



The Corporation of the District of Saanich

Supplemental Report

To: Mayor and Council

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

Date: January 18, 2022

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

RECOMMENDATION

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

PURPOSE

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

DISCUSSION

Council Direction

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

“That Council:

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

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

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

Background

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

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

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

Implementation Process

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

Table 1: Housing Strategy Implementation Phases and Timeline

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

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

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

Financial Implications of Implementing the Housing Strategy

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

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

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

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

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

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

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

Table 2: Types of Financial Impacts for Implementing Actions

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

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

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

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

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

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

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

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

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

Three Key Actions

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

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

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

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

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

Potential Changes to Priorities or Funding Needed

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

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

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

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

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

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

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

Resources for Implementing Actions: Staff Resources

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

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

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

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

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

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

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

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

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

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

Consultation

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

Key comments from the MSCHAS are summarized below:

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

Comments from the MSCHA were addressed by Staff:

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

FINANCIAL IMPLICATIONS

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

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

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

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

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

ALTERNATIVES

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

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

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

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

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

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

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

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

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

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

STRATEGIC PLAN IMPLICATIONS

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

INTERDEPARTMENTAL IMPLICATIONS

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

CONCLUSION

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

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


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

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


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

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

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


Prepared by: 

Nadine Kawata
Planner

Reviewed by: 

Cameron Scott
Manager of Community Planning

Approved by: _____
Valla Tinney
Director of Finance

Approved by: 

Sharon Hvozdzanski
Director of Planning

NK/jsp

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

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

ADMINISTRATOR’S COMMENTS:

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

Brent Reems, Acting Chief Administrative Officer

Attachment A - Housing Strategy: Financial Implications of Implementing Top 12 and Phase 1 Actions (2022 to 2025)

The following table includes: 1) timelines for implementation (shown numerically and highlighted by year). Note actions identified as parallel initiatives were initiated in 2021; and 2) funding requirements allocated through the Council Strategic Initiatives Contingency (2022) and annual surplus allocations (2022 to 2025). Additional resource requests may be required for implementing Top 12 and Phase 1 actions.

PHASE	Action #	Action: Short Description	Financial Impact	Types of Resource Needs	Timeline	2022	2023	2024	2025
TOP 12	1.1 A	Investigate non-market housing on Saanich owned land	2. Potential Future Financial Implications	<ul style="list-style-type: none"> Parallel Initiative (underway) Research Internal consultation Potential future financial implications: feasibility study, market assessment, legal agreements, governance structure 	2022-2023				
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"> Establish internal working group Stakeholder consultation Potential future financial implications: feasibility study, property assessment, market appraisal, legal agreements, partnerships agreements 	2024-2025				
TOP 12	1.2 A	Facilitate the development of non-market and below-market housing through existing or new incentives	1. Known Financial Implications	<ul style="list-style-type: none"> Research and analysis Develop guidelines Internal consultation Potential future financial implications (dependent on proposed incentives): legal review, financial analysis, incentives 	2023-2024		\$30,000		
PHASE 1	1.2 B	Establish a Council policy on standard housing items	3. Internal Resources	<ul style="list-style-type: none"> Research and analysis Stakeholder consultation 	2022				
PHASE 1	1.2 C	Develop solutions that consider a more complete picture of affordability	3. Internal Resources	<ul style="list-style-type: none"> 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) 	2023				
PHASE 1	1.4 A	Support a regional response to homelessness	3. Internal Resources	<ul style="list-style-type: none"> Ongoing initiatives Document Saanich funding towards Housing First Program and support for the Reaching Home Program, etc Work with CRD and neighbouring municipalities 	2022-2031				

