

Attachment C

Affordable Housing Strategy Report – How the AHS addresses DLC concerns

During the preparation of the Affordable Housing Strategy, staff liaised with members of the Development Liaison Committee (DLC) on a number of occasions. On February 23, 2021, staff met with the DLC to explain the Housing Needs Assessment report, and how it provided a foundation for the Affordable Housing Strategy. An online workshop was held with the DLC early in 2021 that was facilitated by the consultant who prepared the AHS. On October 20, 2021, the DLC members submitted a report with comments concerning the draft Affordable Housing Strategy (Attachment 1). Staff also met with DLC members at an in-person meeting on November 10, 2021, where the DLC representatives explained their key concerns about the AHS. Staff subsequently met with a DLC representative virtually on December 8, 2021, where DLC concerns about the draft document were discussed, along with interest in participating with the Affordable Housing Strategy implementation, particularly regarding the need to increase housing supply and streamlining approval processes.

The following table provides an overview of the DLC members concerns regarding the draft Affordable Housing Strategy combined with ways that the revised AHS addresses these issues. Through the analysis of the DLC comments, staff are in general agreement with the requested revisions, while some concerns will not be addressed as the key focus of the Affordable Housing Strategy is to provide solutions for Mission residents who have the most urgent need for housing and shelter. The recommendations from DLC members provided significant insights for revising the AHS report, and consequently, the updated report responds to many of these concerns. Acknowledging the interest that the DLC members have with the Affordable Housing Strategy, and their expertise in diverse areas of housing production, the DLC members are invited to participate in implementing the AHS initiatives. Participation from members of both the Development Liaison Committee and the Sustainable Housing Committee will ensure that the Affordable Housing Strategy components will be met in a balanced and effective manner.

DLC Concerns/Issues	AHS Actions
Housing supply needs to be increased	The AHS acknowledges that the housing supply has not kept pace with demand. Over the next five years, 412 units/year are needed and only 165units/year are currently being constructed. To address the need for more housing, there is a need to increase staff capacity (e.g., a Social Housing Coordinator position), and to provide streamlined development application processing. Process changes are recommended along with implementing a computerized application management system. (Key Strategy Area 1, pgs. 59 – 63).
The AHS doesn't address the potential of making secondary suites an 'as of right' land use in all residential zones.	The AHS has been revised and Strategies 1.4 and 1.5 on pages 67 – 70 to address this concern so that new single family homes are designed and built to accommodate a secondary suite as an 'outright use'. Strategy 1.5 calls for the development of 'Lock-off Unit Guidelines' to enable construction of these units with apartments. City staff are preparing a secondary suite policy for suite development.

Hire a Housing Coordinator who is responsible for the efficient processing of all residential developments – market & non-market.	Strategy 1.1 (pg. 60) recommends ‘Hire a Social Housing Coordinator.’ This strategy proposes a new staff member to improve internal capacity, assist coordination between non-profit housing providers and the development sector, and capitalize on funding from senior government. While this position focuses on providing housing for those in greatest social and economic need, it would also coordinate with market housing providers, and enable other staff to process market housing applications.
Under the ‘Top 12 Strategies’ the DLC report asks why is ‘Streamline & Simplify the Development Approvals Process’ number 7 on the list?	Staff understand the DLC’s concerns regarding the prioritization of strategic actions, and consequently, the AHS report has been revised, repositioning this as Strategy 1.2. Staff are reviewing the Preliminary Application Review (PAR) and development application review processes (e.g., Planning, Building, Engineering), as noted on page 62 to enhance processing effectiveness.
Objective 1. ‘Prioritize modular buildings for projects that comprise predominantly smaller units’ doesn’t get addressed until 2021 – 25.	The report supports using modular housing but recommends it should be a high, vs. an immediate priority. This would provide the City’s Forestry Department time to coordinate actions with modular housing manufacturers to design and build modular units using engineered wood from Mission’s municipal forest to create affordable housing units.
Objective 1. Has staff calculated how many external consultants need to be hired to complete the numerous studies that are being recommended?	Some of the AHS actions could be accomplished by City staff, while other initiatives could require specialized expertise from consultants. This will be determined in the AHS implementation strategy where input from DLC and SHC members will assist in program delivery.
Objective 2. Has a Growth Management Strategy been approved by Council?	A Growth Management Strategy has been discussed with Council, and will provide a foundation for the 2022 OCP Review. It will inform further discussions concerning the provision of affordable housing in Mission.
Objective 2. DLC does not support Action 2.1.C of the draft report as it introduces a non-elected group to define what’s an acceptable development application, and the associated priority when its processed. This is Council’s role.	Action 2.1.C has been shifted to a lower priority being Strategy 4.1.B. The SHC is a Committee of Council, authorized by Council to recommend action and assist in implementing strategies for providing affordable housing. In recognition of the DLC’s concerns, this strategy has been revised to include the DLC in working with the SHC members to develop an interim framework to assist with the evaluation of development applications on their alignment with the City’s growth management principles, particularly around the creation of complete communities. This is intended as an interim evaluation framework that would no longer be needed once detailed neighbourhood plans are in place.
Objective 2. DLC does not support Action 2.1.D.	Action 2.1.D as also been reassigned as Strategy 4.1.B. This strategy refers to OCP policies concerning such matters as affordable housing and multi-unit residential development. The OCP is proposed to be reviewed in

	<p>2022 – 23 and will include engagement with the DLC, SHC and other Council committees, commissions, residents and interest groups. The DLC members will be requested to provide input for the OCP review.</p>
<p>Objective 3. The DLC provides many comments, some of which have been addressed in the revised report, as mentioned above.</p>	<ul style="list-style-type: none"> • Regarding the recommendation that Mission needs to adopt a new corporate culture before hiring any more staff, the City is implementing a new development management system to help streamline processing and to assist in the overall production of housing. • Mission needs to prioritize housing for those in greatest need, but recognizes the impacts of escalating housing costs for middle income families. Staff are addressing these concerns with initiatives for other forms of housing including higher density townhouse formats, lock-off suites in apartments and secondary suites in single family homes, duplexes and rowhomes. • Rezoning is being reviewed as an option that could assist with housing affordability. • Adaptable housing is being reviewed given that Mission's population is aging, and an increasing percentage of residents will need housing that provides for greater access, mobility, convenience and safety while supporting 'aging in place' within Mission's communities.
<p>Objectives 4 and 5. The industry strongly objects to these initiatives as they are entirely new initiatives that could have significant impact to the processes associated with delivering new housing in Mission.</p>	<p>Objective 4 is now 'Key Strategy Area 4: Build Awareness and Support for Managing Growth and Affordable Housing.'</p> <p>Objective 5 is now 'Key Strategy Area 5: Address Inadequate living conditions and Minimize impacts to Tenants.'</p> <p>The key focus of this report is to provide effective approaches for creating housing for Mission residents who are in greatest economic and social need. This report updates the 2010 Affordable Housing Strategy report that had a similar focus, and is not a new concept.</p> <p>The economic implications of providing greater housing affordability can be met in many ways. The AHS recommendations address the current shortfall in funding from development that could be directed towards providing housing affordability for the broader spectrum of housing needs in the City. The combination of enhancing processing efficiency, reducing development approval timelines, engagement with housing experts, and using updated fiscal tools to support equitable housing are part of the AHS initiatives for addressing Mission's needs for housing affordability in the years ahead.</p>