



**HOUSING
VANCOUVER**

Housing Vancouver 3 Year Action Plan 2018 - 2020

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1. INTRODUCTION

In Vancouver, rising housing prices have far outpaced local incomes, creating a crisis with impacts across the spectrum of incomes and households. To address these challenges, the *Housing Vancouver* Strategy sets out a 10-year plan with the following objectives:

- **Shift toward the Right Supply** - New 10-year housing targets will drive a significant shift toward rental, along with aggressive social and supportive housing targets, and new targets for ground oriented forms. Housing and affordability must also reflect the diversity of those most in need of this housing
- **Action to address speculation** - We propose new approaches to address the impact of speculative demand on land and housing prices, including actions for both the City and senior government partners
- **Protect our existing affordable housing for the future** - We must preserve the affordability and retain the existing stock of rental and non-market housing, while balancing the need to renew and expand these buildings, the majority of which are aging
- **Align City processes with housing targets** - The Strategy includes commitments to align city policies, processes, and tools in order ensure City is best positioned to enable new supply and follow through on new housing targets
- **Renew our commitment to partnerships for affordable housing** - The Strategy includes a commitment to aligning with partners across all sectors, particularly non-profit, co-op, and Indigenous housing partners, and building partnerships with new stakeholders
- **Increase supports and protections for renters and people who are homeless** - including strategies to address affordability, security of tenure, and the determinants of poverty and housing instability

The objectives contained in the *Housing Vancouver* Strategy, along with the 10-year housing targets, will be implemented through two key documents: the 3-Year Action Plan and the Affordable Housing Delivery and Financial Plan.

Organization of this document

The 3-Year Action Plan corresponds to the sections and key strategies outlined in the *Housing Vancouver* Strategy, and follows the same order:

- Addressing speculative investment and housing demand
- The right supply
- Strengthening partnerships and aligning investments
- Indigenous housing and wellness
- Preventing homelessness and creating pathways into housing stability
- Retaining and renewing existing rental, social, and co-op housing
- Supporting renters
- Expediting, clarifying, and simplifying City processes for housing development
- implementation and monitoring

Each key strategy is achieved through an accompanied list of actions, with the priority actions noted. Some priority actions are already underway, while others will begin implementation immediately after adoption of the *Housing Vancouver* Strategy, or in the short-term, pending staff resourcing. Where possible, the status and timing of when individual actions will begin have been noted.

Successful implementation of the *Housing Vancouver* Strategy requires ongoing monitoring and tracking. Annual updates are planned to report on progress and to fine-tune implementation.

2. ADDRESSING SPECULATIVE INVESTMENT AND HOUSING DEMAND

In recent years, Vancouver has been experiencing rapid housing price growth, fueled by more than just households looking for primary homes. Investment demand – from locals, the region, the rest of Canada, and international sources has long been a contributor in Vancouver’s housing market. A balance is needed to ensure a robust housing market, while ensuring that existing and new housing is affordable to, and serving the needs of people who live and work in the city.

Highlights in this Section:

- Ensure existing housing is serving people who intend to live and work in Vancouver
- Use City regulations and tools to increase certainty in land use policy and rezoning processes; discourage speculation; and reduce upward pressure on land prices
- Work with regional, provincial, and federal partners to understand drivers of demand and address speculation

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Ensure existing housing is serving local residents		
1A	<p>Implement the Empty Homes Tax - Monitor the impacts of the tax and consider amendments to the by-law to further strengthen the intent of the tax:</p> <ul style="list-style-type: none"> • Potential adjustments to the tax rate and / or types of properties that attract the tax at different rates; • Potential amendments to the exemptions and types of properties taxed 	<p>HIGH</p> <p>Underway</p>
1B	<p>Implement Short-Term Rental (STR) regulations and refine the approach to compliance and enforcement</p> <p>Explore opportunities to support and expand compliance and enforcement approach through partnerships with key stakeholders:</p> <ul style="list-style-type: none"> • Advocate to the provincial government to review tax equity for hotels, bed and breakfasts and short-term rentals, including the Municipal Regional Development Tax • Continue to explore opportunities and develop a MOU with STR platforms on the implementation of a STR transaction fee of up to 3%, to be collected and remitted to the City <p>Monitor and report back on implementation, compliance and impacts of the STR regulatory and licensing scheme</p>	<p>HIGH</p> <p>Underway</p>
1C	<p>Pilot approaches to prioritize newly-constructed housing for people who live and work in Vancouver</p> <p>Pilot different approaches to prioritizing new housing units for those who work and live in Vancouver, including a rezoning policy (or through other means) that seeks to have developers initially market pre-sale strata units for sale to people who live and work in Metro Vancouver for a time limited period before the strata units are marketed and sold nationally or internationally. Additional measures that the City could seek include requiring the developer to both limit “bulk sales” and include terms in the contract of purchase and sale to prevent the flipping of assignments for profit</p>	<p>HIGH</p> <p>Year 1</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 2: Use City regulations and tools to increase certainty in land use policy and rezoning processes; discourage speculation; and reduce upward pressure on land prices		
2A	<p>Provide clarity on affordable housing requirements Shift from rezoning and CAC negotiations in 100% rental projects towards density bonusing in district schedules:</p> <ul style="list-style-type: none"> • Joyce Collingwood - Create new six storey zoning district with a density bonus or other incentive tools to encourage market rental housing • Cambie Phase 3 - Create new zoning districts with a density bonus for market rental housing • Commercial Areas - Amend zoning on select streets where rental 100 projects at 6 storeys have been proven to be a good fit to add density-bonus provisions for market rental housing 	<p>Underway</p> <p>Underway</p> <p>Year 1</p>
2B	<p>Develop a policy to stabilize land values in planning programs, to limit land value speculation prior to the adoption of an approved plan</p> <p>In order to limit land value speculation prior to the adoption an approved plan, Staff will develop a policy framework which may include an interim public benefits strategy designed to curb speculative land value. This could for example, set community amenity contribution (CAC) target rates based on anticipated needs resulting from growth. These rates will be set prior to the launch of new planning programs (e.g. Station Areas), with the intent of mitigating speculative behaviour prior to approval of a plan area</p>	<p>HIGH</p> <p>Year 1</p>
2C	<p>Develop a communication and education campaign to reduce land speculation in the market</p> <p>Increase communication to the real estate and development industry to reduce the amount of speculative behavior in the real estate market around purchase and selling prices - make clear that deeper levels of affordability will be required in areas undergoing redevelopment around transit, arterials and amenities and that this expectation should be factored into pricing and land assemblies</p>	<p>HIGH</p> <p>Year 1</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 3: Work with partners from the regional, provincial, and federal governments to understand key drivers of demand and address speculation		
3A	<p>Coordinate existing intergovernmental housing discussions and new partnerships to support an international network on global, national, regional, and local trends impacting housing affordability</p> <ul style="list-style-type: none"> • Coordinate existing intergovernmental housing discussions and new expert partnerships to collaborate with partners on research, identify gaps in data and policy, and track affordability trends • Continue to maintain links to <i>Shaping Futures</i>, a group of international academic partners, in order to further the dialogue about the future of housing on a global scale • Actively participate in the development of Statistics Canada’s Housing Statistics Framework. Contribute in municipal, provincial, and federal round table discussions to better understand the dynamics of the housing market and to identify data /research necessary needed, including development of nation-wide databases (e.g. tracking wealth data, information on purchases and sales, including information about second homes and investment properties, etc.) • Participate in the UrbanSim Project to collect and map housing data across Canada to better understand regional and national housing markets 	<p>MEDIUM</p> <p>Year 1</p>
3B	<p>Work with partners in senior government on tax and financial regulations to limit the commodification of housing and land for speculative investment, and reform the current taxation regimes as it relates to wealth generated from such activities</p> <p>Collaborate with senior governments to explore viable approaches to limit commodification of housing and land for speculation and/or investment purposes through tax and other applicable regulations, including but not limited to:</p> <ul style="list-style-type: none"> • Reviewing and reforming applicable federal and provincial tax regulations, encompassing income taxes and capital gains taxes, and close loopholes • Introducing a speculation and flipping tax • Increasing the provincial luxury tax • Restricting property ownership by non-permanent residents (e.g. investigate Australian and New Zealand of limiting new home sale and resale to local buyers • Evaluating opportunities to enhance property tax regulations, including consideration of the following: <ul style="list-style-type: none"> - applying differential property tax rates on residential properties depending on property value and ownership type (e.g. principle residence vs. investment holding) - linking property tax to income taxes paid in BC (e.g. UBC/SFU proposal for Affordable Housing Fund) • Revisiting the property tax deferral program to encourage more efficient use of land and increase housing diversity 	<p>HIGH</p> <p>Year 1</p>

3. THE RIGHT SUPPLY

Achieving the *Housing Vancouver* 10-Year targets requires a shift in housing production away from “business as usual” and towards the “right supply.” This means creating housing that specifically meets the needs of people who lives and works in Vancouver. We want to ensure the supply we are enabling is in line with the broad range of local incomes, are developed in appropriate locations, and suitable to a diversity of populations (e.g. families, renters, young people, seniors, etc.).