PHASE	Action #	Action: Short Description	Financial Impact	Types of Resource Needs	Timeline	2022	2023	2024	2025	Four Year Total
PHASE 1	2.1 A	Examine opportunities for multiple suites (garden and secondary)	2. Potential Future Financial Implications	· Parallel Initiative (underway) · Potential future financial implications: dependent on Council direction	2022-2023					0
TOP 12	2.2 A	Support new purpose-built rental	1. Known Financial Implications	· Research and analysis · Consultant study · Potential future financial implications: program implementation and incentives · May require an additional staff resource to support applicants during development application process	2022-2023	\$50,000				\$ 50,000
TOP 12	2.3 A	Renew existing purpose-built rental	1. Known Financial Implications	· Research and analysis · Consultant study · Potential future financial implications: program implementation and incentives · May require an additional staff resource to support applicants during development application process	2022-2023	\$50,000				\$ 50,000
TOP 12	2.3 B	Establish a Tenant Assistance Policy/Guidelines	1. Known Financial Implications	· Research and analysis · Consultant study · May require an additional staff resource to support applicants during development application process	2022-2023	\$30,000				\$ 30,000
PHASE 1	2.4 A	Reduce barriers to rental in strata developments	3. Internal Resources	· Research, link to resources on Housing website, consult with the Province of BC	2023-2024					0
TOP 12	3.1 A	Complete a Missing Middle housing program for infill housing types	1. Known Financial Implications	· Research and analysis (best practices, potential tools, etc) · Consultant study: Financial analysis of infill housing · Stakeholder and public engagement	2022-2024	\$62,500	\$180,000			\$ 242,500
TOP 12	3.1 B	Create opportunities for small apartments to increase supply and affordability	3. Internal Resources	· Parallel initiative (underway)	2022					0
PHASE 1	3.1 C	Consider Apartment Zone (RA) amendments to increase supply	2. Potential Future Financial Implications	· Parallel Initiative (underway) · Potential future financial implications: public engagement	2022					0

PHASE	Action #	Action: Short Description	Financial Impact	Types of Resource Needs	Timeline	2022	2023	2024	2025
PHASE 1	3.2 A	Support family friendly housing	1. Known Financial Implications	· Develop policies or guidelines · Potential future financial implications: public engagement, program implementation and incentives	2025				\$30,000
PHASE 1	3.2 B	Expand housing choices for seniors	1. Known Financial Implications	· Develop policies or guidelines · Potential future financial implications: public engagement, program implementation and incentives	2025				\$30,000
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	2022-2031				
PHASE 1	3.3 B	Promote non-market housing and a healthy supply of housing	5. No Financial Impact	· Linked to Action 3.3 A	2022-2031				
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	2022-2023	\$70,000	\$30,000		
TOP 12	4.1 A	Implement the Development Process Review (DPR) recommendations	4. Funded Separately	· Parallel initiative (underway)	2022-2024				
TOP 12	4.1 B	Implement the Development Process Review (DPR) recommendations for Affordable Housing Applications	4. Funded Separately	· Parallel initiative (underway) · Provide support for this initiative	2022-2024				
PHASE 1	4.1 C	Implement a second phase of the Development Process Review (DPR) to further address improvements and	2. Potential Future Financial Implications	· When implementing Development Process Review (DPR), assess the need to implement a second phase · Potential future financial implications: consultant study, stakeholder consultation	2024-2025				

PHASE	Action #	Action: Short Description	Financial Impact	Types of Resource Needs	Timeline	2022	2023	2024	2025
PHASE 1	4.2 A	Develop a Community Amenity Contributions (CACs) and Inclusionary Housing	4. Funded Separately	· Parallel initiative (underway)	2022-2023				
TOP 12	4.3 A	Conduct a comprehensive review of on-site parking requirements	4. Funded Separately	· Parallel initiative (underway) · Led by Current Planning (Development Process Review) and Engineering · Provide support for this initiative	2022-2024				
PHASE 1	4.3 B	Explore pre-zoning	2. Potential Future Financial Implications	· Potential future financial implications: financial analysis on pre-zoning impacts, legal review, design testing	2022-2025				
PHASE 1	4.3 C	Align Housing Strategy initiatives with regional and senior government programs	3. Internal Resources	· Stakeholder consultation	2022-2031				
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)	2022-2031	\$10,000	\$5,000	\$5,000	\$5,000
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		
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	2022	\$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)	2023-2024		\$10,000	\$40,000	

PHASE	Action #	Action: Short Description	Financial Impact	Types of Resource Needs	Timeline	2022	2023	2024	2025
PHASE 1	4.6 A	Commit staff and financial resources to support the implementation of the Housing Strategy	2. Potential Future Financial Implications	<ul style="list-style-type: none"> Staff and financial resource requests identified in this Council Report (Supplementary Financial Impacts Report) Potential future financial implications: funding to implement housing programs and incentives Financial Impacts Report for Phase 2 and 3 actions proposed for 2025 (implementation period 2026-2030+) 	2022-2031				
PHASE 1	4.6 B	Create a Housing Strategy champion for implementation	3. Internal Resources	<ul style="list-style-type: none"> Housing Planning and Policy Manager's leadership 	Ongoing				
PHASE 1	5.1 A	Partner with government and community	2. Potential Future Financial Implications	<ul style="list-style-type: none"> Potential future financial implications: funding to develop a guidebook may be required 	2022-2031				
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	<ul style="list-style-type: none"> Engagement with First Nations governments and Indigenous organizations Potential future financial implications: support for meetings and initiatives 	2022-2031				
PHASE 1	5.2 A	Advocate, with partners, for affordable and supportive housing	3. Internal Resources	<ul style="list-style-type: none"> Stakeholder consultation 	2022-2031				
PHASE 1	6.1 A	Develop and implement an outreach program	1. Known Financial Implications	<ul style="list-style-type: none"> Public engagement, including communication materials and outreach events 	2023-2025		\$10,000		
PHASE 1	6.1 B	Create a user-friendly guidebook	1. Known Financial Implications	<ul style="list-style-type: none"> Develop communication materials 	2022	\$5,000			

