework for acquiring units or properties appropriate for affordable and supportive housing, prioritizing rental units and the deepest level of affordability possible. <ul style="list-style-type: none"> <li>Assuming a strategy is developed, facilitate partnerships, leverage funding opportunities, explore strategic land assembly, consider long-term lease opportunities, and consider advocating for right of first refusal legislation to support the acquisition of land and buildings.</li> </ul>
PHASE 3	1.1 D	Investigate the feasibility of partnering with a non-profit organization to establish temporary housing with supportive services for individuals and families experiencing significant barriers to obtaining housing such as refugees, youth aging out of care, and other vulnerable populations. For example, Saanich could explore establishing a Welcome Housing on existing or newly acquired Saanich-owned residential property, that provides transitional affordable housing and facilitates the resettlement of refugee families and individuals.
PHASE 3	1.2 D	Review opportunities to support community partners interested in developing a housing or homeshare program that connects people with extra bedrooms in their private home with individuals looking for, or experiencing barriers to finding, rental housing (e.g. refugee families, post-secondary students, or individuals from vulnerable populations).
PHASE 2	1.3 A	Explore opportunities to reduce barriers to developing housing with alternative tenure or homeownership models (e.g. community land trust, co-operative housing or cohousing) that improve affordability, support a diversity of tenure, enable residents to build financial equity, and foster opportunities for community connections.
PHASE 3	1.4 B	Explore the feasibility of allowing tiny homes as an affordable housing option for low income households or individuals experiencing homelessness. (parallel initiative – underway) <ul style="list-style-type: none"> <li>Consider barriers for allowing homes on wheels;</li> <li>Explore potential changes to the BC Building Code to permit non-permanent structures; and</li> <li>Consider alternative approaches such as small format cluster housing, modular, or prefab housing built on temporary or permanent foundations.</li> </ul>
PHASE 3	1.4 C	Review current regulations related to shared living arrangements such as boarding, rooming, and shared housing and assess the need to destigmatize, improve community acceptance, and update regulations.
PHASE 2	2.1 B	Update the Secondary Suite and Garden Suite regulations to expand the availability of rental units that serve as a mortgage helpers, provide ground oriented rental housing, and/or provide flexible space for multi-generational families. Explore the potential of: <ul style="list-style-type: none"> <li>Increasing the number of zones where garden suites and secondary suites/units are permitted;</li> <li>Removing the requirement for homeowners to live on site; and</li> <li>Assessing ongoing amendments to regulations (i.e. parking requirements) to remove barriers to the construction of new units.</li> </ul>
PHASE 2	2.2 B	Develop a pilot program to incentivize the development of purpose-built market rental housing with a portion of the units secured at below market rental rates for low to moderate income households.
PHASE 2	2.3 C	Investigate the feasibility of utilizing Residential Rental Tenure Zoning to help protect existing rental housing and promote future rental developments.

PHASE	ACTION #	ACTION DESCRIPTION
PHASE 3	2.4 B	Through a regional or provincial approach, explore opportunities to support a non-profit organization in creating a central rental registry or online database, connecting people with unique rental needs with individuals that have available rental units or space in their home.
PHASE 3	2.4 C	Work with community partners to explore incentives or guidelines to encourage landlords to rent units to tenants experiencing barriers to securing rental housing.
PHASE 2	3.1 D	Develop a Single Detached Dwelling Conversion Policy that would enable the conversion of single detached dwellings to multiple units, creating more attainable home ownership and/or rental opportunities while supporting other Saanich goals such as the conservation of homes with heritage value.
PHASE 3	3.1 E	Launch design competitions to create infill prototypes or pilot the development of creative designs and typologies to encourage and explore innovative forms of infill and establish preapproved designs.
PHASE 3	3.1 F	Investigate the approach of providing more affordable market-rate home ownership through: <ul style="list-style-type: none"> <li>• Strata Titling of garden suites; and/or</li> <li>• Amending policy and zoning regulations to permit smaller minimum single family lot sizes.</li> </ul>
PHASE 2	3.2 C	Review and expand adaptable housing design guidelines and investigate other approaches to further support and provide access to safe, inclusive, and accessible housing for individuals with disabilities and in need of support.
PHASE 2	3.3 D	Utilize a 3D adaptive modeling program to visualize and analyze growth scenarios to demonstrate capacity, infrastructure expenses and implications, and redevelopment options. The tool could also be used to support community engagement by demonstrating potential change and physical build out and calculating housing units that meet Housing Strategy goals.
PHASE 2	3.3 E	Create a university or innovation district that brings together research, technology, education, and affordable student and workforce housing to stimulate innovation, collaboration, and sustainability. Work with the University of Victoria to understand housing needs and collaborate on the development of key housing policies.
PHASE 3	3.3 F	Review opportunities to pilot innovative housing forms using alternative approaches to conventional zoning (such as form-based, incentive-based, and performance-based zoning).
PHASE 3	3.3 G	Address unique housing needs 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. <ul style="list-style-type: none"> <li>• Address the need to accommodate farmworker housing for seasonal workers, as identified in Saanich's Agriculture &amp; Food Security Plan. (parallel initiative - underway)</li> </ul>
PHASE 2	4.1 D	Investigate a new approach to the development application review process, such as a criteria model that scores development proposals based on a set of objectives that reflect community values and addresses housing needs.
PHASE 3	4.4 D	Through the Local Area Planning process, develop and apply a tool to assess opportunities for diverse and affordable housing in each neighbourhood, with a goal to create more inclusive and equitable communities, while acknowledging each neighbourhood has unique characteristics that will influence the area's housing mix.