Highlights in this Section:

- Prioritize secured rental housing and social housing near transit hubs and along arterials; increase diversity of housing options in low density (one- and two- family) neighborhoods across the City
- Implement citywide housing and planning approaches to ensure current and future plans and initiatives are aligned with *Housing Vancouver* objectives
- Ensure new housing meets the needs of Vancouver’s diverse households, populations, and ways of living

STRATEGIES AND ACTIONS		PRIORITY
<p>Key Strategy 1: Prioritize market and below-market rental and social housing near transit hubs and around arterials. <i>Note: the actions contained under this strategy works with key action 2B in Section 2 - Develop a policy to stabilize land values in planning programs, to limit land value speculation prior to the adoption of an approved plan</i></p>		
1A	<p>Initiate planning for Broadway Corridor Expansion</p> <p>Create more affordable housing (social housing, market rental, and below-market rental, and ground-oriented market housing) as part of the comprehensive planning for the Corridor. Create new district schedules or clear rezoning policies that clarifies the City’s requirements for housing diversity and affordability</p> <p>Rental replacement policies are currently in place in RM zoned properties surrounding the Broadway Corridor. The planning process will also balance the need to maintain this important stock of existing affordable rental housing with opportunities to renew and expand the rental stock, while preserving affordability</p> <p>The delivery of affordable housing is an important objective of Broadway Corridor Planning. Where opportunities for additional density are identified, the additional value created will be used to create on-site affordable housing and other community amenities</p>	<p>HIGH</p> <p>Underway</p>
1B	<p>Launch 3 new station area plans immediately after adoption of <i>Housing Vancouver</i> Strategy - Nanaimo Station, 29th Station and Olympic Village Station</p> <p>Create more housing diversity and affordability (social housing, market rental, and below market rental, and ground-oriented market housing) as part of the planning process. Create new district schedules or clear rezoning policies that clarify the City’s requirements for housing diversity and affordability</p> <p>The delivery of affordable housing is an important objective in the 3 new station area plans. Where opportunities for additional density are identified, the additional value created will be used to create on-site affordable housing and other community amenities</p>	<p>HIGH</p> <p>Year 1</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Prioritize market and below-market rental and social housing near transit hubs and around arterials. <i>Note: the actions contained under this strategy works with key action 2B in Section 2 - Develop a policy to stabilize land values in planning programs, to limit land value speculation prior to the adoption of an approved plan</i>		
1C	Introduce new programs that deliver permanently secured Moderate Income Rental Units for households with annual incomes between \$30K to \$80K <ul style="list-style-type: none"> Implement through the Cambie Phase 3 Planning Program and elsewhere Introduce a citywide pilot program through a time limited call for rezoning enquiries that secures affordability in new 100% market rental projects, where a minimum portion of the of the units (e.g. 20%) are targeted to incomes between \$30K to \$80K and are permanently secured through a housing agreement Develop a permanent Moderate Income Rental Housing Program based on learnings from the citywide pilot and through the implementation of the Cambie Phase 3 Plan Explore opportunities to deliver below market rental units through future planning processes 	HIGH Underway Year 1 Year 2/3
1D	Review Rental 100 Program and the Interim Rezoning Policy to determine feasibility of: <ul style="list-style-type: none"> requiring ongoing affordability, while still enabling supply securing affordability beyond the first tenant amending commercial mixed-use zoning on select streets to create a density-bonus schedule for market rental housing to clarify requirements and to expedite the process (See also Section 2, Action 2A) 	MEDIUM Year 1
Key Strategy 2: Advance transformation of low density neighbourhoods (one and two-family areas) to increase the supply, affordability and variety of housing options <i>Note: the actions contained under this strategy works with key action 2B in Section 2 - Develop a policy to stabilize land values in planning programs, to limit land value speculation prior to the adoption of an approved plan</i>		
2A	Intensify housing choice to create new opportunities through: <ol style="list-style-type: none"> <i>New policies and zoning changes</i> to increase housing variety and affordability: <ul style="list-style-type: none"> Deploy a tactical response team that reviews city-wide regulations and identifies new policies and zoning changes to build new types of housing beyond the current limit of 3 units per lot in RS zoned areas, including: <ul style="list-style-type: none"> allowing multiple dwellings in low-density neighbourhoods, including secondary suites, multiple suites, laneway housing, duplexes, triplexes, and fourplexes with secondary suites develop new policies to create townhouse/low-rise apartments in strategic locations (e.g. near parks, schools, public amenities, and main streets) explore designs that include townhouse forms at the base of apartment buildings investigate regulatory changes and further incentives, such as parking reductions/car share <i>Existing and future community planning programs that include a range of housing forms</i> <ul style="list-style-type: none"> Complete the Cambie Phase 3 Plan, including delivery of new townhouse and low-rise zoning districts, and build on lessons learned from the Oakridge Municipal Town Centre and Unique Sites for achieving affordable housing Explore opportunities to create housing variety and affordability in new community planning programs: 	HIGH Year 1 Underway Year 1

	<ul style="list-style-type: none"> - Station Areas Planning –create a range of housing types as part of the planning program – See also Action 1B in this Section - Develop a new program to strengthen local shopping areas and Neighbourhood Centres, while creating new opportunities for ground-oriented housing and apartments in strategic locations 	
STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 2: Advance transformation of low density neighbourhoods (one and two-family areas) to increase the supply, affordability and variety of housing options <i>Note: the actions contained under this strategy works with key action 2B in Section 2 - Develop a policy to stabilize land values in planning programs, to limit land value speculation prior to the adoption of an approved plan</i>		
2B	Evolve low density neighbourhoods and increase ground-oriented options: <ol style="list-style-type: none"> 1. Advance design thinking and affordability opportunities around creative infill options <ul style="list-style-type: none"> • Launch a Laneway Housing Review and Innovation Challenge - improve efficiency and affordability of laneway housing options, including development of design prototypes • Initiate a design dialogue for creative infills and “10 minute neighbourhoods” with diverse housing, services and mobility options in low density areas • Launch a design competition to create a new form of housing, that can accommodate more housing than the current limit of 3 units on a single-family lot 2. Align <i>Housing Vancouver</i> Objectives with the 10-Year Heritage Action Strategy - explore design principles to integrate new forms and tenures into existing neighbourhoods, while aligning the directions, principles, and actions set out in the City of Vancouver Heritage Action Plan: <ul style="list-style-type: none"> • Develop 10-Year Heritage Strategy (2018-2027) • Monitor character home retention incentives and new housing choices in RS Zones and RT zones and report back with recommendations for improvement and expansion in other RT character areas 	<p>HIGH</p> <p>Underway</p> <p>Year 1</p> <p>Year 1</p> <p>Underway</p>
2C	Expand availability of legal secondary and lock-off suites and laneway houses across Vancouver neighbourhoods through existing and future planning processes <ul style="list-style-type: none"> • Identify opportunities through the Cambie Phase 3 Planning Program (e.g. adding lock-off suites in townhouses) • Implement through future community planning programs 	Underway
2D	Review regulations around secondary suites (and existing lock-offs) to understand obstacles around current regulations and licensing and identifying options to remove barriers and encourage compliance (e.g. revisit building or fire requirements, simplify the licencing process, create incentives, etc.)	Underway
Key Strategy 3: Adopt citywide planning approaches and ensure current and future plans and initiatives are aligned with <i>Housing Vancouver</i> objectives. <i>Note: the actions contained under this strategy works with key action 2B in Section 2 - Develop a policy to stabilize land values in planning programs, to limit land value speculation prior to the adoption of an approved plan</i>		
3A	Complete City Core 2050 to convene a broad public dialogue on the future of the city core and bring together a series of inter-related planning programs, including the Employment Lands Strategy, Broadway Line Station Area Planning, Civic/Health Precinct Plan, and the Waterfront Hub Refresh. As part of the dialogue, begin	Underway

