

## Housing Work Plan 2021

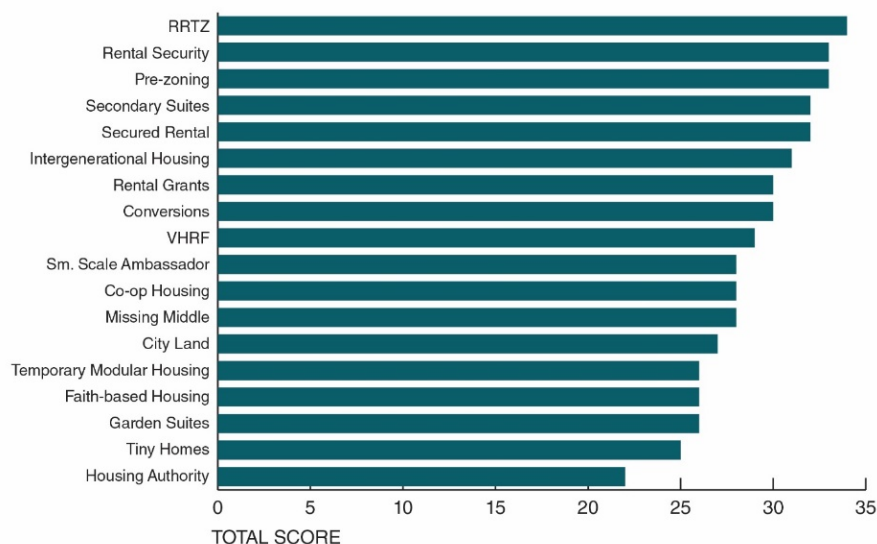
### Background

Upon adoption of the Victoria Housing Strategy Phase Two in July 2019, actions specific to new and preserved housing supply were prioritized for initiation in 2019 and were ranked based on their level of impact. The following 11 criteria were applied to these actions to determine their relative level of impact from most to least:

1. Overall quantity of units created or preserved (Highly Weighted)
2. Leverage value (city investment vs. units created) (Highly Weighted)
3. Affordability of units to end user
4. Project complexity
5. City cost for project development
6. City time for project development
7. City cost to operate (ongoing)
8. City time to operate (ongoing)
9. Speed to create units
10. Security of tenure for city (likelihood of producing long-term, secured housing)
11. Certainty units will be created if policy/project completed

*Figure 1: Housing Supply Action Ranking:*

The housing supply actions were then ranked by their level of impact on creating and retaining rental housing, while also considering existing resources. This assessment helped to prioritize actions for initiation in 2019.



The Renters' Advisory Committee (RAC) also provided their feedback on prioritization, which included preparing a family housing policy, updating the City's rental replacement policy and creating a new Tenant Ambassador staff position given the Housing Strategy's focus on renters. In consider both the above ranking system, and the feedback provided by the RAC feedback, the following actions were recommended to Council as priorities for initiation in 2019:

1. Implement Residential Rental Tenure Zoning
2. Complete the Market Rental Revitalization Strategy (MaRRS)
3. Expand the Secondary Suite program
4. Initiate a Secured Rental Housing Policy
5. Review and update the Zoning Regulation Bylaw

6. Prepare a Tenant Engagement Strategy
7. Review Housing Agreements to improve effectiveness
8. Create a Family Housing Policy
9. Implement the Development Outcomes, Monitoring and Evaluation project (DOME) for ongoing housing data tracking
10. Strike a Housing Strategy Working Group for ongoing feedback and improvements
11. Apply an Inclusive Housing lens to housing policy work

In addition to the above, staff also initiated Village and Corridor planning of local areas and the city-wide Missing Middle project, both which are in progress and addressing housing supply, housing choice and considering opportunities for housing affordability. Of the above-listed priorities, all were initiated by staff in 2019-2020, with the exception of the secondary suite initiative and the Housing Strategy Working Group due to staff capacity limitations.

While these actions were in progress, COVID-19 emerged and Council requested that staff reprioritize Housing Strategy actions to focus on COVID-19 recovery to improve housing security for tenants.

