



**TERMS OF REFERENCE
HOUSING STRATEGY TASK FORCE
June 2020
(Amended August 2020)**

PURPOSE

The purpose of the Task Force is to:

- Act as an advisory body to support the development of a comprehensive Housing Strategy for the District of Saanich; and
- Work collaboratively to develop recommendations for strategies and actions designed to achieve greater housing supply, affordability and diversity and accommodate a broad range of community housing needs now and into the future.

SCOPE OF WORK

The scope of work will be to:

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

FOCUS AREAS

The following describes the five focus areas that will guide development of Task Force recommendations:

1. **Increase Affordable Housing**

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

2. **Support Housing Diversity and Supply**

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

3. **Promote and Protect Rental Housing**

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

4. **Reduce Barriers to Housing**

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

5. **Strengthen Partnerships and Build Awareness**

Support development of innovative and affordable housing solutions by strengthening existing and new partnerships, providing equitable engagement and capacity building opportunities, and building awareness in the community.

TASK FORCE STRUCTURE

Task Force Membership

The Task Force will be structured to include a diverse range of expertise from organizations relevant to the housing sector and members of the community at large that have experienced or are experiencing housing challenges in Saanich. Membership should include the following representatives:

Voting Members

- 2 Council representatives *
- 2 Building / Development sector representative
- 1 Not-for-profit housing sector representative
- 1 Planning, design or architecture representative
- 1 Community support / Not-for-profit association representative
- 2 Housing advocate representatives
- 1 Academic representative with expertise in urban economics
- 1 BC Housing representative
- 1 CRD representative
- 1 Rental apartment landlord / Property management representative
- 1 Real-estate or financial representative

- 1 Saanich Community Association Network (SCAN) representative
- 1 First Nations representative
- 2 to 4 Members of the community at large who has experienced significant housing challenges and which may include a:
 - person who is currently renting;
 - person who is currently living in subsidized or social housing;
 - senior;
 - post-secondary student; and/or
 - parent with children living at home.

Non-Voting Members

- Director and/or Manager of Planning
- Project Planner
- Additional staff as required

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

Appointment Process

Interested persons who have the experience or qualifications mentioned above may apply to serve on the Housing Strategy Task Force. Council will select a committee, up to sixteen members, based on member representation and member qualifications identified in this Terms of Reference.

Meeting Frequency and Schedule

The Task Force will be established for a period of approximately 2-3 months. The initial meeting date is targeted to be in early-mid September, with meetings happening weekly over a minimum seven week period. Alterations to the established meeting schedule can be made by the Task Force, as required, pending a majority vote.

The seven planned meetings are as follows:

1. Introduction / Overview of Roles and Process / Saanich Housing Context.
2. Focus Area 1: Increase Affordable Housing.
3. Focus Area 2: Support Housing Diversity and Supply.
4. Focus Area 3: Promote and Protect Rental Housing.
5. Focus Area 4: Reduce Barriers to Housing.
6. Focus Area 5: Strengthen Partnerships and Build Awareness.
7. Review and Finalization of Recommendations.

Other meetings as needed.

Support

The Task Force meetings will be facilitated by a consultant. Municipal staff from the Planning Department will act as a resource, liaison, and provide support as needed. Other resources may be brought in to provide information as needed.

Responsibilities

The core responsibilities of the Task Force members are to:

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

Personal Conduct Guidelines

Task force members are expected to:

- Communicate with openness and equity;
- Declare any potential conflicts of interest;
- Work collaboratively and be open to views of all aspects of fellow task force members
- Speak only on behalf of the task force if delegated to do so; and
- Adhere to the Saanich Respectful Workplace Policy.

DELIVERABLES

The Housing Strategy Task Force will produce a report that will be presented to Council for consideration. Recommendations in the report will outline strategies and associated actions for implementation over a 10-year time frame and identify 3 year priority actions in each of the five focus areas.