	discussions on a framework for the development of a new long-range City Plan	
3B	Update the Regional Context Statement to weave together a comprehensive and holistic picture of ongoing and existing planning and citywide processes and policies. The statement includes housing targets by tenure and incomes	Underway
STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 3: Adopt city-wide planning approaches and ensure current and future plans and initiatives are aligned with <i>Housing Vancouver</i> objectives. <i>Note: the actions contained under this strategy works with key action 2B in Section 2 - Develop a policy to stabilize land values in planning programs, to limit land value speculation prior to the adoption of an approved plan</i>		
3C	Undertake a review of the Sustainable Large Sites Policy to increase affordable housing requirements and to reflect <i>Housing Vancouver</i> targets, including the need for social housing and housing for 'Missing Middle' households, while providing flexibility in delivery to ensure financial viability and the delivery of other community amenities	HIGH Year 2
3D	Allow modest increase in heights and density to enable non-market housing in recently approved community plans (e.g. Downtown Eastside Plan, Mount Pleasant Plan) Where new development is enabled by the Plans, allow modest increases in height and density to assist with project viability of social and co-op housing (e.g. The Downtown Eastside Plan, Mount Pleasant, etc.)	MEDIUM Year 1
3E	Incorporate "right supply" approaches in current community planning exercises , including Cambie Phase 3 Planning, False Creek South, North East False Creek Planning, and East Fraserlands Area 3 Rezoning. These areas include important opportunities to meet our housing targets, including rental and social housing	Underway
Key Strategy 4: Ensure new housing types meet the needs of Vancouver's diverse households and populations		
4A	Ensure new housing meets the needs of families <ul style="list-style-type: none"> • Review and modernize the High-Density Housing for Families and Children Guidelines, to improve the supply of family units and the living experience of families with children in higher density housing, including a consideration of minimum and maximum family unit sizes, amenity requirements, and design flexibilities such as interior bedrooms • Explore expanding the "35% family housing requirement" to projects under existing zoning by embedding requirements in all district schedules. Create administrative bulletins and streamline City process for applying family-unit mix requirements and targets • Expand opportunities for new ground-oriented forms suitable for growing families in upcoming planning initiatives. See also Key Strategy 1 and 2 in this Section • Ensure adequate share of new housing is designed to meet the needs of single-parent households that are disproportionately likely to be female-headed and low-income, Indigenous families (See also Section 5), and other multi-generational family structures 	Underway

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 4: Ensure new housing types meet the needs of Vancouver’s diverse households and populations		
4B	<p>Ensure an adequate supply of new housing is accessible and meets the needs of people with mobility challenges and disabilities, including seniors</p> <ul style="list-style-type: none"> • Consider mobility and sensory limitations of individuals as well as ‘aging in place’ by applying the safety and accessibility provisions that are required in the Vancouver Building By-Law • Undertake the Accessible Path of Travel: Policy Review - Conduct best practices research and determine the feasibility of providing an accessible path of travel to low density housing types • Identify opportunities in upcoming planning programs to support the inclusion of accessible social housing units designed in accordance with the City’s Housing Design and Technical Guidelines, including units designed for persons using power wheelchairs 	Underway
4C	<p>Encourage social cohesion in higher density neighbourhoods</p> <ul style="list-style-type: none"> • Share the findings from the sociable buildings research with key stakeholders such as Happy City, property developers, designers and architects, rental and strata property managers and Vancouverites to explore design and soft infrastructure opportunities to encourage the development of more socially connected higher density buildings. Identify opportunities to embed this learning into future planning programs and initiatives • Launch the Hey Neighbour pilot project testing a “social retrofit” of existing higher density rental buildings, supported by a grant from the Minister of Health. Project will support resident champions at two sites to connect building residents through events, programs, and outreach strategies 	Underway
4D	<p>Develop housing policies to support the delivery of care and wellness for seniors</p> <ul style="list-style-type: none"> • Develop policy options to support the retention and replacement of seniors care facilities when redevelopment is proposed • Initiate a study to understand feasibility and interest in developing a community-based generational home share program that matches older homeowners with extra rooms to rent with individuals looking to rent 	<p>MEDIUM</p> <p>Year 2/3</p>

4E	<p>Continue to support partners in the development of seniors housing as part of the development process</p> <ul style="list-style-type: none"> • Encourage co-location of seniors housing with other community amenities through planning and development processes • Support non-profit organizations proposing development/ redevelopment of housing projects for seniors 	Underway / ongoing
STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 5: Ensure new housing accommodates diverse ways of living		
5A	<p>Enable collective housing as a way to improve affordability and access to existing housing</p> <ul style="list-style-type: none"> • Amend the Zoning and Development By-law to enable “collective housing” to enable shared living arrangement for more than 5 unrelated roommates in low density neighbourhoods 	<p>MEDIUM</p> <p>Year 1</p>
5B	<p>Explore opportunities for a variety of tenure models that encourage security of tenure, improves affordability and accommodates different ways of living</p> <ul style="list-style-type: none"> • Staff will explore opportunities to support non-traditional forms of accommodation, including rent to own schemes, live-aboard boat options, floating homes, and tiny homes. Staff will consider the level of affordability delivered, livability, environmental impacts, and regulatory implications/changes required to enable their use 	<p>MEDIUM</p> <p>Year 1</p>
5C	<p>Pilot micro suites in rental projects</p> <ul style="list-style-type: none"> • Consider micro suites through the City-wide Moderate Income Rental Housing Pilot Program for rental projects with increased affordability requirements in areas close to amenities and transit. See also Action 1C in this Section • Develop a policy that will consider micro suites in rental projects in appropriate locations 	<p>Underway</p> <p>MEDIUM</p> <p>Year 2 /3</p>
5D	<p>Create and support opportunities for homeownership that is affordable to entry-level home buyers</p> <ul style="list-style-type: none"> • Consult with regional and local employers, key stakeholders and development industry on the draft pilot program for Affordable Home Ownership under the AHC Interim Rezoning Policy • Urge the Province of BC to amend the Vancouver Charter to provide the City with the clear authority to implement an Affordable Homeownership Program. Immediately deliver an Affordable Homeownership Program once the province grants the City the necessary authorities • As part of the review of the Interim Rezoning Policy, explore additional affordable home ownership options on existing lots, kept affordable in perpetuity and administered by a third-party 	<p>MEDIUM</p> <p>Year 2 /3</p>

Key Strategy 6: Work with partners to enable the Right Supply of housing for people who live, work, and study in Vancouver		
6A	Work with Metro Vancouver to implement the Regional Affordable Housing Strategy, including expanding the supply and diversity of housing in Vancouver and the region	Underway

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 6: Work with partners to enable the Right Supply of housing for people who live, work, and study in Vancouver		
6B	<p>Work with academic institutions (UBC/SFU) on options for employer and university-supported housing for key workers and students</p> <ul style="list-style-type: none"> • Continue to support UBC's newly established Housing Research Collaborative, which brings together academic researchers, government housing officials, professional practitioners, and housing non-profits in order to advance research and debate on critical housing issues • Support academic institutions in their work in building more student housing • Undertake a study of employer housing and conduct best practices research from around the world to better understand challenges faced by Vancouver employers in retaining talent 	<p>MEDIUM</p> <p>Underway</p> <p>Year 2/3</p>
6C	<p>Deliver the social housing, co-op housing, below-market rental, and market rental housing through partnerships with the private sector, non-profits, and senior levels of government. See also Section 4</p>	<p>HIGH</p> <p>Underway</p>

4. STRENGTHENING PARTNERSHIPS AND ALIGNING INVESTMENTS

The success to addressing housing affordability in Vancouver depends on strong partnerships at the local, regional, provincial, and federal levels. The City has set out aggressive housing targets to meet the needs of lower income residents - 12,000 units of non-market housing. In order to meet these targets, the City needs to rethink and enhance our current approach to affordable housing delivery, as well as to build strong sustainable partnerships.