### **Reprioritization of Housing Strategy Actions for COVID-19 Response, 2020**

<b>ACTION</b>	<b>STATUS</b>
Rental Property Standards of Maintenance Bylaw	✓
Rental Business Licencing Bylaw	Underway
Rent Bank Pilot Program ( <i>New Action!</i> )	Underway
Advance and support the rapid supply of affordable and supportive housing with government partners and non-profit housing providers ( <i>New Action!</i> )	Ongoing

As staff shifted focus to the above actions, some of the actions that were initiated in 2019-2020 were put on hold.

### **Proposed 2021 Work Plan**

Staff recommend that our 2021 work plan focus on completing the COVID-19 recovery priorities, completing the other housing strategy actions that continue to be in progress, and resuming or commencing actions in the priority list that directly responds to specific housing needs as identified by *Victoria Housing Strategy Phase Two 2019-2024* and the *Housing Needs Assessment, 2020*.

<b>Housing Strategy Action</b>	<b>Status</b>
1. Rental Business Licensing Bylaw	In progress Completion in early 2021
2. Rent Bank Pilot Program <i>*Dependent on administration by external non-profit</i>	In progress Continuation in 2021

Housing Strategy Action	Status
3. Missing Middle Housing project <i>*Includes considerations for zoning regulation updates and affordability</i>	In progress Completion in 2021
4. Village and Corridor planning <i>*Includes considerations for zoning regulation updates and affordability</i>	In progress Completion of phase 1 neighbourhoods 2021 Commencement of phase 2 neighbourhoods 2021
5. Secured Rental Housing project <i>*Includes considerations for application of residential rental tenure zoning, incentives and updates to the rental replacement policy</i>	Resume in 2021
6. Family Housing Policy	Resume in 2021
7. Secondary Suites program expansion	Initiate in 2021
8. Identify pilot projects for Market Rental Energy and Seismic Upgrade Incentive Program (MaRRS)	Resume in 2021
9. Prepare amendments to the <i>Official Community Plan, 2012</i> as part of the adaptive management framework, with specific amendments to align with the <i>Victoria Housing Strategy</i> and the <i>Inclusionary Housing and Community Amenity Policy, 2019</i> .	In progress Completion in 2021
10. Review and propose updates the Zoning Regulation Bylaw to simplify and expedite development approvals for affordable non-market housing	Initiate 2021

In addition to the above, staff will also carry out ongoing housing operations in 2021 as part of Housing Strategy implementation:

Housing Strategy Implementation	Status
11. Advance and support the rapid supply of affordable and supportive housing with government partners and non-profit housing providers <i>*Includes cross-departmental work and external collaboration to achieve housing objectives and perform a municipal housing function.</i>	Ongoing in 2021

12. Preparation of Tenant Assistance Plans (as per Tenant Assistance Policy)	Ongoing in 2021
13. Administer Rental Property Standards of Maintenance Bylaw including initiating an 18-month monitoring and feedback period, as well as a communications strategy	Ongoing in 2021 when bylaw comes into effect
14. Update fixed rates of Inclusionary Housing and Community Amenity Policy to keep current	Initiate in 2021
15. Victoria Housing Reserve Fund application processing	Application in-takes on March 31, 2021 and September 30, 2021
16. Victoria Housing Reserve Fund Guidelines Update	Near completion, ongoing in 2021
17. Staff support to Renters' Advisory Committee	Monthly meetings in 2021
18. Housing Strategy Annual Review 2020	Initiate in late 2021
19. Monitor and report approvals of affordable housing development	Ongoing in 2021
20. Provide support to Development Services to review and secure residential development applications	Ongoing in 2021
21. Provide support to Strategic Real Estate regarding affordable housing on City-owned sites	Ongoing in 2021

Several remaining Housing Strategy actions are forecasted for initiation in 2022, following the completion of the 2021 Work Plan as proposed above. The actions will be proposed for Council's consideration in the 2022 Work Plan, including:

- Exploration of intergenerational housing options to improve access to housing and social inclusion across generations.
  - Formation of a Housing Strategy Working Group, to review the progress made and propose new items for consideration.
  - Following the completion and implementation of the Missing Middle Housing project, the City can consider updates to the Garden Suites Policy and explore opportunities for Tiny Homes, to achieve strategic infill housing objectives in Victoria.
  - Consider opportunities to encourage barrier-free housing and universal design in new developments, which is an outstanding action from the first phase on the Housing Strategy.
  - Evaluate the City's role in the development and support of Cooperative, Co-housing and Community Land Trusts
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