PHASE	Action #	Action: Short Description	Financial Impact	Types of Resource Needs	Timeline	2022	2023	2024	2025
PHASE 1	7.1 A	Study the dynamics of the local housing market	3. Internal Resources	· Research and analysis	2022-2031				
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 · Potential future financial implications: consultant study, implementation needs as a result of analysis and stakeholder consultation	2024				
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		
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
N/A	N/A	Review affordable housing applications			Ongoing				
N/A	N/A	Support Manager of Housing Planning and Policy and Senior Planner (Housing) to implement actions.			Ongoing				

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"> 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.
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"> Consider barriers for allowing homes on wheels; Explore potential changes to the BC Building Code to permit non-permanent structures; and Consider alternative approaches such as small format cluster housing, modular, or prefab housing built on temporary or permanent foundations.
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"> Increasing the number of zones where garden suites and secondary suites/units are permitted; Removing the requirement for homeowners to live on site; and Assessing ongoing amendments to regulations (i.e. parking requirements) to remove barriers to the construction of new units.
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"> • Strata Titling of garden suites; and/or • Amending policy and zoning regulations to permit smaller minimum single family lot sizes.
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"> • Address the need to accommodate farmworker housing for seasonal workers, as identified in Saanich's Agriculture & Food Security Plan. (parallel initiative - underway)
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"> • Developing a coordinated program or toolkit to guide engagement with potential partners and support collaboration between groups; • Encouraging non-market housing partnerships; • Hosting workshops or summits to facilitate discussion and mutual learning; and • Supporting the work of community partners in establishing engagement and outreach activities.
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"> • Utilize both qualitative and quantitative information; • Designed to be inclusive, safe, and culturally appropriate; and • Incorporate the perspectives of people who are facing significant housing challenges or barriers to participating in existing engagement processes.
PHASE 2	6.3 C	Look for collaborative, equitable, inclusive and accessible approaches to community engagement. Consider: <ul style="list-style-type: none"> • 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; • 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 • 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.

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.

ATTACHMENT C - Housing Strategy: Staff Responsibilities for Implementing Top 12 and Phase 1 Actions (2022 to 2025)

The following charts and tables outline the staff responsibilities, by position and/or division, for leading the implementation of Housing Strategy actions. Project leads may be adjusted to respond to operational needs or other considerations. (Note: additional staff resources may be required for implementing actions, follow-up project work, or to administer housing programs developed through action implementation.)