Highlights in this section:

- Strengthen partnerships to deliver more affordable housing
- Enhance existing City approaches and develop new approaches to delivering affordable housing; prioritize City investments; and align with partners
- Ensure City’s planning and development policies and processes are aligned with the *Housing Vancouver* 10-year targets for low-income households

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Strengthen Partnerships to deliver more affordable housing		
1A	<p>Develop a social purpose real estate incentive and investment program to support development of new and redevelopment of existing non-profit housing on non-profit owned sites</p> <ul style="list-style-type: none"> • Enhance the City’s Housing Infrastructure Grant program as part of a comprehensive program to support the delivery of affordable housing where partners, usually non-profits and co-ops, are seeking to build affordable housing on their own land • Test the feasibility of an incentive program that includes additional density, ownership of assets, increasing the amount of the per door grant, combined with low-cost and predictable federal and provincial financing • Develop a comprehensive program to support the development of affordable housing on land owned by faith-based and non-profit service organizations <p>(See also Section 7: Action 2C)</p>	<p>HIGH</p> <p>Year 1</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Strengthen Partnerships to deliver more affordable housing		
1B	<p>Create a Regional Partnership Table involving regional municipalities, other levels of government and non-profit housing providers to align housing programs and investment priorities to deliver more housing at deeper levels of affordability</p> <ul style="list-style-type: none"> • Work with partners to identify the most effective ways to support the delivery of affordable housing for the lowest income residents, which can be achieved only through alignment and stacking of contributions from senior governments and other partners - demonstrate the success of approaches that align combined funding sources, including financing, grants, and equity that 'stack' to maximize affordability of new projects and have reinforcing objectives and priorities • Ensure <i>Housing Vancouver</i> funding priorities are aligned with provincial and federal housing policy priorities to the greatest extent possible - collaborate with senior governments to understand new initiatives and ensure our programs are aligned (e.g. recent CMHC financing programs and funds) • Recognize the value of Indigenous partners in delivering housing for Indigenous residents, including families and youth, through a prioritization framework and dedicated incentives and resources. See Section 5 and Section 9 • Foster a strong regional approach to the delivery of affordable housing, including strong linkages between housing and transportation infrastructure investment 	<p>HIGH</p> <p>Year 1</p>
1C	<p>Assist the ongoing development of a strong and resilient non-profit and co-op housing sector</p> <ul style="list-style-type: none"> • Support the initiatives of the BCNPHA and CHFBC to build the capacity of the sector • Work with key stakeholders to create an action plan with an enhanced role for the non-profit sector in delivering affordable housing in Vancouver (See also Action 1A in this Section) 	<p>MEDIUM</p> <p>Year 2 /3</p>
1D	<p>Continue advocacy efforts to the federal government for the delivery of new and support for existing affordable housing</p> <ul style="list-style-type: none"> • Continue to engage with the federal government through the Federation of Canadian Municipalities (FCM) on key housing issues relating to delivery of new social/affordable housing and support for existing social/affordable housing. This will include policy advice to ensure the effective implementation of programs flowing from the National Housing Strategy (NHS), as well as advocacy around additional housing investments in future federal budgets • Through FCM, the City will also contribute to policy development on potential NHS programs that are not fully developed by the time the NHS is launched, such as a housing benefit initiative and a technical resource centre to support social housing providers 	<p>Underway</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 2: Integrate City affordable housing investments into a comprehensive financial strategy to deliver the 10-year <i>Housing Vancouver</i> targets for affordable housing		
2A	<p>Develop a comprehensive Affordable Housing Delivery and Financial Strategy with new approaches and a business model that will achieve the 10-Year <i>Housing Vancouver</i> targets. Staff will report back on options to maximize the delivery of affordable housing through consideration of various service delivery and business models, including:</p> <ul style="list-style-type: none"> • New business models and approaches to optimize delivery and sustainment of affordable housing on City land (e.g. investigate feasibility of establishing a housing endowment to facilitate delivery and sustainment of affordable housing on a portfolio basis) • Clarifying the role and mandate of the Vancouver Affordable Housing Agency (VAHA) as the delivery agent for affordable housing on City land • Feasibility / implications of providing operating grants • Leveraging expertise, innovation, economies of scale, equity and financing from senior levels of government and non-profit and private partners • Specifying the partner contribution required to meet <i>Housing Vancouver</i> targets for the lowest income households <p>Note: While comprehensive, the Affordable Housing Delivery and Financial Strategy will focus on the delivery of the 12,000 units of social and co-op housing for lower income households, as these units require the greatest subsidy and investment</p>	HIGH Year 1
2B	<p>Continue to offer City land as a key contribution to affordable housing partnerships with an emphasis on achieving affordability</p> <ul style="list-style-type: none"> • Deploy major City-owned sites through an Invitation to Offer” process to optimize delivery of social and affordable rental housing, while retaining long-term City ownership (e.g. Granville Loops) • Continue to provide City land for delivery of affordable housing by VAHA and other non-profit and private sector housing partners • Continue to seek partnerships on the 20 sites offered by the City 	Underway
2B	<p>Clarify renewal of lease terms with non-market housing providers on non-profit and City sites for redevelopment potential, with the goal to increase social and co-op housing units</p>	Underway
2C	<p>Clarify key lease terms that will structure partnerships for the delivery of affordable housing on City land, including length of lease, affordability requirements and anticipated lease payments in relation to term and affordability level.</p>	MEDIUM Year 1

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 3: Increase the use of inclusionary housing policies and improve City processes to deliver affordable housing for low income households		
3A	<p>Ensure new affordable housing is serving those with greatest needs</p> <ul style="list-style-type: none"> Partner with non-profit organizations to manage social housing created through the City's inclusionary and density-bonusing policies and ensure rents are linked to incomes Partner with non-profit organizations to facilitate housing for specific vulnerable populations (e.g. low-income families, women fleeing domestic violence, at-risk seniors and youth, etc.) 	Underway
3B	<p>Expand and enhance use of inclusionary housing policies</p> <ul style="list-style-type: none"> Increase the City's inclusionary housing policies through a review of the Sustainable Large Sites Policy for major project sites to better reflect <i>Housing Vancouver</i> targets, including the need for social housing and housing for 'Missing Middle' households, while providing flexibility in delivery to ensure financial viability and the delivery of other community amenities Create inclusionary housing policies through community and station area planning exercises, with expanded opportunities for private and non-profit ownership of affordable housing assets to enable increased delivery of affordable housing <p>See also Section 2: Actions 1A, 1B, and 3C</p>	<p>HIGH</p> <p>Year 2</p> <p>Underway</p>
3C	<p>Prioritize affordable housing developments by reducing approval times and simplifying City regulations (See Section 9: Actions 1A and 2A)</p>	Underway

5. INDIGENOUS HOUSING AND WELLNESS

A key area of focus in the *Housing Vancouver* Strategy is to address the short and long-term housing needs of urban Indigenous residents. The City has intensified its intention and commitment to strengthening relationships with both on-and off-reserve Indigenous partners through its City of Reconciliation initiatives. Together with partners, the City is dedicated to increasing its housing commitments and to explore unique approaches to better serve the urban Indigenous community.

Highlights in this section:

- Commitment to Deepening Urban Indigenous Engagement
- Integrating Indigenous Design into Housing & Wellness Projects
- Supporting Strengthened Capacity for Indigenous Partners Working Together Towards a Regional 10-Year Indigenous Housing and Wellness Plan