PHASE	ACTION #	ACTION DESCRIPTION
PHASE 2	4.5 B	Review Saanich's regulatory and policy framework to identify and remove potentially discriminatory and exclusionary regulations, policies or practices and remove barriers that perpetuate inequity, such as discriminatory language.
PHASE 3	4.6 C	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.
PHASE 2	5.1 C	Facilitate 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, such as Inclusionary Housing.
PHASE 2	5.1 D	Establish relationships with community partners and the housing development sector to ensure implementation of the Housing Strategy is successful in removing barriers and meeting housing goals, including through: <ul style="list-style-type: none"> <li>• Developing a coordinated program or toolkit to guide engagement with potential partners and support collaboration between groups;</li> <li>• Encouraging non-market housing partnerships;</li> <li>• Hosting workshops or summits to facilitate discussion and mutual learning; and</li> <li>• Supporting the work of community partners in establishing engagement and outreach activities.</li> </ul>
PHASE 2	5.1 E	Continue to work with the CRD and regional municipalities to take action to address the need for affordable rental and non-market housing, creating collaborative, coordinated, and standardized approaches, while considering unique local context.
PHASE 2	6.2 A	Work with Community Associations to identify ways they can participate and support implementation of Housing Strategy initiatives and the development of affordable and diverse housing.
PHASE 2	6.2 B	Develop a new mechanism for engagement processes and/or notifications for new housing proposals. <ul style="list-style-type: none"> <li>• Utilize both qualitative and quantitative information;</li> <li>• Designed to be inclusive, safe, and culturally appropriate; and</li> <li>• Incorporate the perspectives of people who are facing significant housing challenges or barriers to participating in existing engagement processes.</li> </ul>
PHASE 2	6.3 C	Look for collaborative, equitable, inclusive and accessible approaches to community engagement. Consider: <ul style="list-style-type: none"> <li>• Establishing standardized applicant procedures or guidelines for engaging the public and addressing community concerns in the early stages of housing development proposals, well before the public hearing;</li> <li>• Expanding housing development application referrals and notifications to more stakeholders, to encourage a broader range of input. This may include Business Improvement Associations, major employers, and post-secondary students, renters; and</li> <li>• Continue to allow members of the public to attend meetings and public hearings online and to voice support or opposition to public hearing items via telephone.</li> </ul>

PHASE	ACTION #	ACTION DESCRIPTION
PHASE 2	7.1 D	In order to minimize land speculation, ensure expectations and requirements for affordable housing and rental housing are clearly outlined in land use policies and processes such as the Community Amenity and Inclusionary Housing Program and density bonus policies.
PHASE 2	7.1 E	Investigate the need to regulate short-term rental accommodation to increase the availability of long-term rental housing while balancing supplementary income opportunities for residents. Consider the use of business licenses and operator guidelines.
PHASE 3	7.1 F	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. Through Saanich leadership and through the Union of BC Municipalities (UBCM), consider advocating to senior levels of government for applicable regulations.
PHASE 3	7.1 G	Research Land Value Capture Tax tools and policies utilized to capture some of the additional land values created by major infrastructure investment such a new frequent transit line. The captured value can be used to fund public amenities or affordable housing and limit land speculation. If determined to be a suitable tool, consider advocating to the Provincial Government for applicable legislation.