Manager of Housing Planning and Policy - Community Planning Division

Figure 1: Manager of Housing Planning and Policy – General Time Allocation

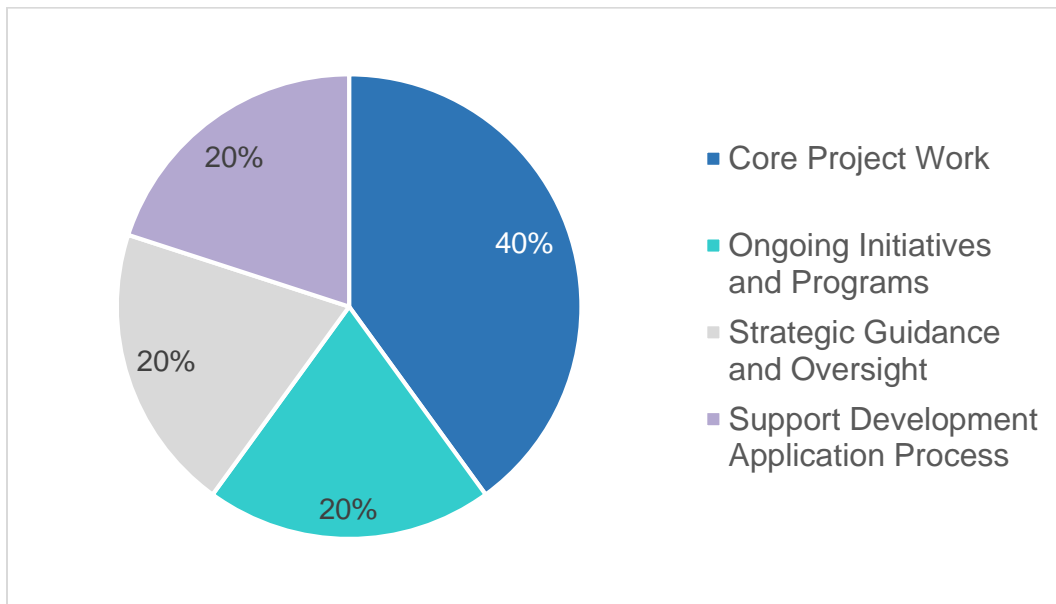


Table 1: Manager of Housing Planning and Policy Responsibilities

Focus Area	Action: Brief Title (Action #)	Implementation Timeline			
		2022	2023	2024	2025
1	Investigate non-market housing on Saanich owned land (1.1 A)	■	■		
1	Co-location opportunities with Saanich facilities (1.1 B)			■	■
1	Incentives for development of non-market and below-market housing (1.2 A)		■	■	
1	Council policy on standard housing items (1.2 B)	■			
1	Develop a more complete picture of affordability (1.2 C)		■		
3	Land capacity analysis (3.3 C)	■	■		
4	Define affordability (4.4 C)	■			

7	Discourage speculation and reduce upward pressures on land prices (7.1 B)				
1	Support regional response to homelessness (1.4 A)				
4	Aligning with regional and senior government programs (4.3 C)				
5	Partner with government and community (5.1 A)				
5	Partner and build relationships with First Nations governments and Indigenous organizations (5.1 B)				
5	Advocate, with partners, for affordable and supportive housing (5.2 A)				
n/a	Provide strategic guidance and oversight for all Housing Strategy projects				
n/a	Provide expert advice on housing initiatives, issues and programs				
n/a	Manage project budgets and contingency fund				
n/a	Support the development application process through providing advice on housing needs, affordable housing and alignment with Housing Strategy objectives				

Senior Planner (Housing) – Community Planning Division

Figure 2: Senior Planner (Housing) – General Time Allocation

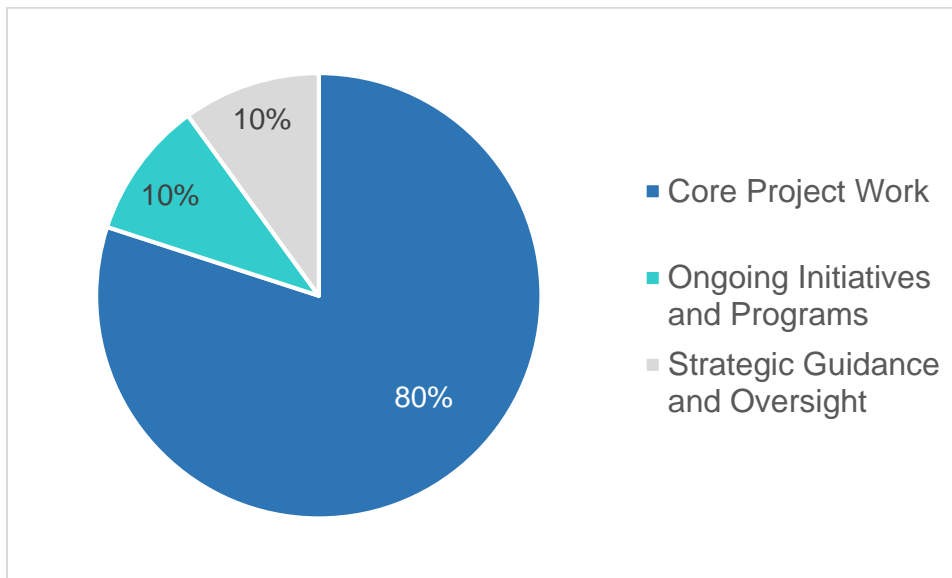


Table 2: Senior Planner (Housing) Responsibilities

Focus Area	Action: Brief Title (Action #)	Implementation Timeline			
		2022	2023	2024	2025
2	Examine opportunities for multiple suites (garden and secondary) (2.1 A)	■	■		
2	Support new purpose-built rental (2.2 A)	■	■		
2	Renew existing purpose-built rental (2.3 A)	■	■		
3	Complete a Missing Middle housing program for infill housing types (3.1 A)	■	■	■	
3	Support family friendly housing (3.2 A)				■
3	Expand housing choices for seniors (3.2 B)				■
4	Develop and apply an Equity lens (4.5 A)		■	■	
7	Update the Housing Needs Report and revise the Housing Strategy as needed (7.1 C)		■	■	
4	Explore pre-zoning (4.3 B)	■	■	■	■
6	Develop an outreach program (6.1 A)		■	■	■
n/a	Contribute to planning initiatives and processes through providing advice on housing needs and advancing Housing Strategy objectives	■	■	■	■