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Supporting Strengthened Capacity for Indigenous and Government Partners Working Together Towards a Regional 10-Year Indigenous Housing and Wellness Plan		
1A	<p>Partner in the development of a 10-Year Regional Urban Indigenous Housing Strategy in partnership with urban Indigenous Agencies, Metro Vancouver, and the provincial and federal governments</p> <ul style="list-style-type: none"> • Identify short and long-term goals, targets and sites for Indigenous housing and wellness in the region over the next 10-years in partnership with Indigenous housing and wellness providers (MVAEC), including identifying specific targets for Vancouver • Engage senior levels of government to work with municipal governments to align investments to urban Indigenous housing and wellness as a priority across the housing continuum at all income levels • Partner with senior levels of government and Indigenous organizations resolve data issues to better reflect the housing and wellness needs of Indigenous people 	<p>HIGH</p> <p>Year 2</p>
1B	<p>Work with urban Indigenous agencies to protect existing rental housing and explore opportunities for redevelopment and expansion</p> <p>Identify Indigenous housing sites with expiring operating agreements and expiring City land leases; support renewal or redevelopment while maintaining existing affordability level</p>	<p>MEDIUM</p> <p>Year 2/3</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 2: Commitment to Deepening Urban Indigenous Engagement in housing delivery and wellness		
2A	<p>Partner with urban Indigenous Organizations to design and deliver all urban Indigenous housing developments and explore opportunities for capacity-building and training for broader Indigenous resident engagement</p> <ul style="list-style-type: none"> • Short term projects include: 950 Main, 1015 E Hastings, 1618 E Hastings, 1607 E. Hastings, and 235-285 E 5th Avenue • Support partner project management staff position through City grant 	<p>HIGH</p> <p>Underway</p>
Key Strategy 2: Commitment to Deepening Urban Indigenous Engagement in housing delivery and wellness		
2B	<p>Support the MST Development Corporation to expand housing opportunities and increase economic prosperity</p> <p>Continue to work with the three local First Nations, through the partnership with MST Development Corporation, to identify housing opportunities on their lands, including the Heather Lands and Jericho Lands</p>	<p>HIGH</p> <p>Underway</p>
2C	<p>Improve urban Indigenous voices as part of the engagement strategy, ensure the unique cultural needs of urban Indigenous residents are recognized and considered</p>	<p>HIGH</p> <p>underway</p>
2D	<p>Create opportunities for dialogue with the public, partners and staff on creating culturally appropriate and relevant housing that promotes overall wellness for Indigenous wellness</p>	<p>HIGH</p> <p>underway</p>
2E	<p>Implement the City's Memorandum of Understanding with MVAEC</p> <p>Continue to engage MVAEC's Housing Committee/Table to plan for and identify housing and wellness needs and solutions, both short and long-term</p>	<p>underway</p>
Key Strategy 3: Integrating Indigenous Design into Housing & Wellness Projects		
3A	<p>Commit to an integrated Indigenous design plan for the City</p> <ul style="list-style-type: none"> • Engage with Musqueam, Squamish and Tsleil-Waututh to develop and commit to a set of broad Indigenous design principles for the City of Vancouver • Consider naming principles for buildings and surrounding lanes and streets • Promote local Indigenous artists in art amenity contributions to housing and wellness projects 	<p>HIGH</p> <p>Year 2/3</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 3: Integrating Indigenous Design into Housing & Wellness Projects		
3B	<p>Create housing that recognizes the fluid family structures and community aspects of Indigenous life (e.g. larger number of bedrooms, flexible design) through:</p> <ul style="list-style-type: none"> • Update of the Family Housing Design Guidelines, including innovative design opportunities for intergenerational and flexible living units; See also Section 3: Action 4A • Development of a Solutions Lab (led out of the Deputy CM's Office) to proactively engage on the cultural housing needs of Indigenous families in Vancouver and share what we learn that may be transferable to building quality housing for all families. The Solutions Lab format could prototype new ideas at the unit, building, site, and regulatory scales 	<p>HIGH</p> <p>Year 1</p> <p>Underway</p>
3C	<p>Include 'culturally flexible' amenity spaces that reflect traditional lifestyle practices</p> <ul style="list-style-type: none"> • Explore flexibilities in the City's regulatory frameworks, including the Building Code, Fire Code and urban design requirements to promote community wellness in housing amenity considerations, including areas for smudging and sweat lodges, traditional food preparation areas for both gatherings and seasonal food preservation, and traditional craft-making and storage amenity areas depending on population served 	<p>HIGH</p> <p>Year 2/3</p>

6. PREVENT HOMELESSNESS AND CREATE PATHWAYS TO HOUSING STABILITY

Addressing the needs of the homeless population continues to be a top priority in Vancouver. The persistence of homelessness, despite all our collective actions over the last number of years, has sparked new thinking in this area. The strategies and actions outlined below are intended to align with the key themes from the Regional Homelessness Plan: preventing pathways into homelessness, providing support to people who are homeless, and creating pathways into housing stability.

Highlights in this section:

- Continued leadership and advocacy on the causes of homelessness and solutions to prevent pathways into homelessness
- Work with partners to deliver immediate supports and housing for people who are currently homeless and collaborate on approaches to foster pathways out of homelessness
- Improve affordability, livability and supports for SRO tenants

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Continued leadership and advocacy on the causes of homelessness and solutions to prevent pathways into homelessness		
1A	<p>Address poverty by working with partners to increase the ability of those who are homeless to afford appropriate housing and promote innovation and reform in areas of supported employment, income supports and connections to meaningful activity</p> <ul style="list-style-type: none"> • Under the Healthy City Strategy, co-develop a Poverty Reduction Framework with partners, including advocacy for an increase in the income assistance rate and innovative use of income support programs (e.g. guaranteed basic income pilot, Living Wage), affordability and accessibility of services, an expanded rent supplement program (See also Action 3E in this Section), and targeted actions to promote equity for all residents • Request provincial government amendments to the Vancouver Charter to require Community Benefit Agreements as a rezoning or development permit condition to increase opportunity to hire local people with barriers to employment • Work with the provincial government and Metro Vancouver to implement the recommendations from the Regional Homelessness Strategy 	<p>HIGH</p> <p>Underway</p>
1B	<p>Continue to support the Vancouver Rent Bank</p> <p>Work with the province to sustain the Vancouver Rent Bank and advocate for a provincially-funded network of rent banks to prevent evictions and homelessness across the province</p>	<p>Underway</p>
1C	<p>Work with Vancouver Coastal Health Authority and other partners to create and implement a comprehensive mental health care framework and addictions plan, including short and long-term addictions services</p>	<p>HIGH</p> <p>Underway</p>
1D	<p>Incorporate a specialized focus on Indigenous housing and healing through cultural connectivity (See also Section 5 Actions)</p>	<p>HIGH</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Continued leadership and advocacy on the causes of homelessness and solutions to prevent pathways into homelessness		
1E	<p>Work with partners to enhance research on the needs of specific groups facing housing insecurity and homelessness including youth aging out of foster care, Indigenous youth, low-income renting seniors, women fleeing domestic violence, and people with additional overlapping challenges including poverty, mental health and addictions, etc.</p> <ul style="list-style-type: none"> • Explore opportunities to enhance the annual homeless count to better understand the experience of diverse groups • Identify and fund research methodology to better understand extent of women's hidden homelessness and its full scope 	Underway
Key Strategy 2: Work with partners to deliver immediate supports and housing to people who are currently homeless		
2A	<p>Take urgent action to increase the supply of year-round Housing First temporary modular housing, through partnerships with senior levels of government to provide capital funding to deliver new temporary housing and provide operating funding to enable all homes to be offered at shelter welfare rate with appropriate on-site support services; and ensure delivery of wrap-around health and support services.</p> <ul style="list-style-type: none"> • Amend Zoning and Development By-law to expedite the delivery of low cost housing for persons receiving assistance • Work with BC Housing to deliver 1,200 temporary modular units with supports, to serve single homeless individuals earning less than \$15,000 over the next two years: <ul style="list-style-type: none"> - 600 units in 2017/2018 - 600 units in 2018/2019 	HIGH Underway
2B	<p>Create temporary shelters to provide immediate support to homeless individuals while transitional and permanent social housing is made available</p> <p>Work with BC Housing to implement the Temporary Shelter Strategy - utilize pre-existing commercial and industrial spaces to create 300 low-barrier shelter spaces across the City that extend existing shelter capacity</p>	HIGH Underway
2C	<p>Ensure access to emergency warming centres is available annually (December - March) to serve unsheltered homeless and address risks to life and health in extremely cold weather. Open and staff four warming shelters in priority neighbourhoods</p>	HIGH Underway
Key Strategy 3: Collaborate on Approaches to Foster Pathways into Housing Stability		
3A	<p>Transition supportive housing tenants needing less supports to new social housing</p> <p>Leverage existing investments in supportive housing by transitioning supportive housing tenants needing less supports into new social housing, freeing up space for residents with higher support needs into existing supportive housing</p>	HIGH Underway

