

*Attachment #2*

**Strategic Priority 2**

**Homes and Housing Options**

**Year 2 Q1 Status Report**

## Strategy Priority: Homes and Housing Options

### Year 2: Q1 - 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 winners announced.</li> <li>Design charrette held and results shared with community.</li> <li>Continuing technical analysis, inter-municipal meetings, and engagement with First Nations.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Sharing vision concepts with Council and community.</li> <li>Various community engagement events planned for Q3.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Staff capacity and competing interests, especially supporting implementation of and alignment with the new provincial housing legislation.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>Work on this Housing Accelerator Fund projet is proceeding on track to meet end of 2024 timeline.</i></li> </ul>
New Provincial Housing Legislation: Transit Oriented Development (TOD) Areas		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Transit Oriented Area Bylaw 8460 adopted June 24, 2024.</li> <li>Zoning Bylaw amended to align parking regulations with new legislation.</li> <li>Guide to TOD in New Westminster completed/available online.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Refine TOD Area maps and publish on CityViews.</li> <li>Update OCP to align with new legislation.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Dynamic regulatory environment.</li> <li>Further work required to fully implement TOD Areas will take additional time (financing growth, design guidelines, OCP update), making application evaluation more challenging in the meantime.</li> <li>Province stance on City's implementation of legislation is pending.</li> <li>Staff capacity and competing interests.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>Work is proceeding on track to meet the Province's 2025 timeline.</i></li> </ul>
<b>Strategic Outcome:</b>		

**- Infill Housing**

New Provincial Housing Legislation: Small Scale Multi-unit Housing (SSMUH)		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"><li>• Zoning Amendment Bylaw 8453 adopted June 24, 2024 creating new RD-1 zoning enabling duplexes with secondary suites.</li><li>• Application submitted to the Province for an extension for properties in Queensborough.</li></ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"><li>• Update to the OCP to align with new legislation.</li></ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"><li>• Province stance on City's implementation of legislation is pending.</li><li>• Dynamic regulatory environment.</li></ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"><li>• <i>Work is proceeding on track to meet the Province's 2025 timeline. Resources approved in 2024 budget have enabled this file to advance on time.</i></li></ul>
Infill Housing Program		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"><li>• Work Plan approved by Council on May 27, 2024 followed by launch of Be Heard project page.</li></ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"><li>• Retain consultant team to assist with the project.</li><li>• Community and other focused consultation.</li><li>• Review Provincial and Federal pre-approved design catalogues.</li></ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"><li>• Dynamic regulatory environment.</li><li>• Staff capacity and competing interests.</li></ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"><li>• <i>Work is underway on this Housing Accelerator Fund project. Consultation will take place in 2025 with the new infill housing program anticipated to be adopted in summer 2026.</i></li></ul>
Townhouse Acceleration Program		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"><li>• Work Plan approved by Council on May 27, 2024 followed by launch of Be Heard project page.</li></ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"><li>• Retain consultant team to assist with the project.</li><li>• Community and other focused consultation.</li></ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"><li>• Dynamic regulatory environment.</li><li>• Staff capacity and competing interests.</li></ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"><li>• <i>Work is underway on this Housing Accelerator Fund project. Changes to the Zoning Bylaw and Official Community Plan will be proposed in 2025.</i></li></ul>

**Strategic Outcome:**

**- Build More Homes Faster**

Development Approvals

**Progress to date:**

- At the end of Q2 the City issued building permits for 182 new residential units, and completed development approvals for an additional 256 residential units.

**Next steps:**

- Lower Twelfth Street Area Study is underway with catalyst development project applicants. Evaluation Framework anticipated for Council consideration in early 2025.

**Risk:**

- Competition amongst all municipalities for limited pool of development approvals staff is impacting ability to fill positions.

**Key messages:**

- *The City continues to advance housing approvals, with a priority on affordable and rental residential projects.*

Development Approvals Process Review (DAPR)

**Progress to date:**

- Analysis of findings complete and recommendations prepared.
- Successfully obtained \$150,000 grant from UBCM for assistance in implementing findings from DAPR.
- Implemented readily-achievable actions.

