

## Housing Work Plan 2022

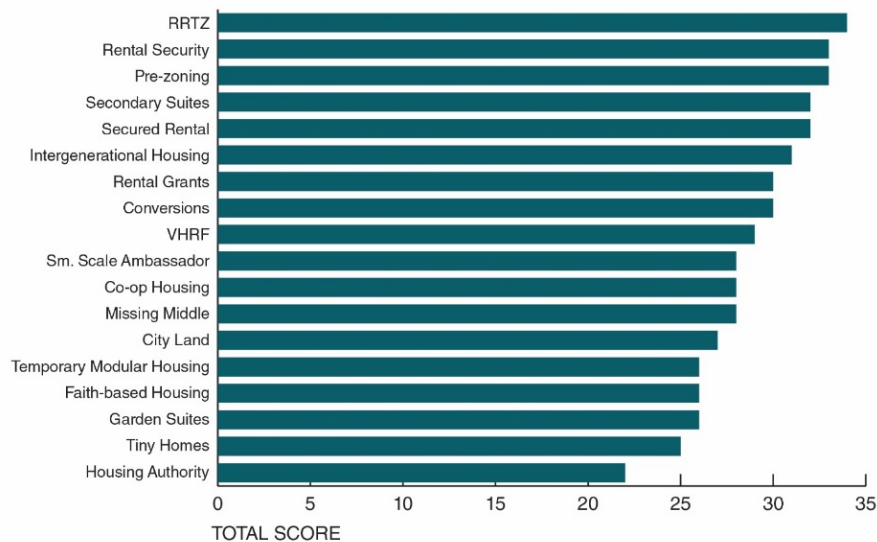
### 1. Background

After Phase Two of the Victoria Housing Strategy was adopted in July 2019, actions specific to preserving existing rental and creating new housing supply were prioritized for initiation in 2019 and 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.



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 consideration of both the above ranking system, and 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 the Village and Corridor planning project and the Missing Middle project, both of which are in progress and address housing supply, housing choice and improving opportunities for housing affordability. Some of the above-noted actions were grouped together into single projects for efficiencies (for example, the Missing Middle project is considering expanded opportunities for secondary suites in missing middle housing forms). All of the listed priorities were initiated in 2019-2020, with the exception of the Housing Strategy Working Group due to staff capacity limitations.

To address the impacts and hardships brought on by the COVID-19 pandemic, in June of 2020 Council requested that staff reprioritize Housing Strategy actions to focus on supporting pandemic recovery and improving housing security for tenants.

## 2. Reprioritization of Housing Strategy Actions for COVID-19 Response

ACTION	STATUS IN 2021
Rental Property Standards of Maintenance Bylaw (RPSOM)	Complete
Rental Business Licencing Bylaw	On-hold/monitoring
Rent Bank Pilot Program	Ongoing
Advance and support the rapid supply of affordable and supportive housing with government partners and non-profit housing providers	Ongoing

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

## 3. Proposed 2022 Work Plan

Staff recommend that our 2022 work plan prioritize the completion of the remaining COVID-19 recovery action, the completion of housing strategy actions already 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 2019-2022* and the *Housing Needs Assessment, 2020*.

Housing Strategy Action	Status
1. Rental Business Licensing Bylaw	Bylaw development on-hold with monitoring of Residential Tenancy Act (RTA) ongoing (combined with work item #9, below)
2. Missing Middle Housing project <i>*Includes considerations for zoning regulation updates, secondary suite expansion and affordability</i>	In progress Completion in 2022
3. Village and Corridor planning <i>*Includes considerations for zoning regulation updates and affordability</i>	In progress Completion of phase 1 in 2022 Commencement of phase 2 in 2022
4. Rental Incentives Project <i>*Includes considerations for application of residential rental tenure zoning, incentives and updates to the rental replacement policy</i>	Resume in 2022
5. Family Housing Policy	Resume in late 2022
6. Identify pilot projects for Market Rental Energy and Seismic Upgrade Incentive Program (MaRRS)	Resume in 2022
7. 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 early 2022
8. Review and propose updates to the Zoning Regulation Bylaw to simplify and expedite development approvals for affordable non-market housing	In progress Completion in early 2022
9. Renter engagement and capacity building for RPSOM Bylaw and RTA Amendments; SHIFT Project	Initiate in early 2022
10. Incentives for affordable housing developments: Fee Waivers, Reductions, and Tax Exemptions	Initiate in 2022
11. Indigenous Housing Working Group	Initiate in 2022
12. Housing policy review for better equity, diversity, and inclusion	Initiate in 2022

Housing Strategy Action	Status
13. Housing policy working group to inform future Housing Strategy Phase Three	Initiate in late 2022
14. Barrier-free housing and universal design	Initiate in 2022
15. Co-op, co-housing, and land trust support project	Initiate in 2022
16. Support to faith-based, charitable, and non-profit housing developers	Initiate in 2022

In addition to the above, staff will also carry out the following ongoing housing operations in 2022 as part of Housing Strategy implementation:

Housing Strategy Implementation	Status
17. 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>	Completion of zoning amendments in early 2022  Ongoing cross-departmental and external collaboration in 2022
18. Preparation of Tenant Assistance Plans (as per Tenant Assistance Policy)	Ongoing in 2022
19. Rent Bank Program	Ongoing in 2022
20. Administer Rental Property Standards of Maintenance Bylaw; continuation of the 18-month monitoring and feedback period, and communications strategy	Ongoing in 2022
21. Update fixed rates and review of Inclusionary Housing and Community Amenity Policy to keep current	Initiate in 2022
22. Victoria Housing Reserve Fund application processing	Application in-takes on March 31 and September 30, 2022
23. Staff support to Renters' Advisory Committee	Monthly meetings in 2022
24. Housing Strategy Annual Review 2021	Initiate in early 2022
25. Monitor and report approvals of affordable housing development	Ongoing in 2022

26. Provide support to Development Services to review and secure residential development applications	Ongoing in 2022
27. Provide support to Strategic Real Estate regarding affordable housing on City-owned sites	Ongoing in 2022

The Renters’ Advisory Committee also recommended that Council direct staff to prioritize the residential tenure zoning implementation plan for the City. As noted in Table 2, considerations for Residential Rental Tenure Zoning forms part of the Secured Rental Housing project, which is proposed to be resumed in early 2022.

Several remaining Housing Strategy actions are forecasted for initiation in 2023, following the completion of the 2022 Work Plan as proposed above:

- Explore opportunities for Tiny Homes and revisit Garden Suite policies, to achieve strategic infill housing objectives in Victoria, following the completion and implementation of the Missing Middle Housing project.
- Explore a rental suite grant program to encourage more supply of garden suites and accessible secondary suites.
- Explore intergenerational housing options to improve access to housing and social inclusion across generations.
- Consider the use of housing agreements to reduce housing barriers such as age restrictions and pets in new rental and strata developments.
- Review the Short-Term Rental policy.
- Align with the Create Victoria Masterplan and consider opportunities to support the creation of affordable housing for artists.
- Support Housing Champions in the community through capacity building and education.
- Initiate process to commence development of Victoria Housing Strategy phase 3 as remaining phase 2 actions are completed.