# Housing Strategy: Financial Implications

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Mayor's Standing Committee on Housing Affordability & Supply  
November 29, 2021

[saanich.ca/housing](https://saanich.ca/housing)

# Presentation Purpose

- Share the process developed to determine financial implications of implementing the Housing Strategy and review recommendations for funding the implementation process



# Presentation Overview

- Background
- Financial Implications
  - Long Term Financial Impacts
  - 5 Year Funding Strategy
- Recommendations



# Background

- On August 23, 2021, Council Motion included:
  - Direct staff to provide a supplemental report on the known and potential financial implications of the Housing Strategy actions over the 10 year proposed implementation plan
- On October 25, the MSCHA requested staff present the financial analysis prior to going to Council

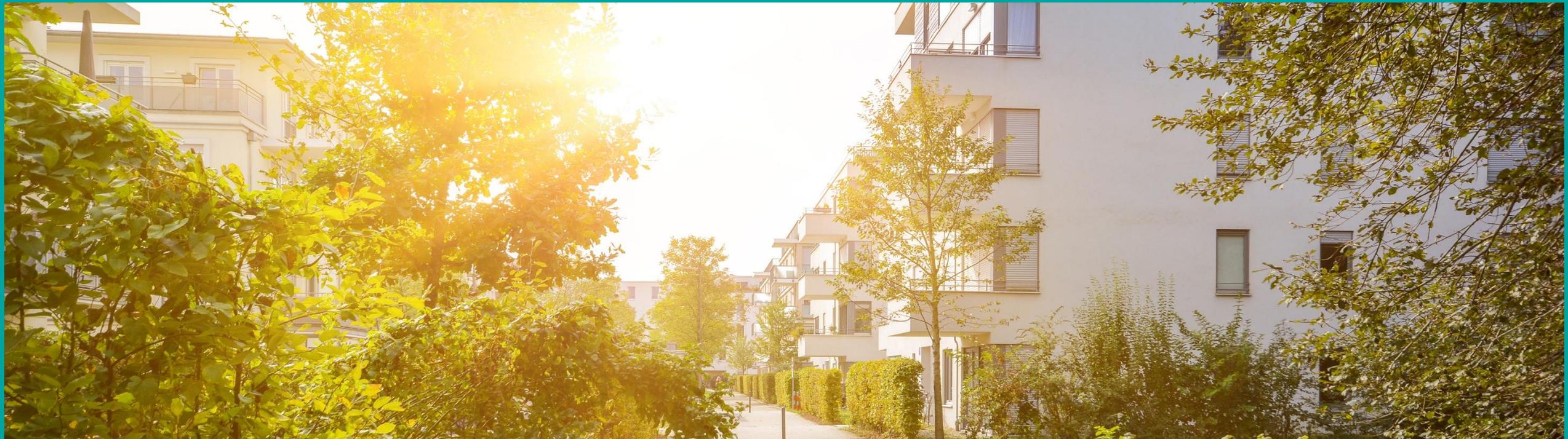
# Housing Strategy: Purpose

- Provides direction on how Saanich can achieve greater housing supply, affordability and diversity and accommodate a broad range of community housing needs now and into the future

# Housing Strategy: Implementation

- 10-year timeframe to implement actions
- Dependent on Council direction and resources

PHASE	# of Actions	Priority Level	Timeline for Implementation
Top 12	12	Immediate	2021 to 2023
Phase 1	28	High	2021 to 2025
Phase 2	18	Medium	2025 to 2028
Phase 3	15	Low	2028 and beyond