**Next steps:**

- Present findings and recommended next steps to Council in Q3.

**Risk:**

- Staff may need to be reallocated from focusing on auctioning the next steps of this work to implement new provincial legislation.

**Key messages:**

- *The Development Approvals Process Review is complete and findings and next steps will be presented to Council, after which implementation will proceed.*

E-permitting

**Progress to date:**

- In Q2, staff were reallocated from focusing on this work to implement the new provincial legislation.

**Next steps:**

- Present recommendations from DAPR process to Council, which includes a new organizational framework to get this work back on track, and support ongoing advancement.

**Risk:**

- Staff may still need to be reallocated from focusing on this work to implement the new provincial legislation.

**Key messages:**

- *The implementation phase for many simple permit types is complete and the City is aiming to advance the program to include remaining application types.*

Affordable Housing Acceleration Policy		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Project work plan approved by Council on June 3, 2024 followed by the launch of a Be Heard project page.</li> <li>• Consultant retained to develop the program.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Community information session and targeted consultation.</li> <li>• Draft zoning bylaw amendment.</li> <li>• Consider further opportunities to amend the Official Community Plan to increase opportunities for streamlined approvals.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• While the project is proceeding as anticipated, the outcomes will be limited to those receiving the required senior government funding, over which the City has no authority.</li> <li>• Community concerns surrounding Affordable Housing developments.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Work is well underway on this Housing Accelerator Fund project. A proposed amendment to the zoning bylaw is anticipated to be presented to Council for adoption in late 2024.</i></li> </ul>
<b>Strategic Outcome:</b> <b>- Policy Alignment</b>		
Housing Division		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Majority of new Housing Division and related staff approved in 2024 budget have been hired.</li> <li>• Onboarding and training new staff.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Hire and onboard remaining housing staff.</li> <li>• 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.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Competition amongst all municipalities for limited pool of municipal planning staff may impact ability to build division.</li> <li>• Limited City HR department capacity may continue to slow timeline.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Staffing the new Housing Division is happening as fast as staff resources and municipal-wide competition for the same planning experts allows.</i></li> </ul>
Inclusionary Housing		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Research and analysis is largely completed that will inform update of policy.</li> </ul> <p><b>Next steps:</b></p>

		<ul style="list-style-type: none"> <li>• Ongoing review/analysis of implications of provincial legislation related to Inclusionary Zoning regulations/policies.</li> <li>• Review analysis and discuss potential approaches for policy update to Council.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Research/analysis indicates current market conditions limit ability for private development to fund affordable housing.</li> <li>• Timeline commitments under Housing Accelerator Fund (HAF) require completion of this work before end of 2024.</li> <li>• Alignment with overall financing growth work is needed, which could affect timelines.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Staff is watching and waiting to understand the current development context in preparation for launching discussions with Council.</i></li> </ul>
Family Friendly Housing Policy Update		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Project work plan approved by Council on May 13, 2024 followed by the launch of a Be Heard project page.</li> <li>• First round of community consultation complete.</li> <li>• Consultant retained to undertake economic analysis.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Draft policy update.</li> <li>• Circulate for feedback from community, and family and development representative.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Research/analysis indicates current market conditions limit ability for private development to fund family friendly initiatives.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Work is well underway for this Housing Accelerator Fund initiative to update the Family Friendly Housing Policy, which is anticipated to be presented to Council for adoption in late Fall 2024.</i></li> </ul>
<b>Objective 2: Focus inter-governmental collaboration on the creation of homes and providing supports to keep people housed.</b>		
<b>Strategic Outcome:</b> - <b>Addressing Homelessness</b>		
Crises Response Pilot Project (includes Crises Response Team, Operations Support Team, and Policy Development and Collaboration Team)		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Recruiting and onboarding Crises Response Team (CRT), which is now almost fully staffed and on the ground.</li> <li>• Developed terms of reference and actively recruiting members for two working groups; rolled Downtown Livability Working Group into new CRPP working group.</li> <li>• Presentations to business and resident associations and developing relations with faith-based, non-profit and provincial organizations and teams.</li> <li>• Finalizing contractual arrangements for an academic institution to undertake an external evaluation, and collecting benchmark</li> </ul>