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 3: Collaborate on Approaches to Foster Pathways into Housing Stability		
3B	<p>Work with partners to implement a coordinated access and assessment approach in which all agencies adopt a centralized approach, with centralized and harmonized data</p> <p>Investigate the integration of an outreach role within the coordinated access and assessment approach to liaise with specific groups in need, including organizations serving women, Indigenous, seniors, and youth, and identify individuals in need of priority housing</p>	<p>HIGH YEAR 2 /3</p> <p>Underway</p>
3C	<p>Prioritize the delivery of social and supportive housing targets (See also Section 4 Actions)</p> <p>Develop an Affordable Housing Delivery and Financial Plan, increase the use of inclusionary housing policies, and continue to work with partners to deliver supportive and social housing</p>	<p>Underway</p>
3D	<p>Ensure City and partner strategies address the challenges and needs of specific groups facing housing insecurity and at-risk of homelessness, including women fleeing domestic violence, low-income lone-parent families, youth aging out of foster care, and renting seniors and people with disabilities facing displacement from existing housing</p> <p>Mandate staff training for all City Housing First projects serving women, including training in cultural sensitivity, trauma informed care, and harm reduction. Housing First projects (e.g. temporary modular housing using a congregate-models) should be valued as a means of creating communities of women that support safety and wellness</p>	<p>MEDIUM Underway</p> <p>Year 2/3</p>
3E	<p>Advocate for an expanded provincial Rent Supplement Program</p> <p>Advocate for an expanded provincial rent supplement program, modeled on the SAFER program that currently serves seniors, but with additional measures in place to ensure ease of access to the program and that assistance is scaled to rents in various geographic areas</p>	<p>HIGH Underway</p>
Key Strategy 4: Accelerate SRO replacement while improving the existing stock to enhance affordability, livability and supports for SRO tenants		
4A	<p>Accelerate replacement of SROs with self-contained social housing with a goal of replacing 50% of the remaining SROs in the next 10 years</p> <p>Ensure appropriate long-term housing for vulnerable tenants currently living in SROs by prioritizing the delivery of social and supportive housing identified in the 10-year <i>Housing Vancouver</i> targets</p>	<p>HIGH Year 1</p>

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STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 4: Accelerate SRO replacement while improving the existing stock to enhance affordability, livability and supports for SRO tenants		
4B	<p>Improve affordability, livability and supports for SRO tenants while new social housing units come on line</p> <ul style="list-style-type: none"> • Work with partners to establish an SRO Revitalization Fund - Issue a <i>Call-to-Action</i> to senior levels of government to initiate a \$200m SRO Revitalization Fund and \$10 M/year in operating funding to prioritize the acquisition, lease, and renovation 10 privately-owned buildings in the Downtown Eastside to promote changes in ownership, management, and improve liveability for tenants. Request City Charter authority to support private owners' reinvestment in buildings through provision of direct funding (i.e. low-cost loan) in exchange for strong performance management and affordability conditions • Implement a proactive enforcement and regulatory approach to preserve the SRO stock and improve livability - link enforcement escalation with funding and capacity-building to bring private SROs into good repair and improve operations and livability for tenants: <ul style="list-style-type: none"> - Conduct a comprehensive legal and regulatory review of the City's Health and Safety By-laws in order to identify opportunities for strengthening current enforcement tools and assessing the feasibility of implementing additional tools, such as imposing tax liens, including through relevant Charter changes and resourcing requirements - Revise existing Rental Property Standards Database to improve information collection and monitoring of the SRO stock in order to identify at-risk buildings before they become a serious health, safety or financial problem, and inform priorities and actions - Amend SRA By-Law to Impose additional management requirements on SRO owners, including mandatory security and operational plans and building maintenance schedules, while supporting owners with SRO Management and Asset Training - Work with provincial partners to coordinate information collection and enforcement action. • Strengthen regulatory powers in order to mitigate further loss of affordability and building closures in private SRO stock <ul style="list-style-type: none"> - Increase SRA replacement fee from \$125,000/door to \$180,000/door through amendments to the SRA By-Law in order to reflect the current cost of replacement housing and address challenges associated with SRO purchases made on the basis of speculation, including building closure and disinvestment - Work with provincial partners to explore changes to property valuation and tax assessment methodologies to facilitate reinvestment in buildings upon changes in ownership without compromising affordability - Monitor the impacts of the Empty Homes Tax and consider amendments to the by-law to further strengthen the intent of the tax, including investigation into the potential impact on the SRO hotel stock 	<p>HIGH</p> <p>Year 1</p> <p>Underway</p> <p>Year 1</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 4: Accelerate SRO replacement while improving the existing stock to enhance affordability, livability and supports for SRO tenants		
4B	<p>Build capacity among SRO tenants through increased support for peer-based, citywide advocacy network and improved channels for reporting and sharing information</p> <ul style="list-style-type: none"> • Grow capacity of peer-based advocacy network, including SRO Collaborative and recently formed Vancouver Tenant’s Union (See also section 8, Action 1A) • Modify the City of Vancouver website to make it easier for tenants to access information about their buildings, to report safety concerns, to acquire transparency surrounding the complaints process, and to shorten response time to reports and complaints 	Year 1
Key Strategy 4: Accelerate SRO replacement while improving the existing stock to enhance affordability, livability and supports for SRO tenants		
4C	<p>Advocate to the province to increase supports and strengthen tenant protections for SRO tenants</p> <ul style="list-style-type: none"> • Work with the province in development of BC Poverty Reduction Plan (See also Action 1A in this section) • Request that the province expand health and social supports, including outreach, to tenants living in private SROs • Strengthen the RTA with respect to landlord responsibilities to tenants (See also Section 8, Action 4A) • Work with the province to expand rent subsidies in private SROs with priority given to buildings in good standing 	HIGH Underway

7. RETAINING AND RENEWING EXISTING RENTAL, CO-OP AND SOCIAL HOUSING

The biggest source of affordable housing in Vancouver is the stock of existing market rental housing and non-market housing. This existing older stock of market rental housing was largely constructed before 1980, with rents at nearly 30% less than newly-constructed rental housing. The key to preserving affordability requires policies and programs that retain and extend the useful life of the aging stock, while allowing redevelopment at a controlled pace to minimize displacement of residents. Though representing a much smaller proportion of the overall stock, the existing co-op and non-market housing stock are key sources of affordable housing in Vancouver. This stock is also aging and service providers are coming under increasing pressure to be ready for expiry of operating agreements. Renewed strategies and partnerships are needed to retain affordable while encouraging reinvestment and renewal.

Highlights in this section:

- Encourage Reinvestment in Existing Purpose-Built Rental Housing while prioritizing affordability and minimizing displacement
- Explore strategic opportunities to redevelop purpose-built rental housing in order to increase rental supply, while protecting affordability
- Retain and renew existing social, non-market, and co-op housing, while identifying opportunities to increase social and co-op housing supply through redevelopment

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Encourage reinvestment in existing purpose-built rental housing while prioritizing affordability and minimizing displacement		
1A	<p>Undertake a Building Reinvestment Study</p> <p>Understand key areas of improvements needed, barriers to reinvestment, in existing low-rise wood frame purpose-built rental housing. Through case studies, test the feasibility of reinvestment vs. redevelopment scenarios. Study the impact of various measures to encourage major capital improvements as low-cost loans, grants, and fair rent increases, while ensuring security for existing tenants.</p>	Underway
1B	<p>Incentivize building reinvestment</p> <p>Staff to report back on options to incentivize major structural renovations that improve energy efficiency, preserve affordability, and retains existing tenants</p>	HIGH Year 1
1C	<p>Enhance City permitting processes for major renovations to existing purpose-built rental</p> <ul style="list-style-type: none"> • Develop a hand-book for landlords and owners to assist with the development process and tenant relocation practices. See also Section 8, Action 1B • Review staffing levels to provide more support on rental applications (e.g. new rental projects; renovation of existing rental buildings; and projects where tenants are impacted) 	MEDIUM Year 1
1D	<p>Enhance tenant protections for renters in properties undergoing renovations</p> <p>See Section 8: Key Strategy 2 and 4</p>	MEDIUM Year 1

