

*Attachment #2*

**Strategic Priority 2**

**Homes and Housing Options**

**Year 1**

**Status Report**



# Strategy Priority: Homes and Housing Options Year 1 Status Report

## Clear the way for all types of homes needed by people today and tomorrow

Objectives and Outcomes	Status	Comments/issues
<b>Objective 1: Implement policies and procedures to further support the delivery and maintenance of homes that meet our community’s diverse needs.</b>		
<b>Strategic Outcome:</b> <b>- More Homes Near Transit</b>		
22 <sup>nd</sup> St Station Area Bold Vision		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>reGENERATE Ideas Challenge launched.</li> <li>Community consultation and engagement period completed.</li> <li>Inter-municipal meetings and engagement with First Nations underway.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Celebrate winners of Ideas Challenge after the close of the competition.</li> <li>Host a design charrette.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Staff capacity and competing interests, especially supporting implementation of the new provincial housing legislation.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>Work is proceeding on track to meet end of 2024 timeline.</i></li> </ul>
<b>Strategic Outcome:</b> <b>- Infill Housing</b>		
New Provincial Housing Legislation: Small Scale Multi-unit Housing (SSMUH)		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Staff working to understand the new legislation, identify steps for implementation, and implications to department workplan and resources.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Reviewing provincial updates as they are released.</li> <li>Identify and present to Council proposed implementation.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Staff capacity.</li> <li>Dynamic regulatory environment.</li> <li>Limited consultants to provide all municipalities support under tight timelines.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>It is as yet unclear as to the full implications of the Province’s legislative changes; however staff anticipates there will be significant impacts to our ability to advance Council Strategic Priorities as planned for 2024.</i></li> </ul>
<b>Strategic Outcome:</b> <b>- Build More Homes Faster</b>		

Development Approvals		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>The City issued building permits for 830 new residential units, and completed development approvals for an additional 488 units.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Additional development review and permit approval resources have been identified and requested for 2024.</li> <li>Lower Twelfth Street Area Study to be launched in 2024 with area catalyst development project applicants.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Competition amongst all municipalities for limited pool of development approvals staff may impact ability to fill positions.</li> <li>Limited City HR department capacity may slow timeline for building division.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>The City continues to advance housing approvals, with a priority on affordable and rental residential projects.</i></li> </ul>
Development Approvals Process Review (DAPR)		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Review of development application review process completed.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Analyze findings and prepare recommended next steps to present to Council.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Staff will likely need to be reallocated from focusing on this work to implement the new provincial legislation.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>The review phase of the project is complete and the City will soon be moving into the improvement implementation phase.</i></li> </ul>
E-permitting		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Implementation well underway; e-apply Plumbing, Sign and Tree permit applications available to public.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Roll-out the e-apply for remaining Planning and Building permit applications.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Staff will likely need to be reallocated from focusing on this work to implement the new provincial legislation.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>The implementation phase for many simple permit types is complete and the City is currently advancing the program to include remaining application types.</i></li> </ul>
Laneway House Application Streamlining		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Pilot project to streamline applications for laneway houses implemented and underway.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Should the pilot be successful, the work will be integrated into next stages of overall infill housing work.</li> </ul> <p><b>Risk:</b></p>

- Limited, as pilot can be extended if required to align with overall infill housing work.

**Key messages:**

- *Laneway house development is now well established in the City, and streamlining reduces review times, while ensuring key factors are reviewed.*

**Strategic Outcome:**  
- **Policy Alignment**

Housing Division

**Progress to date:**

- Staffing the new division in progress.

**Next steps:**

- Onboarding and training new staff.
- Review current division work plan, which intended to focus on creating/updating housing-related policy that focuses on needs of most vulnerable (e.g. Housing Strategy, Affordable Housing Plan, tenant support, family friendly, affordable housing approvals, secured market rental, infill housing), in light of new provincial legislation.

**Risk:**

- Competition amongst all municipalities for limited pool of municipal planning staff may impact ability to build division.
- Limited City HR department capacity may slow timeline for building division.

**Key messages:**

- *Staffing the new Housing Division is happening as fast as staff resources and municipal-wide competition for the same planning experts allows.*

Inclusionary Housing

**Progress to date:**

- Background research and analysis is underway to inform update of policy.

**Next steps:**

- Review of implications of provincial legislation changes on ability to require affordable housing as part of private development.
- Review analysis and discuss potential approaches for policy update with Council.

**Risk:**

- Preliminary research/analysis indicates current market conditions limit ability for private development to fund affordable housing. Only one project has proceeded to date under this policy.
- Changes to provincial legislation may limit City’s ability to require affordable units as part of development applications.