		<p>information, including holding focus groups with businesses, residents and service providers.</p> <ul style="list-style-type: none"> <li>• Retained and engaging Indigenous consultant.</li> <li>• Operationalized a C-Can sanitation trailer, which recorded 1,544 visits in July 2024.</li> <li>• Realizing enhanced shelter capacity, including extreme weather and winter shelter beds.</li> <li>• Working with the senior levels of government on a temporary and a permanent 24/7 shelter with supports, a health connect and resource centre and additional supportive housing, inclusive of complex care beds.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Complete hiring for CRT and operationalize working groups.</li> <li>• Continue engagement, collaboration, and advocacy efforts with external bodies and senior levels of government.</li> <li>• Fully launch communications strategy.</li> <li>• Contribute to the Comprehensive Public Toilet Strategy; develop Open Burning Approach; prepare Staff Safety Study.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Staff capacity is impacted by responding to other emergent issues.</li> <li>• This is a new approach being undertaken by the City, requiring significant staff thought and creativity to “learn by doing,” and rapidly identify and implement successful outcomes.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Pilot project has been staffed up, and frameworks put in place; an update on all activities will be forthcoming this fall.</i></li> </ul>
<p>Extreme Weather Planning and Services</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Supported a number of initiatives mitigating risks of negative health impacts for people who are vulnerable to extreme heat.</li> <li>• Supported the Emergency Management Office in expanding <a href="#">Extreme Heat Preparedness</a> outreach efforts to support vulnerable community members, including older adults.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Support implementing summer initiatives.</li> <li>• Begin planning for extreme weather and winter shelter supports for the 2024-25 winter season, including exploring expanding the number of extreme weather and winter shelter beds.</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 warming and cooling centres is challenging.</li> </ul>

		<b>Key messages:</b> <ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Strategic Outcome:</b> <b>- Affordable Housing</b>		
Affordable Housing Capital Projects		<b>Progress to date:</b> <ul style="list-style-type: none"> <li>Project managers hired to advance existing affordable housing capital projects.</li> <li>Staff continue to generally support affordable housing development, including prioritizing response to inquiries, applicant's preparations for senior government funding requests, and development applications.</li> </ul> <b>Next steps:</b> <ul style="list-style-type: none"> <li>Continue to evaluate ability to advance this work in light of new legislation. 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.</li> </ul> <b>Risk:</b> <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>While the City's project managers are now supporting advancing existing applications, applicants continue to have limited resources to adequately navigate early project stages.</li> </ul> <b>Key messages:</b> <ul style="list-style-type: none"> <li>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.</li> </ul>
Affordable Housing Leadership Working Group		<b>Progress to date:</b> <ul style="list-style-type: none"> <li>Intergovernmental group will take a break until fall.</li> </ul> <b>Next steps:</b> <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> <b>Risk:</b> <ul style="list-style-type: none"> <li>Intergovernmental capacity to advance work in New Westminster given extent of need throughout region.</li> </ul>