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 2: Explore strategic opportunities to redevelop purpose-built rental housing in order to increase rental supply, while protecting affordability and ensuring one-for-one replacement of rental housing		
2A	<p>Renew and retain existing purpose-built rental housing</p> <p>Undertake review of “Rate of Change” areas to:</p> <ul style="list-style-type: none"> i) Continue to ensure no net loss of purpose-built rental housing ii) Reduce the threshold that triggers one for one replacement (e.g. from 6 to 3 units) iii) Clarify obligations around the secondary rental stock iv) Identify opportunities to increase rental supply and replace existing rental housing as part of future community / station area planning v) Test feasibility of replacing existing units at similar rents to preserve affordability, with a unit mix that accommodates a variety of households (e.g. families) to ensure diversity of the rental stock <p>Note: select “Rate of Change” areas are reviewed as part of comprehensive community planning processes. See also Section 3, Action 1A</p>	<p>HIGH</p> <p>Year 1</p>
Key Strategy 3: Retain and renew existing social and co-op housing		
2B	<p>Develop, test, and implement the Co-op and Non-Profit Renewal Framework</p> <ul style="list-style-type: none"> • Implement the Co-op Lease Renewal Framework beyond the seven priority sites approved by Council • Develop the Non-Profit Housing Lease Renewal Framework, and implement and test on key sites • Renew leases with clauses to ensure existing affordability is maintained or bettered over time • Work with the co-op sector on new member selection to ensure that affordable units go to those within the targeted income bands • Work with Co-op and non-profit providers to redevelop existing non-market housing, including the identification of key sites for redevelopment to increase the number of affordable units 	<p>Underway</p>
2C	<p>Work with non-profit housing providers to develop a Social Purpose Real Estate Incentive and Investment Program for new and redevelopment of existing non-profit housing sites (See also Section 4: Action 1A)</p>	<p>HIGH</p> <p>Year 1</p>
Key Strategy 4: Work with Partners in regional and senior government on opportunities to support reinvestment in private market rental, and renewal in existing social and co-op housing		
4A	<p>Strengthen Renter Protections in the Region</p> <p>Advocate and partner with other Metro Vancouver municipalities to strengthen rental retention regulations and tenant protection policies, as set out in the Metro Vancouver Regional Affordable Housing Strategy</p>	<p>Underway</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 4: Work with Partners in regional and senior government on opportunities to support reinvestment in private market rental, and renewal in existing social and co-op housing		
4B	Request the authority to create “Rental Only Zones” to prioritize the delivery and retention of rental housing; immediately implement zoning in RM “Rate of Change” protected areas if the authority is granted	HIGH Year 1
4C	Partner with senior governments on non-profit social housing renewal projects Continue to engage with the federal government through the Federation of Canadian municipalities (FCM) on key housing issues relating to supporting critical repairs and reinvestment in existing affordable housing through the National Housing Strategy, including implementation of NHS programs dedicating funding to urgent repairs in social and co-op housing (See also Section 4, Action 1D)	Underway

8. SUPPORTING RENTERS

Chronically low vacancy rates, rising rents, and redevelopment pressure on the existing rental stock is putting substantial strain on renters in Vancouver, particularly on vulnerable renters such as persons with disabilities, seniors on fixed incomes, and those with low and very low incomes. In addition to significant affordability challenges, renters are also increasingly concerned about security of tenure and displacement through renovations and redevelopment.

Highlights in this section:

- Create and enhance community-based supports for renters
- Strengthen City protections for renters facing displacement due to renovations or redevelopment; support security and stability in secondary rental housing
- Collaborate with partners on actions to enhance renter protections and affordability

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Create and enhance community-based supports for renters in Vancouver		
1A	<p>Develop a Community Tool Kit to support renters Work with key community organizations and networks to create a tool kit for enhancing supports for renters in their neighbourhoods, which includes:</p> <ul style="list-style-type: none"> • Key community-based organizations, hubs, and networks that provide advice and support for renters in Vancouver • Resources and actions to build capacity of local groups and enhance community-based supports for renters based on best practices and needs 	<p>MEDIUM Year 2 / 3</p>
1B	<p>Develop resources to assist applicants to administer tenant relocation plans during the redevelopment processes (e.g. best practice handbook for relocating tenants, establishing a network of tenant relocation specialists). See also Section 7, Action 1C</p>	<p>MEDIUM Year 2/3</p>
Key Strategy 2: Strengthen City protections for renters, co-op members and non-profit residents		
2A	<p>Strengthen the Tenant Relocation and Protection Policy for renters impacted by renovations or redevelopment:</p> <ul style="list-style-type: none"> • Review and fine tune policy to ensure renters are being provided with protection and support when seeking alternate accommodation • Focus on vulnerable tenants including seniors, people with disabilities, and low-income residents 	<p>HIGH Year 1</p>
2B	<p>Adapt Tenant Relocation and Protection Policy for social housing residents to ensure the city's most vulnerable residents do not face displacement and may require additional supports when needed work is done on aging social housing buildings</p>	<p>HIGH Year 1</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 2: Strengthen City protections for renters, co-op members and non-profit residents		
2C	<p>Develop a Resident Protection and Retention Plan (RFRP) for residents on City-owned land in False Creek South that can inform and support the community planning process:</p> <ul style="list-style-type: none"> • Develop a provisional RFRP with residents and citywide stakeholders to inform the advancement of the community planning process, strata leaseholder negotiations and co-op and on-market lease renewal frameworks development • Bring the final RPRP to Council in conjunction with a report back on the neighbourhood planning program 	UNDERWAY
2D	<p>Improve and enhance data collection on tenant impacts of renovations in existing purpose-built rental housing</p> <ul style="list-style-type: none"> • Track 311 inquiries about evictions related to renovations • Develop and implement tracker for building permits resulting in evictions related to renovations (See Section 10: Action 3A) 	MEDIUM Year 1
2E	<p>Enhance City capacity to apply and enforce the Tenant Relocation and Protection Policy (TRPP) and assist tenants with relocation needs</p> <ul style="list-style-type: none"> • Dedicate staff to better administer, enforce, and monitor the TRPP, including the creation of a new Tenant Protection Manager position. The objective is to increase support for tenants and applicants, improve internal coordination, and strengthen the City's ability to enforce tenant relocation plans through better utilization of housing agreements • Hold staff training sessions to assist with inquiries and development applications involving tenant relocation 	HIGH Year 1 Year 2/3
Key Strategy 3: Support security and stability in secondary rental housing		
3A	<p>Ensure the secondary rental stock is prioritized for long-term renters by implementing the Empty Homes Tax and Short-Term Rental Regulations (See Section 2: Action 1A and 1B)</p>	HIGH Underway

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 4: Collaborate with partners on actions to enhance renter protections and affordability		
4A	<p>Work with the provincial government to strengthen the Residential Tenancy Act to improve renter protection, security of tenure, and affordability. Advocate for the following changes:</p> <ul style="list-style-type: none"> • Amend Act to end practice of using fixed-term tenancies as a means of circumventing the allowable annual rent increase, while ensuring that the use of fixed-term tenancies are still allowed in clearly defined instances • Improve protections for tenants being evicted as a result of renovations, including the right of first refusal to return to a replacement unit in the property with limited rent increase • Clarify the types of renovations that can be legitimate grounds for a Notice to End Tenancy for Landlord’s Use • Revisit the annual rent increase and explore the possibility of reducing regular increases, while incorporating a fair and transparent system for allowing rent increases to reflect improvements to properties • Creating a specific category in the RTA for SRA-designated properties by tying rent increase to the room as opposed to the tenant in order to slow rent increases and tenant displacement • Expediting RTB hearings for tenants living in SRA buildings so that hearings can be held ahead of eviction • Holding RTB hearings in-person in the community for tenants under special circumstances and hold mass hearings in cases where multiple tenants are facing the same issues with regards to a building • Strengthen rent controls by creating a specific category in the RTA for SRA-designated properties by tying rent increases to the room as opposed to the tenant in order to slow rent increases and tenant displacement 	<p>HIGH</p> <p>Underway</p>
4B	<p>Increased Support to Renters and Investment in Rental Housing</p> <p>Continue to engage with the federal government through the Federation of Canadian Municipalities (FCM) on key housing issues relating to improving housing affordability for renters through the National Housing Strategy and programs that are not fully developed by the time the NHS is launched, including a housing benefit initiative (See also Section 4, Action 1D)</p>	<p>Underway</p>

9. EXPEDITING AND IMPROVING CITY PROCESSES FOR HOUSING DEVELOPMENT

Development has surged in Vancouver over the past three years with a significant increase in the volume of development applications. A key objective of *Housing Vancouver* is to expedite the delivery of affordable housing by streamlining processes, clarifying requirements, and ensuring staff resources are keeping pace with the increase in development applications. There is also a need to simplify complex regulations and align competing City policies.

