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**To:** "Direct to Mayor and Council - DL" <CCDTMACDL@vancouver.ca>

**Date:** 4/26/2017 6:13:01 PM

**Subject:** Update on Housing Policy Team's move from Community Services to Planning Urban Design and Sustainability

**Attachments:** Org Chart for Housing Group with Matrix.pdf

Greetings Mayor and Council,

I am writing to provide you with an update on the Housing Policy Team's move from Community Services to Planning Urban Design and Sustainability, which was announced on March 30.

The team of five - Edna Cho, Matthew Bourke, Allison Dunnet, Sarah Ellis, and Aaron Cheng - have now moved from Woodward's to the 2<sup>nd</sup> Floor West Annex Building and been settling in over the last two weeks. In addition to the staff who moved over, the team is actively recruiting for two additional positions as well as an Assistant Director to lead the group. In the interim, Edna Cho is leading the group and reporting to Randy Pecarski, Deputy Director of Planning.

This group is leading the completion of the 10-year "Housing Vancouver" strategy. The move will help to further integrate housing policy and Land Use planning work. It will help propel many policy initiatives: Rate of Change Phase II, the improvement of Tenant Relocation and Protection Policies, Empty Homes Implementation, Family Housing Design Guidelines, and Affordable Home Ownership. It will also help us give support to the Renters Advisory Committee and participate in Metro Vancouver's Housing Subcommittee.

Kathleen and Gil are working collaboratively to monitor the effectiveness of the new organizational structure and in the weeks and months to come may make further changes in business processes and/or organizational responsibilities to improve overall housing and housing development outcomes. I have attached a table and organization chart that summarizes what tasks will now be at PDS and what is remaining at CSG in case you are trying to figure out which GM to ask about particular issues.

Should you have any questions or concerns, please contact Gil, Randy or Edna.

Best

Sadhu

**Sadhu Aufochs Johnston** | City Manager

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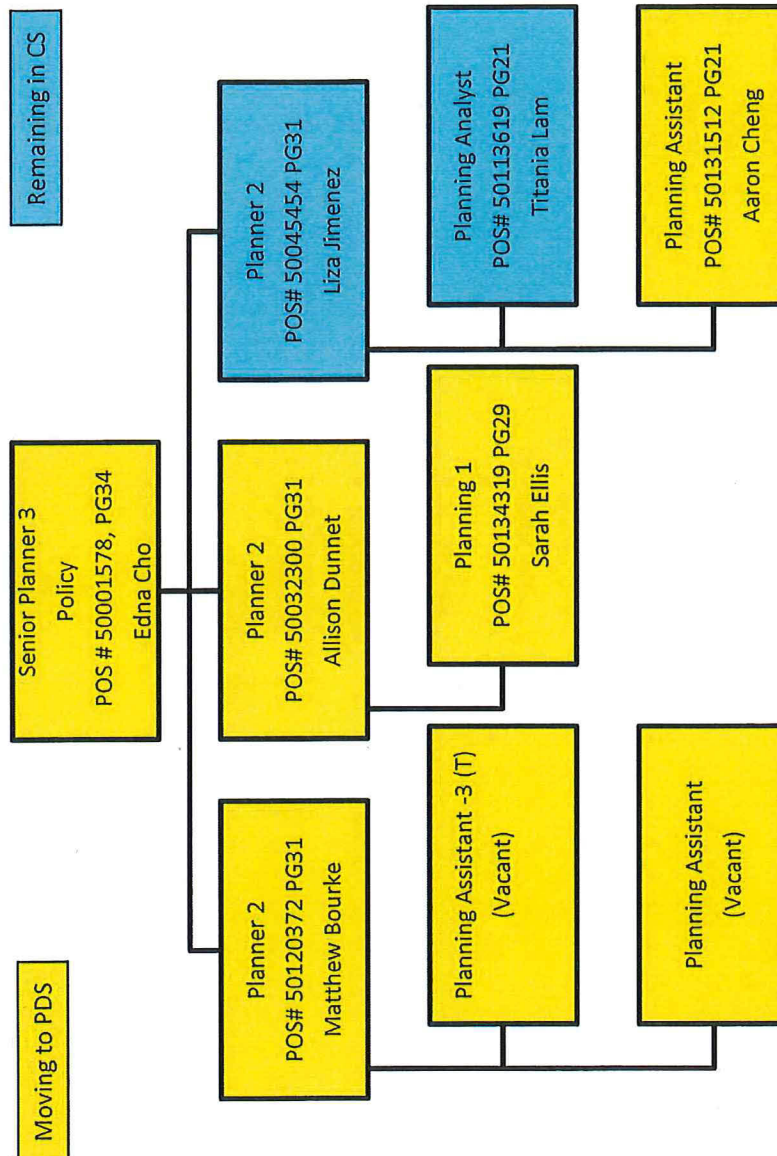
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# Reorganization of Housing Policy Effective April 3, 2017