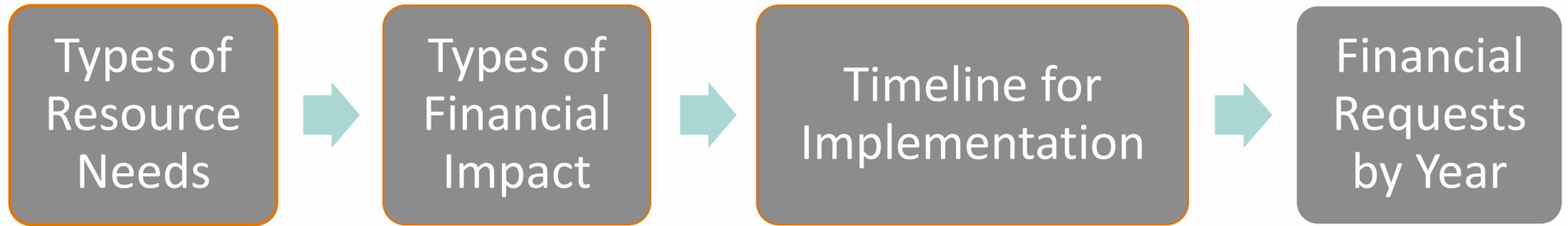


# Financial Implications

# Financial Implications

- Successful implementation of the Housing Strategy relies on sufficient **financial resources and staff capacity**
- Funding Strategy developed that outlines resource requirements and supports Council's decisions on allocating resources to implement the Strategy
- Establishes long-term commitment

# Financial Implications: Analysis



# Financial Implications: Analysis

## Types of Resource Needs

Types of resource needs (supported by staff and financial resources):

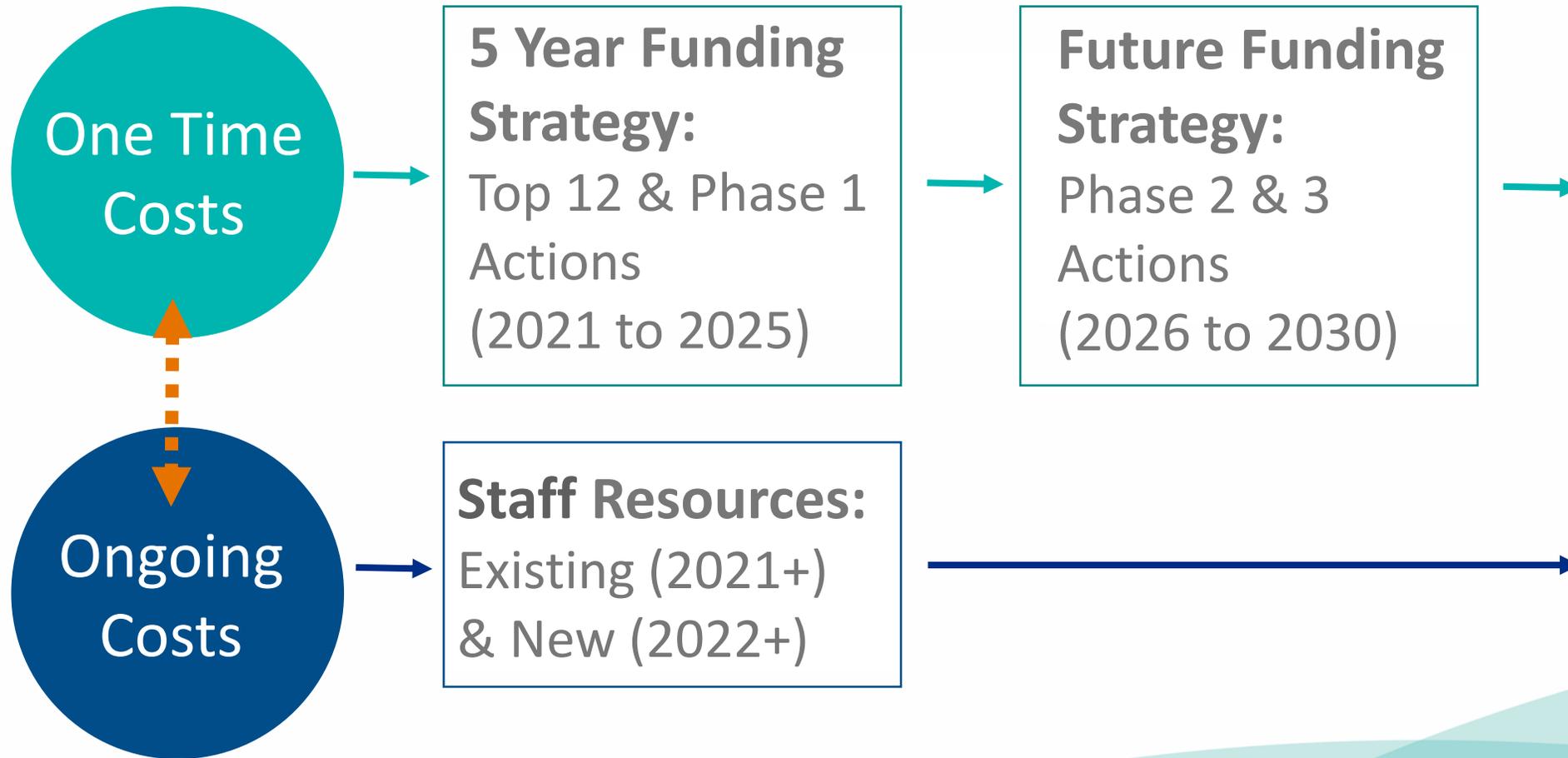
- Research and analysis
- Consultant and technical studies
- Engagement activities
- Development of housing programs
- Financial incentives to promote housing
- Identify future resource needs