**Key messages:**

- *Staff is watching and waiting to understand the current development context in preparation for launching discussions with Council.*

**Objective 2: Focus inter-governmental collaboration on the creation of homes and providing supports to keep people housed.**

**Strategic Outcome:**

**- Addressing Homelessness**

Crises Response Pilot Project  
(includes Crises Response Team,  
Policy Development and Advocacy  
Team, Operational Support Team)

**Progress to date:**

- Council approved a two-year pilot project and strategy to address the overlapping crises of homelessness, mental health, and substance use.
- Crises Response Team (CRT) being actively staffed.
- Indigenous consultants engaged, toward planning and implementing pilot project through Indigenous knowledge lens.
- Policy Development and Advocacy Team advancing efforts to senior levels of government for funding/partnerships, and making presentations to community organizations.
- As an interim measure until CRT established, Unsheltered Task Force and Downtown Livability Working Group to facilitate interdepartmentally coordinated responses to specific incidents related to homelessness, mental health, and substance use.

**Next steps:**

- Establishing the Crises Response Team and hiring to full complement.
- Establishing external working groups.

**Risk:**

- Ability to attract qualified candidates for the unique CRT positions identified as necessary for the project.
- Policy Development and Advocacy Team capacity is impacted by responding to emergent issues and new provincial housing legislation work, which limits ability to further this work.

**Key messages:**

- *Staff is actively establishing the structure and resources for the Crises Response Pilot Project, with the goal of fully launching in summer 2024.*

Downtown Livability Strategy  
Working Group

**Progress to date:**

- Continuing to advance public toilets projects, including C-Can sanitation trailer.
- Developing open burning approach.
- Preparing Staff Safety Study.
- Working to transition nightly shelter to a 24/7 shelter on an interim basis until permanent 24/7 shelter developed.

**Next steps:**

- Meeting regularly to ensure interdepartmental collaboration, identify and address issues arising in the Downtown from homelessness, mental health and substance use crises.

**Risk:**

- Staff capacity and unanticipated costs of initiatives or emergent issues.

**Key messages:**

		<ul style="list-style-type: none"> <li>• <i>Staff continue to meet as a working group until the Crises Response Pilot Project is launched and DTLWG workplan transitions to those teams.</i></li> </ul>
<p>Extreme Weather Planning and Services</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• The City and BC Housing activated a winter shelter at the Cliff Block (606 Clarkson Street).</li> <li>• The City, using provincial emergency management funds, activated an extreme cold weather shelter at the Health Contact Centre (40 Begbie Street).</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Exploring expanding the number of extreme weather and winter shelter beds.</li> <li>• Advancing additional measures to address extreme heat, including wearable cooling devices.</li> <li>• Creating building regulations to support tenants cooling needs.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Increasing incidences and severity of extreme weather events put additional pressure on these services.</li> <li>• Reliance on public property to provide a location for these centres.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Public ability to warm and cool in extreme weather is a priority of the City and staff continue to advance more, and longer term, solutions.</i></li> </ul>
<p><b>Strategic Outcome:</b> - <b>Affordable Housing</b></p>		
<p>Affordable Housing Capital Projects</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Staff continue to support affordable housing development, including prioritizing response to inquiries, applicant’s preparations for senior government funding requests, and development applications.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• As part of the new Housing Division, resources were intended to be allocated with a key focus on updating affordable housing policy to support this work, as well as to facilitate the progress of development applications through the review process. This will be reevaluated in light of new provincial legislation.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• These projects require senior government funding to advance, over which the City has no authority. Previously approved projects have been slow to proceed, or have not received funding.</li> <li>• Significant staff resources required due to complexity of applications and short turnaround timelines for related funding programs.</li> <li>• Applicants often have limited resources to adequately navigate early project stages.</li> </ul>

		<p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>The City continues to prioritize all applications for affordable housing, but relies on senior government funding to realize these much needed developments in our community, putting the City behind on targets for these units.</i></li> </ul>
Affordable Housing Leadership Working Group		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Intergovernmental group has formed and began meeting.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Provide ongoing updates to working group on work of Policy and Advocacy Team, affordable/supportive/transitional/shelter housing opportunities, to advance these in the city.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Intergovernmental capacity to advance work in New Westminster given extent of need throughout region.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>This intergovernmental working group will help advance projects to meet the needs of our most vulnerable residents.</i></li> </ul>
<b>Objective 3: Ambitiously advance climate action strategies that create more resilient homes.</b>		
<p><b>Strategic Outcome:</b></p> <p>- <b>Climate Action</b></p>		
Energy Step Code		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Completed building bylaw updates that schedule Energy Step Code and Zero Carbon Step Code to reach highest levels by 2027.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Working with local builder and designer community to identify technical support needs for compliance.</li> <li>Working with City staff to support capacity building, data collection and compliance review.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Ongoing clarification regarding the Zero Carbon Step Code requiring staff reallocation from other work plan tasks.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>Adopting the highest level of the Energy Step Code and carbon emission limits in residential new construction are key actions in the Community Energy and Emissions Plan, which are now on schedule for implementation before 2030.</i></li> </ul>
<b>Objective 4: Publicly share our housing successes and challenges to foster an open dialogue with the community in order to provide meaningful engagement.</b>		
<p><b>Strategic Outcome:</b></p> <p>- <b>All</b></p>		
Public Messaging on Housing Initiatives and Data		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>2021/2022 update on meeting City's housing targets, set using the Housing Needs Report.</li> <li>Actively work to update the housing component of the City's website now being redirected to develop messaging on provincial legislation changes.</li> </ul> <p><b>Next steps:</b></p>