Goals	No	Sub No.	Action Items	PDS Led	CS Led	Boundary Areas for Ongoing Review	Cross-Referenced
Be a leader in evidence based housing policy & strategy	1	a	Develop and manage City-wide Housing Policy	Y			
		b	Review of DCL, Waivers, Business Process	Y			
		c	Report back on Empty Homes	Y			
		d	Develop Family Housing Guidelines	Y			
		e	Input into the Regional Affordable Housing Strategy and emerging National Housing Strategy	Y			4e
		f	Community Plans - FCS, Cambie Ph. 3, False Creek flats, Joyce-Collingwood Ph. 2, Sustainable Large Sites Policy	Y			
		g	Oversee new Modular Housing policy and regulatory support	Y			6a
		h	Advocate, identify & request any Vancouver Charter change	Y			
		i	Develop policy for Affordable home ownership	Y			4b
		j	Input into Shaping Future Project	Y			4c
		k	Provide input to align with Urban Aboriginal Housing Strategy	Y			6d
Support Renters and protect existing affordable housing	2	l	Data, Monitoring & Reporting including annual report card to Council	Under Review	Under Review	Under Review	
		a	Rate of Change	Y			
		b	Building re-investment	Y			
		c	Update Tenant Relocation Policy	Y			4d
Complete the Housing Re:set	3	a	EY Work	Y			
		b	G+A Work	Y			
		c	Mayors External Leaders	Y			
		d	Creative Advisories	Y			
		e	Re:Set Strategy Development	Y			
		f	Public Consultation	Y			
Implement Housing Programs	4	a	Develop Short-term rentals (STR) policy and ongoing measurement		Y		
		b	Develop and manage Affordable Home-ownership program		Y		1i
		c	Contribute to, input and share best practice globally through Shaping Futures project		Y		1j
		d	Implement Tenant Relocation Policy and manage program		Y		2c
		e	Advocate and influence the City's regional, provincial and federal govt. objectives through the Regional Affordable Housing Strategy and emerging National Housing Strategy		Y		1e
		f	Manage Rentbank		Y		
Provide leadership to enable the system changes required to resolve homelessness and support vulnerable populations	5	a	Support SRO Task Force		Y		
		b	Oversee SRA Bylaw, SRO Grant Program and housing input into Integrated Enforcement		Y		
		c	Support 2017 Regional Homeless Count		Y		
		d	Lead for Regional Steering Committee on Homelessness and input into Mayors Task Force as required		Y		
		e	Provide media support and oversee closure of 2016/2017 Winter Shelters and 2017/2018 openings		Y		



## Housing Policy Function Split Between CS and PDS

3/30/2017

Goals	No	Sub No.	Action Items	Boundary Areas for Ongoing Review			Cross-Referenced
				PDS Led	CS Led	Under Review	
Increase the supply of affordable housing across the housing continuum and across all communities - meet H&H strategy targets of 2,900 units of supportive housing & 5,000 units of social housing, continue to exceed 5,000 units of secured market rental, continue	6	f	Proactive communications and engagement on drivers/solutions on Homelessness, including responses to Council		Y		
		g	Focus on system change for homelessness - Promote partnerships, provide leadership, data/evidence collection, policy development and research focused		Y		
		a	Oversee implementation of new Modular Housing program		Y		1g
		b	Oversee Project Management approach, Council responses, communication support, VAHA and partner liaison and internal intervention and advocacy to support delivery of ~200 affordable housing projects.		Y		
		c	Major Projects: Oversee Project Management approach, Council responses, communication support, partner liaison and internal intervention and advocacy	Under Review	Under Review	Under Review	
		d	Lead with MVAC about the Urban Aboriginal Housing Strategy		Y		1k
		a	Provide leadership and support on procurement & partnerships		Y		
		b	Oversee management of non-profit short list and key partnership principles /processes		Y		
Play a leadership role in improving affordability, sustainability and resilience of the non-profit, social and co-op housing sector	7	c	Oversee and improve Non-profit/co-op grant process		Y		
		d	Develop new funding/financing strategy for affordable housing (pre-paid leases, PEF etc.) through new Housing Working Group sub-group		Y		
		e	Support work on new co-op and non-profit lease framework		Y		
		f	Manage policy issues arising from FCS Co-ops opt in/ opt out affordable issue on all PEF housing lands		Y		
Current Committees / External Groups	8	a	Renters Advisory Committee	Under Review	Under Review	Under Review	
		b	Vancouver Coastal Health Second Generation Housing Sub-group		Y		
		c	Mayors Task Force on Mental Health & Addictions		Y		
		d	Streethome Committees		Y		
		e	SRO Task Force		Y		
		f	Social Purpose Real Estate Committee		Y		
		g	Regional Steering Committee on Homelessness		Y		