# Financial Implications: Analysis

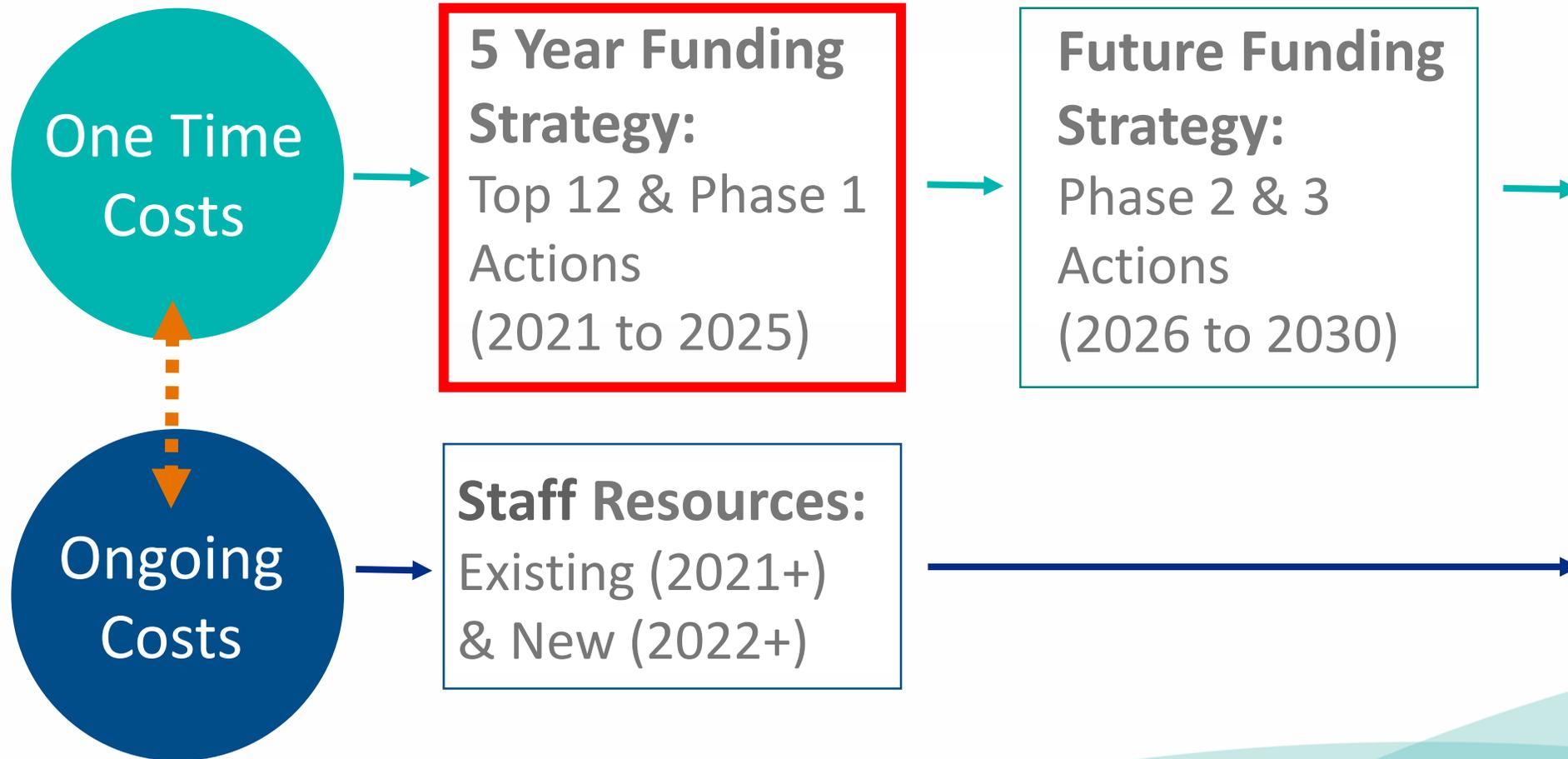
## Types of Financial Impact

- 1) **Known:** Implementation of the action requires known financial resources and staff support
- 2) **Potential:** May require financial resources in the future
- 3) **Internal Resources:** Implementation by staff (existing or new staff)
- 4) **Other - Funded Separately:** Implementation and funding through parallel initiative
- 5) **Other - No Financial Impact**

# Financial Implications: 10 years+



# Financial Implications: 10 years+



# 5 Year Funding Strategy



## One Time Costs

### Known Financial Impact:

- Annual Surplus Allocation (2022 – 2025)
  - Implement Top 12 and Phase 1 Actions
  - Contingency Fund
- Council Strategic Initiatives Contingency (2021)
  - Initiate 3 key actions
  - Missing Middle, Land Capacity Analysis, Defining Affordability

*\*Additional resource requests may be required*

# 5 Year Funding Strategy: Known Impact

PHASE	Action #	Action: Short Description	2021	2022	2023	2024	2025	Five Year Total
TOP 12	2.2 A	Support new purpose-built rental	-	\$ 30,000	-	-	-	\$ 30,000
TOP 12	2.3 A	Renew existing purpose-built rental	-	\$ 30,000	-	-	-	\$ 30,000
TOP 12	2.3 B	Establish a Tenant Assistance Policy/Guidelines	-	\$ 30,000	-	-	-	\$ 30,000
TOP 12	3.1 A	Complete a Missing Middle housing program for infill	\$ 62,500	\$ 90,000	\$ 90,000	-	-	\$ 242,500
TOP 12	4.4 A	Develop a Monitoring Program	-	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
<b>TOTAL:</b>			<b>\$ 62,500</b>	<b>\$ 190,000</b>	<b>\$ 95,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 357,500</b>