		<b>Key messages:</b> <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>		
<b>Strategic Outcome:</b> - <b>Climate Action</b>		
Energy Step Code		<b>Progress to date:</b> <ul style="list-style-type: none"> <li>Project was completed in Q1.</li> </ul> <b>Next steps:</b> <ul style="list-style-type: none"> <li>Climate action next steps can be found in the Climate Action Lenses and Foundations update.</li> </ul> <b>Risk:</b> <ul style="list-style-type: none"> <li>--</li> </ul> <b>Key messages:</b> <ul style="list-style-type: none"> <li>--</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>		
<b>Strategic Outcome:</b> - <b>All</b>		
Public Messaging on Housing Initiatives		<b>Progress to date:</b> <ul style="list-style-type: none"> <li>Launched a City webpage with messaging and FAQs on provincial legislation.</li> <li>City webpages and Be Heard pages updated regularly.</li> </ul> <b>Next steps:</b> <ul style="list-style-type: none"> <li>Provide 2023 update on meeting current housing targets in the Housing Needs Report.</li> <li>Present Interim Housing Needs Report to Council for endorsement, as required by Provincial legislation.</li> <li>Update OCP to reflect new housing targets.</li> <li>Improve data collection through new e-permitting process to improve ability to report on housing data.</li> </ul> <b>Risk:</b> <ul style="list-style-type: none"> <li>Meeting housing targets in HAF is required in order to achieve funding.</li> <li>Staff capacity and competing interests.</li> <li>Dynamic regulatory environment.</li> </ul> <b>Key messages:</b> <ul style="list-style-type: none"> <li><i>Opportunities are being identified, developed and implemented to improve City communications to various audiences.</i></li> </ul>
Public Messaging on Crisis Response Team		<b>Progress to date:</b> <ul style="list-style-type: none"> <li>Project includes communication with the public, internal staff, and external agencies. Iterative communications strategy under development, including: <ul style="list-style-type: none"> <li>At-a-glance flyers outlining where our priority populations are able to access meals, shelter spaces, and other resources.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Business-focused flyer outlining what the CRPP is, how CRT Outreach fits into it, contact information for CRT Outreach, and other useful numbers.</li> <li>○ Direct outreach with Downtown New Westminster business owners through a door-knocking campaign.</li> <li>○ Public messaging such as the “Did You Know?” campaign that highlights New Westminster statistics from the 2023 Point-in-Time count.</li> <li>○ Presentations to key community groups, such as the DTBIA</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>● Develop communications assets/materials to support Working Groups.</li> <li>● Develop communications campaign educating the general public about the CRPP and people experiencing the three crises.</li> <li>● Begin sending email updates about the Crises Response Pilot Project.</li> <li>● Assessing the potential for a video asset to succinctly explain the CRPP.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>● Staff capacity for broad comms program.</li> <li>● Many advocacy asks require senior government funding to advance, over which the City has no authority, which should be conveyed to public.</li> <li>● Ensuring communications strategies are mindful of the various audiences, and to ensure we are minimizing harm as much as possible.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>● <i>Opportunities are being identified, developed and implemented to improve City communications to various audiences.</i></li> </ul>
<b>Summary of Progress in Q2</b>		<b>Anticipated progress in Q3 and Risks</b>
<p>New resources have been approved for 2024 have been largely realized and have enabled signification portions of the Homes and Housing Options strategic priority, which was challenging in light of the new provincial legislation.</p>		<p>The first stage of implementation of new provincial legislation is complete, but a significant amount of detailed work is required across departments to implement the next stages through 2025. Most resources approved in 2024 are now realized. HAF projects have been aligned, wherever possible, with provincial legislation implementation work to achieve the most efficient use of resources. However the 2024 resources have been used to enable HAF and provincial legislation implementation to advance on time. Staff will continue to monitor to determine if there are opportunities to advance other priorities in the Homes and Housing Options focus area that have been paused or slowed. In particular, affordable and supportive housing continue to be a concern, as these require senior government funding.</p>
<b>Financial Implications</b>		
<p>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 secured through the 2024 budget allocation process.</p>		

<b>Interdepartmental Collaboration</b>
<p>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. A new Interdepartmental Steering Committee structure is being developed to help guide implementation of the Provincial Legislation and Housing Accelerator Fund work plan.</p>
<b>Lenses and Foundations - Implications</b>
<p>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).</p> <p>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.</p>

## Instructions and Legend:

Strategic Outcome: Homes and Housing Options	
<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.

Status	Project performance indicators Rating Summary
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

Performance Indicator	Description	Rating Status
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