Highlights in this section:

- Develop a planning and development process that prioritizes and expedites multi-family affordable housing
- Better enable development of low density housing, especially for more affordable forms and infill projects that help to increase supply on single family lots
- Review existing planning and development policies and regulations to clarify requirements, align priorities, and remove outmoded by-laws
- Improve engagement, consultation, and capacity building to improve housing planning and development

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Create a planning and development process that prioritizes multi-family affordable housing		
1A	<p>Implement the Social Housing Or Rental Tenure (SHORT) which prioritizes 20 high impact affordable housing projects and reduces overall processing time of rezoning application to building permit issuance by half:</p> <ul style="list-style-type: none"> • In advance of the pilot launch, staff selected a few projects to be used to test certain aspects of the pilot. These projects have been processed at a much faster rate, reducing the processing time by approximately half the normal timeframe • Some of the aspects implemented include bi-weekly meetings with the applicant teams, and ensuring priority of the projects within the different approval streams, and creation of a General Manager Meeting to resolve more quickly • A dedicated team of 10 staff have been put in place to process applications 	<p>HIGH</p> <p>Underway</p>
1B	<p>Explore opportunities to expand the SHORT prioritization framework to additional affordable housing projects based on review of the pilot</p>	<p>MEDIUM</p> <p>Year 2</p>
1C	<p>Expedite temporary modular housing developments to house vulnerable populations</p> <p>Staff are working with BC Housing to expedite the delivery of 600 units of temporary modular housing in 2017</p>	<p>HIGH</p> <p>Underway</p>
1D	<p>Evaluate lessons from the modular implementation to support faster permitting of other pre-fabricated housing models</p>	<p>MEDIUM</p> <p>Year 2 /3</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 2: Expedite and Improve Processes for developing market- and below-market rental housing		
2A	<p>Seek opportunities to speed up production of new rental housing</p> <p>Streamline planning and development processes to expedite delivery of new rental housing, particularly around transit hubs and arterials</p>	<p>Medium</p> <p>Year 2</p>
2B	<p>Amend approach to rezoning/CAC negotiations on 100% rental projects to prioritize delivery of rental projects</p> <p>Shift from a negotiated CAC approach to a more streamlined process by simplifying and clarifying the requirements upfront for rezoning projects that are 100% rental</p>	<p>High</p> <p>Year 1</p>
2C	<p>Evaluate a new approach to better enable major upgrades and renovations in existing purpose-built rental housing</p>	<p>Medium</p> <p>Year 2</p>
Key Strategy 3: Improve permitting processes for low-density housing		
3A	<p>Simplify outright single- and two-family developments in order to reduce permit processing times and facilitate development of new ground oriented ownership and rental housing</p>	<p>HIGH</p> <p>Year 1</p>
3B	<p>Convert 1.5 storey laneway homes from conditional to outright developments</p>	<p>MEDIUM</p> <p>Underway</p>
3C	<p>Pilot a performance based approval process for outright low density housing that relies on proven, high performance homebuilders to significantly reduce permitting times</p>	<p>MEDIUM</p> <p>Underway</p> <p>Year 1</p>
3D	<p>Create a Housing Renovation Centre to improve coordination and processing of creative infill projects, including heritage/character retention projects. The Centre will have dedicated support from internal review groups to ensure a consolidated approach</p>	<p>Underway</p> <p>Year 1/2</p>
Key Strategy 4: Review existing planning and development regulations for opportunities to streamline, clarify, and speed up processes		
4A	<p>Initiate a review of City regulations with a focus on simplifying unnecessary complexity; reconciling competing objectives; accelerating reviews; and aligning vision with policies and regulations:</p> <ul style="list-style-type: none"> Identify discrepancies between the Zoning and Development and Building Bylaws, particularly where new housing development forms have implications for VBBL standards Identify opportunities to align existing regulations and development processes with emerging housing policy as part of regulatory review 	<p>Underway</p>

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 4: Review existing planning and development regulations for opportunities to streamline, clarify, and speed up processes		
4B	<p>Update City planning and development fees in 2018 and 2019 - to ensure fees collected on development and building activities reflect the increasing volume and complexity of applications, and to allow for increased City investment to build capacity, reduce processing times, and improve planning and development services:</p> <ul style="list-style-type: none"> • Onboard additional staff - 75 FTEs across 3 departments over 2 years • Transfer existing development-related costs from property taxes to fees • Continue to evaluate additional process gains and fee opportunities and report back to Council 	Underway
Key Strategy 5: Improve Information and Access to Consultation Processes related to Housing initiatives		
5A	<p>Improve public information on housing and planning initiatives and make information available on a broader set of platforms</p> <ul style="list-style-type: none"> • Utilize a variety of tactics, including a focus on digital on-line platforms and face to face opportunities in the implementation of the <i>Housing Vancouver Strategy</i> • Provide better information on City websites for the public and specific stakeholders (e.g. renters, landlords, developers looking to submit applications) 	Underway
5B	<p>Create more opportunities for engagement on housing and planning programs, with an emphasis on under-represented groups</p> <p>Ensure that City public consultation opportunities and information about affordable housing in community plans and rezoning and development applications are accessible and inclusive of under-represented groups:</p> <ul style="list-style-type: none"> • Implement the recommendations of the Mayor's Engaged City Task Force Report, including, developing specific strategies for engaging under-represented groups identified in the Mayor's Engaged City Task Force Report: 18-35 year olds, newcomers and new immigrants, and Urban Indigenous peoples • Implement the Renters' Advisory Committee motion to Council requesting Vancouver City Council direct staff to investigate changing its website so that all applications to build new purpose-built rental housing can be found on one clearly labelled page or section of the City's website • Share input from the Women's Equity Strategy consultations for consideration in the implementation of the City's Housing Strategy 	Underway

10. IMPLEMENTATION AND MONITORING

Housing Vancouver will be implemented through the 3-Year Action Plan and Affordable Housing Delivery and Financial Plan. Ongoing monitoring is key to tracking progress and measuring impact. To this end, the City is committed to providing an annual update on *Housing Vancouver's* progress.

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 1: Monitor Progress Toward Targets and Action Plan (Outputs)		
1A	<p>Report back annually on the progress towards identified targets in <i>Housing Vancouver</i> by:</p> <ul style="list-style-type: none"> • Type of Housing <ul style="list-style-type: none"> - Supportive Housing - Social Housing - Co-ops - Below Market Rental - Purpose Built Market Rental - Rental Laneway Homes - Condominiums - Coach Homes - Townhomes • Income Level Served, and whether housing is secured at these incomes or targeted to these incomes • Type of Household Served <ul style="list-style-type: none"> - Singles - Seniors - Families - Accessible Units • Building Type <ul style="list-style-type: none"> - Apartments - Infill - Townhomes • Location <ul style="list-style-type: none"> - by neighbourhood 	ONGOING
1B	<p>Monitor the implementation of measures that retain and renew the older existing rental stock to:</p> <ul style="list-style-type: none"> • Ensure no net loss • Renew leases with non-profit housing operators on City-owned sites to ensure long-term affordability • Collect information on permits related to building re-investments to the purpose-built rental stock 	ONGOING
1C	<p>Continue to monitor the stock of housing for low-income singles:</p> <ul style="list-style-type: none"> • Continue to monitor the single room accommodation and non-market singles housing in the Downtown Core • Monitor redevelopment of rooming houses not designated by the SRA bylaw 	ONGOING

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 2: Monitor Housing Market Conditions (Outcomes)		
2A	Continue the City of Vancouver-led annual Homeless Count during years where the Metro Vancouver count is not undertaken and participate in the coordination of the Metro Vancouver count every 3 years	ONGOING
2B	Monitor the housing affordability measures available in the Canadian Census	ONGOING
2C	<p>Monitor the rental market indicators available in the annual CMHC Rental Market Report (City and Rest of Metro Region)</p> <ul style="list-style-type: none"> • Vacancy and availability rates • Number of units in the rental universe and change over time • Rent changes over time • Explore other sources to monitor the rents and stock of secondary suites, specifically for laneway housing 	ONGOING
2D	<p>Monitor the ownership market indicators available from the Real Estate Board of Metro Vancouver (City and Rest of Metro Region)</p> <ul style="list-style-type: none"> • Benchmark prices • Active listings • Sales volumes by size and age 	ONGOING
2E	Monitor the property status declaration data collected through the implementation of the empty homes tax	ONGOING
2F	Collaborate with academia and senior governments to identify new data sources and methods to further understand the housing market (See also Section 2, Action 3A)	MEDIUM Year 1
Key Strategy 3: Improve and enhance data collection on tenant impacts of renovations in existing purpose-built rental housing		
3A	<p>Improve and enhance data collection on tenant impacts of renovations in existing purpose-built rental housing. Data Sources include:</p> <ul style="list-style-type: none"> • Track 311 inquiries about evictions related to renovations • Develop + implement tracker for building permits resulting in evictions related to renovations (See also Section 8: Action 2D) • Create POSSE report to gather records of permits to renovate/demolish purpose-built rental buildings 	ONGOING

STRATEGIES AND ACTIONS		PRIORITY
Key Strategy 4: Ensure that data is made available to the public		
4A	<p>Make City-collected housing data available to the public through:</p> <ul style="list-style-type: none"> • Annual <i>Housing Vancouver</i> Update • Quarterly update of the Housing and Homelessness Dashboard • Annual Budget Book • The City of Vancouver open data website 	ONGOING