\*Strategic Initiatives Contingency (2021), annual surplus allocation (2022 to 2025)

# 5 Year Funding Strategy: Known Impact

PHASE	Action #	Action: Short Description	2021	2022	2023	2024	2025	Five Year Total
PHASE 1	3.2 A	Support family friendly housing	-	-	-	-	\$ 30,000	\$ 30,000
PHASE 1	3.2 B	Expand housing choices for seniors	-	-	-	-	\$ 30,000	\$ 30,000
PHASE 1	3.3 C	Conduct a land capacity analysis	\$ 70,000	\$ 30,000	-	-	-	\$ 100,000
PHASE 1	4.4 B	Update and expand demand estimates and targets	-	-	\$ 25,000	-	-	\$ 25,000
PHASE 1	4.4 C	Define affordability to guide programs and policies	\$ 30,000	-	-	-	-	\$ 30,000
PHASE 1	4.5 A	Develop and apply an Equity lens	-	-	\$ 10,000	\$ 40,000	-	\$ 50,000
PHASE 1	6.1 A	Develop an outreach program	-	-	\$ 10,000	-	-	\$ 10,000
PHASE 1	6.1 B	Create a user-friendly guidebook	-	\$ 5,000	-	-	-	\$ 5,000
PHASE 1	7.1 C	Update the Housing Needs Report and revise the Housing Strategy as needed	-	-	\$ 50,000	-	-	\$ 50,000
<b>TOTAL:</b>			<b>\$ 100,000</b>	<b>\$ 35,000</b>	<b>\$ 95,000</b>	<b>\$ 40,000</b>	<b>\$ 60,000</b>	<b>\$ 330,000</b>

\*Strategic Initiatives Contingency (2021)  
annual surplus allocation (2022 to 2025)

# 5 Year Funding Strategy: Known Impact

PHASE	Action #	Action: Short Description	2021	2022	2023	2024	2025	Five Year Total
N/A	N/A	Contingency Fund		\$50,000	\$50,000	\$50,000	\$50,000	\$200,000

\*Annual surplus allocation (2022 to 2025)

The **Contingency Fund** allows staff to be used to quickly respond to additional and unanticipated project needs such as:

- Events, technical analysis, facilitation, public engagement
- Research needed to address emerging housing challenges or new senior government funding opportunities