Planning Analyst (Housing) – Community Planning Division

Figure 3: Planning Analyst – General Time Allocation

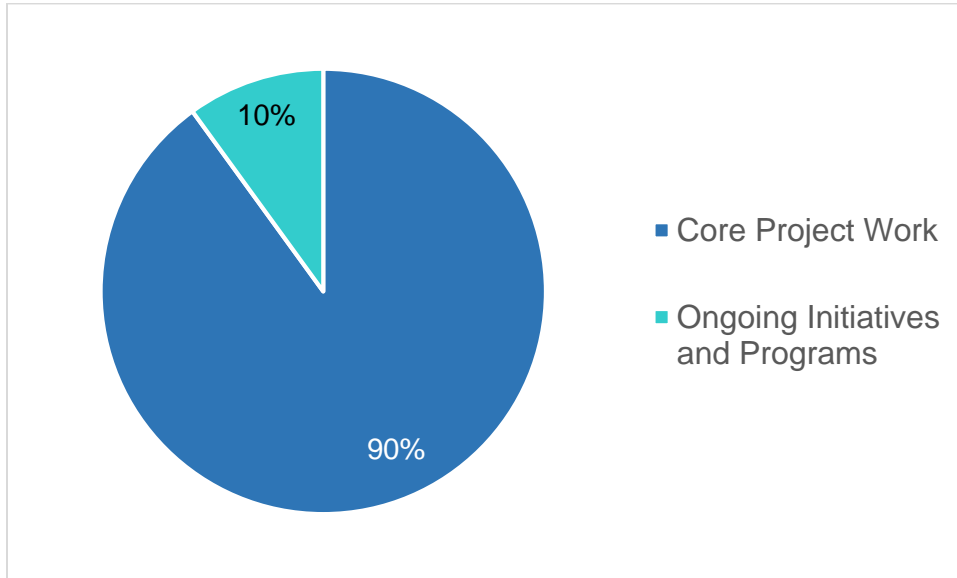


Table 3: Responsibilities and actions managed by the Planning Analyst (Housing)

Focus Area	Action: Brief Title (Action #)	Implementation Timeline			
		2022	2023	2024	2025
2	Establish a Tenant Assistance Policy/Guidelines (2.3 B)	■	■		
2	Reduce barriers to rental in strata developments (2.4 A)		■	■	
4	Monitoring Program (4.4 A)	■	■	■	■
4	Demand estimates and targets (4.4 B)		■		
6	Create a user-friendly guidebook (6.1 B)	■			
n/a	Support Manager of Housing Planning and Policy and Senior Planner (Housing) to implement actions	■	■	■	■
7	Study the dynamics of the local housing market (7.1 A)	■	■	■	■

Community Planning Division

Table 4: Actions managed by Community Planning Division

Focus Area	Action: Brief Title (Action #)	Implementation Timeline			
		2022	2023	2024	2025
3	Create opportunities for small apartments to increase supply and affordability (3.1 B)				
	Consider Apartment Zone (RA) amendments to increase supply (3.1 C)				
	Strengthen District-wide planning to support the implementation of the Housing Strategy (3.3 A)				
	Promote non-market housing and a healthy supply of housing through existing and future plans and policies (3.3 B)				
4	Develop a Community Amenity Contributions (CACs) and Inclusionary Housing Program (4.2 A)				

Current Planning Division

Table 5: Actions managed by Current Planning Division

Focus Area	Action: Brief Title (Action #)	Implementation Timeline			
		2022	2023	2024	2025
4	Implement the Development Process Review (DPR) recommendations (Action 4.1 A)				
	Implement the Development Process Review (DPR) recommendations for Affordable Housing Applications (4.1 B)				
	Implement a second phase of the Development Process Review (DPR) to further address improvements and efficiencies (4.1 C)				
	Conduct a comprehensive review of on-site parking requirements - implement with Engineering (4.3 A)				