- Crises Response Team includes a focus on communication with the public, internal staff, and external agencies.
- Risk:**
- None identified at this time.
- Key messages:**
- *Opportunities are being identified, developed and implemented to improve City communications to various audiences.*

<b>Summary of Progress in Year 1</b>	<b>Anticipated progress in Q3 2024 and Risks</b>
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<p>The City made strides to restructure and reallocate current resources in alignment with Council’s Strategic Priority Plan. New resources have been identified and requested for 2024 to further accelerate implementation of the Homes and Housing Options strategic priority, particularly in light of the affordable housing and homelessness crises.</p>	<p>Staff intends to accelerate work related to homes and housing for those with the most need, while continuing to improve overall housing approvals. Staff is concerned that new provincial housing legislation, released end 2023 and anticipated in early 2024, will require allocation of our resources away from the intended work plan. This means existing work plans may be re-evaluated, slowed, or pushed out in order to address the new provincial requirements.</p>
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**Financial Implications**

All Homes and Housing Options work was carried out through department operating and City capital budgets. New resources for accelerating housing for those with the most need and overall housing approvals, as well as the Crises Response Pilot Project have been requested through the 2024 budget process.

**Interdepartmental Collaboration**

The Homes and Housing Options priority is primarily facilitated through the Planning and Development Department, with input from other departments as required. The Crises Response Pilot Project is an interdepartmental initiative with Fire and Rescue, Engineering, Parks and Recreation, Planning and Development, and the Office of the CAO.

**Lenses and Foundations - Implications**

Each of the initiatives in the Home and Housing Options strategies incorporate the lenses and foundations in different ways: Reconciliation and DEIAR (e.g. 22<sup>nd</sup> Station First Nations engagement, affordable housing capital projects); Public Engagement (e.g. Ideas Competition for 22<sup>nd</sup> Station, builder/owner input for Laneway house project); Climate Action (energy and zero carbon step codes); Organizational Effectiveness, and Measurement and Monitoring (development approvals streamlining).

In particular, the Crises Response Pilot Project is seeking to advance that work with a strong Reconciliation and DEIAR lens, as well as robust engagement with external service providers, people with lived and living experience, and the general public.



## Instructions and Legend:

<b>Strategic Outcome: Homes and Housing Options</b>
<b>Addressing Homelessness:</b> Implement the Homelessness Action Strategy and related initiatives.
<b>Affordable Housing:</b> Collaborate with senior government to facilitate the construction of new affordable housing units.
<b>More Homes Near Transit:</b> Advance planning for transit-oriented development using a climate action lens.
<b>Infill Housing:</b> Allow for diverse housing options in all neighbourhoods of New Westminster.
<b>Build More Homes Faster:</b> Implement a simplified and streamlined development approvals process to get more homes built across the entire housing spectrum, from apartment buildings to laneway homes, while also facilitating amenities and infrastructure to support growth.
<b>Policy Alignment:</b> Update housing policy to protect existing rental housing and maximize delivery of new housing that meets identified needs.
<b>Climate Action:</b> Reduce emissions from new buildings, increased support for the retrofit of existing buildings, and continue designing our city to allow community members to live and move in alignment with climate goals.

<b>Status</b>	<b>Project performance indicators Rating Summary</b>
Green	On Track - The project aligns with all four performance indicators
Yellow	Concerns to address - The project does not align with one or more of the performance indicator which is resulting in or could result in a delay or material impact
Red	Project Impacted - The project does not align with one or more performance indicator which could result in a major delay or inability to complete

<b>Performance Indicator</b>	<b>Description</b>	<b>Rating Status</b>
Budget Variance	Operating and capital budget variances that are linked to action	Green: On or Under budget Yellow: Slightly over budget: - Less than 10% Red: Significantly over budget: - More than 10%
Schedule Variance	The variance between the actual project progress and the planned schedule	Green: On or ahead of schedule Yellow: Slightly behind schedule: - less than 3 Months Red: Significantly behind schedule: - more than 3 months
Scope Compliance	The frequency and impact of changes to the project scope	Green: Fully compliant Yellow: Partial compliance Red: Significant scope deviations
Staffing Adequacy	The extent to which the action has the correct amount of staff with the required skills and resources to effectively drive the project forward	Green: Adequate staff Yellow: Some staffing issues Red: Insufficient staffing