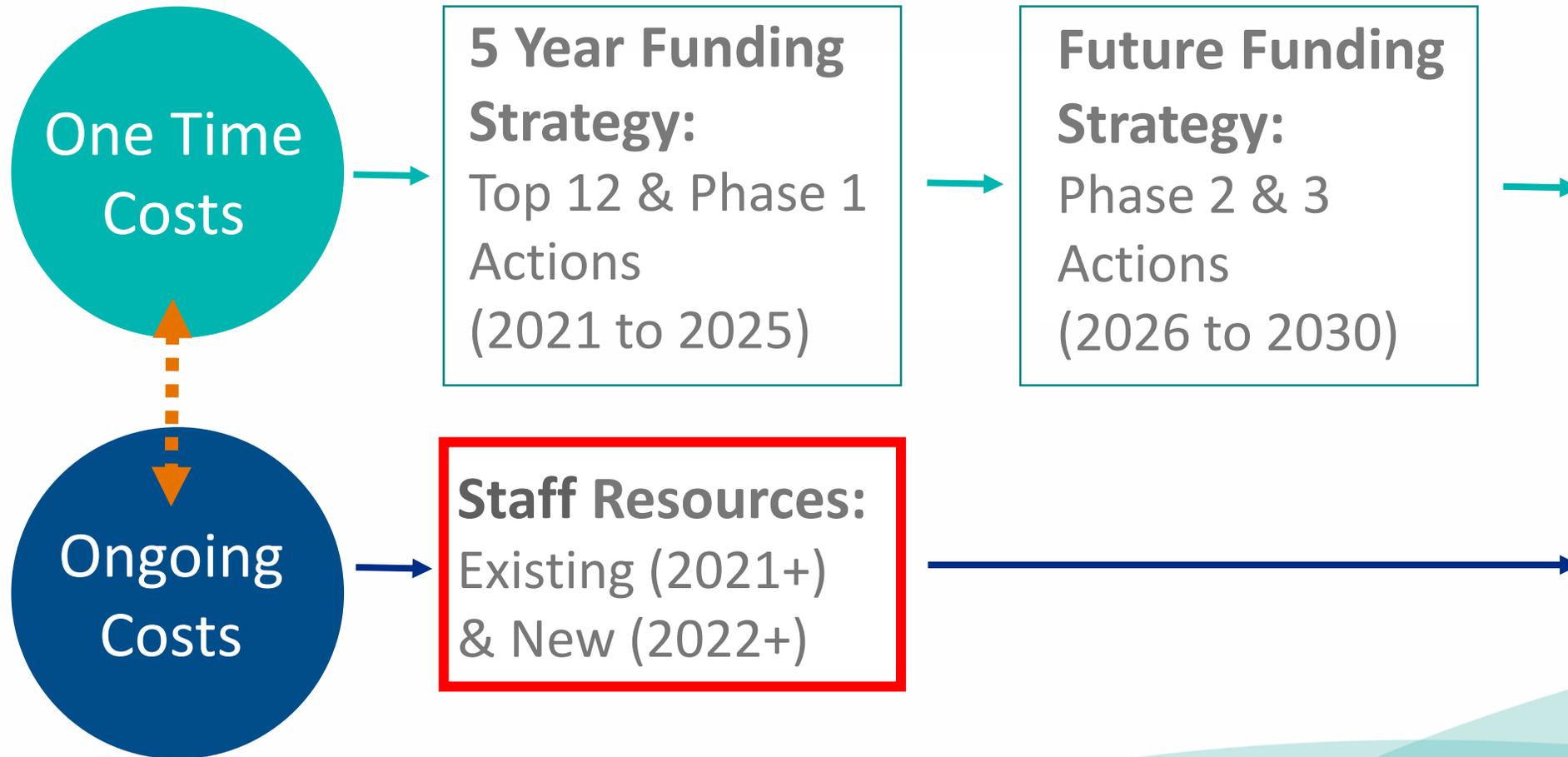
# 5 Year Funding Strategy

## One Time Costs

### Potential Financial Impact:

- Identifies possible financial resource needs that are dependent on initial project work, analysis by staff, and/or Council direction
- Examples of potential funding requirements:
  - Implementation of study recommendations
  - Activate housing programs
  - Provision of incentives
  - Additional public engagement

# Financial Implications: 10 years+



# New Staff Resources

## Ongoing Costs

- Staff resources required for implementation process and outcomes
- Implementation led by the Manager of Housing Planning and Policy (approved) with support from new positions:

Position	2022 (Q2)	2023
Senior Planner	\$ 99,000	\$ 134,600
Planning Analyst	\$ 79,600	\$ 108,200

# Summary of Financial Implications

Resource	2021	2022	2023	2024	2025	Five Year Total
<b>New Staff Resource:</b> Senior Planner	N/A	\$ 99,000	\$ 134,600	\$ 137,300	\$ 140,100	
<b>New Staff Resource:</b> Planning Analyst	N/A	\$ 79,600	\$ 108,200	\$ 110,400	\$ 112,600	
<b>Subtotal: Ongoing Costs</b>	<b>N/A</b>	<b>\$ 178,600</b>	<b>\$ 242,800</b>	<b>\$ 247,700</b>	<b>\$ 252,700</b>	<b>\$ 921,800</b>
<b>One Time Costs:</b> Staffing related	N/A	\$ 23,000.00	\$ -	\$ -	\$ -	
<b>One Time Costs:</b> Top 12 and Phase 1 Actions	\$ 162,500	\$ 275,000	\$ 240,000	\$ 95,000	\$ 115,000	
<b>Subtotal: One Time Costs</b>	<b>\$ 162,500</b>	<b>\$ 298,000</b>	<b>\$ 240,000</b>	<b>\$ 95,000</b>	<b>\$ 115,000</b>	<b>\$ 910,500</b>
<b>GRAND TOTAL</b>	<b>\$ 162,500</b>	<b>\$ 476,600</b>	<b>\$ 482,800</b>	<b>\$ 342,700</b>	<b>\$ 367,700</b>	<b>\$ 1,832,300</b>



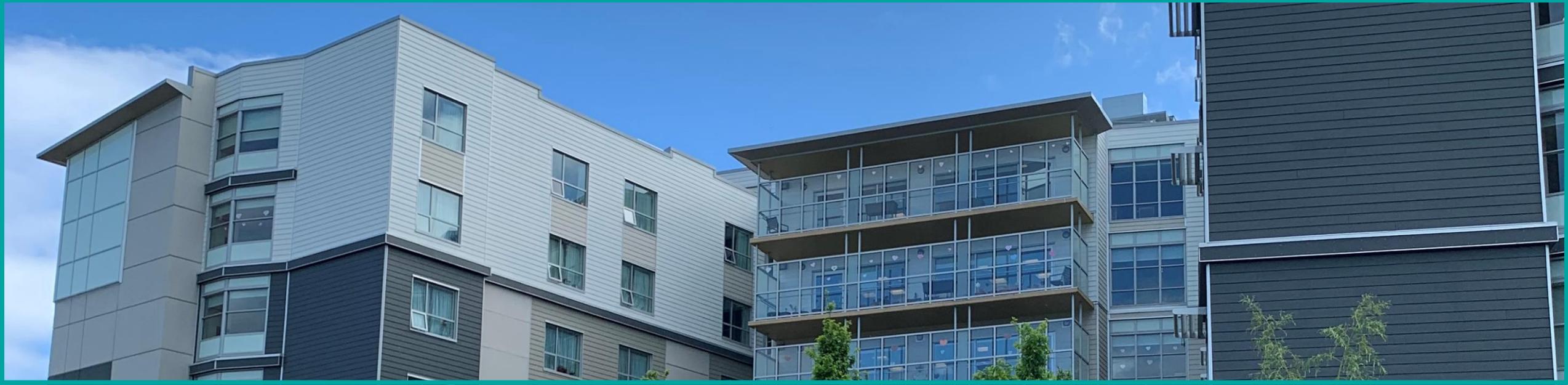
# Recommendations and Alternatives

# Recommended Approach

- Implement the Housing Strategy over **10 years** through allocation of additional resources
- Approve commitment to a **5 year funding strategy** through **annual surplus allocation** for the one time resource requests
- Allocate \$162,500 from the **Council Strategic Initiatives Contingency** – Affordable Housing Stream towards 3 key actions
- Approve 2 new positions, **Senior Planner and Planning Analyst**, effective April 1, 2022 (2022 Financial Plan)

# Alternative Approaches

- No new staff, longer timeline
  - No new staff (reallocate Community Planning staff), maintain 10 year timeline
  - Reduced financial resources, longer timeline
- 



Questions? Feedback?