

From: ["Mochrie, Paul" <Paul.Mochrie@vancouver.ca>](mailto:Paul.Mochrie@vancouver.ca)

To: ["Direct to Mayor and Council - DL"](#)

Date: 2/21/2022 7:41:13 PM

Subject: [Staff Update on ACCS and PDS housing teams](#)

Attachments: ACCS-PDS - GM - Chart (Council) - Housing work organization - org chart + delivery teams (2022-02-16).pdf

Dear Mayor and Council,

Member of Council have periodically posed questions regarding the delineation of housing-related work amongst City departments and team. For your reference, the attached documents provide an overview of functional responsibilities between ACCS and PDS, reflecting a number of organizational changes implemented over the course of the 2021 and 2022 to better align roles and responsibilities in the delivery of housing-related work.

If you have any questions, please do not hesitate to contact Sandra or Theresa.

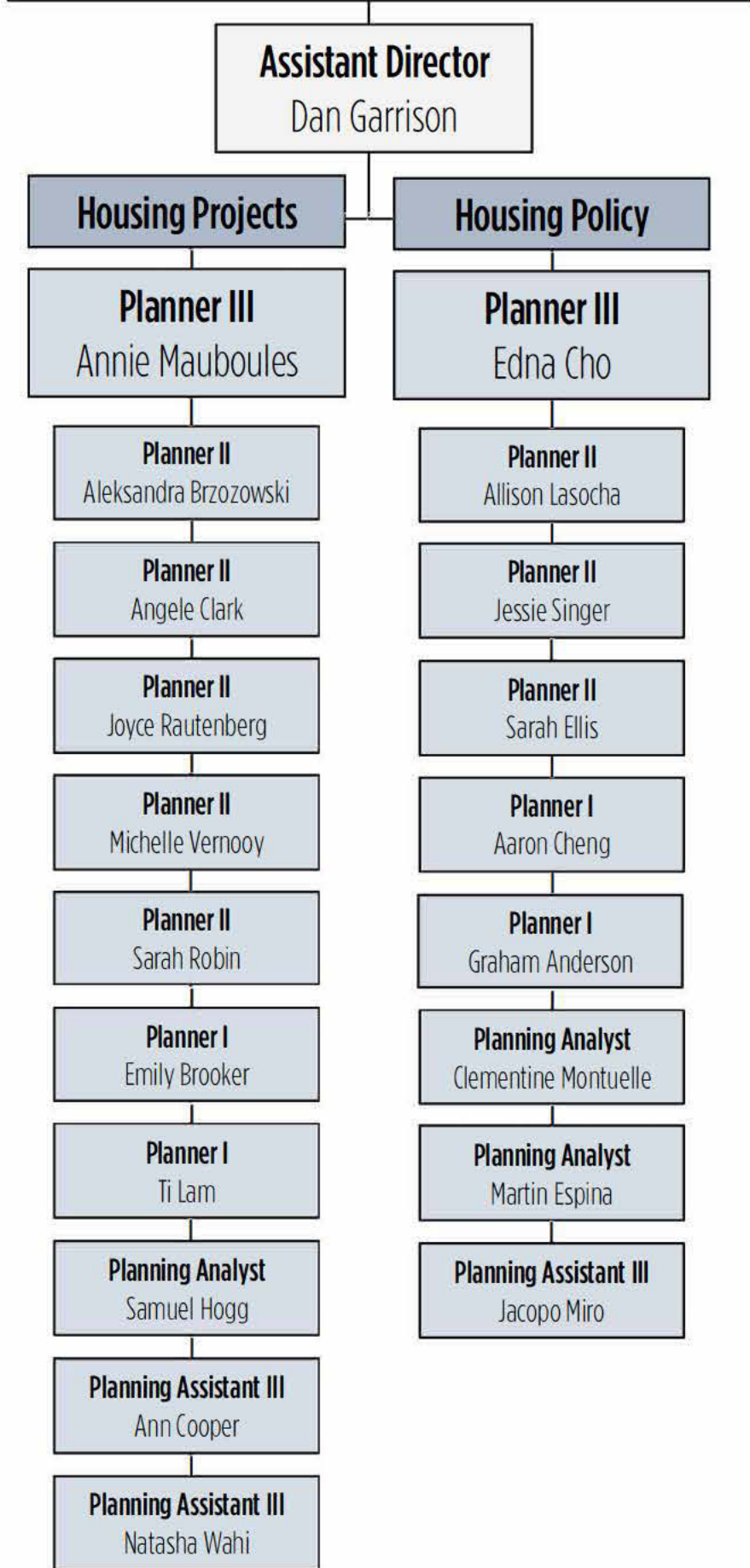
Best,
Paul

Paul Mochrie (he/him)
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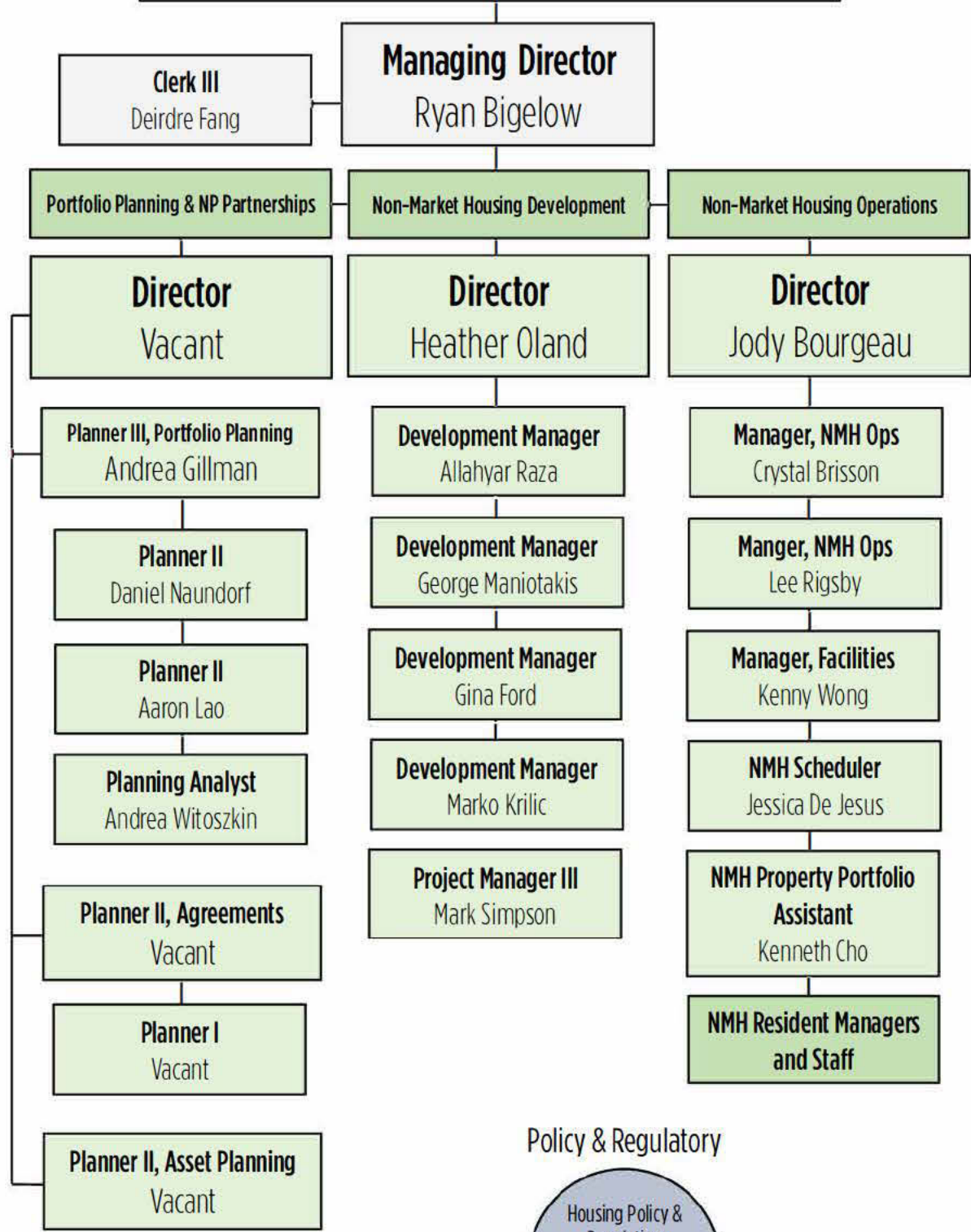


The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the x^wməθk^wəyəm (Musqueam), Skwxwú7mesh (Squamish), and səlilwətał (Tsleil-Waututh) Nations.

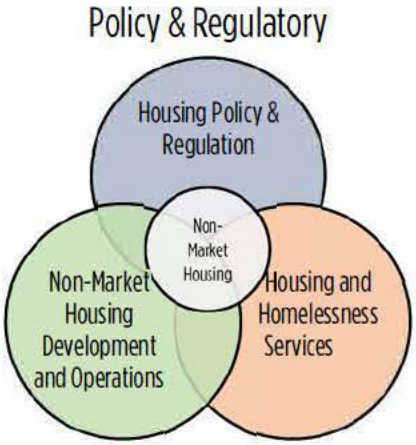
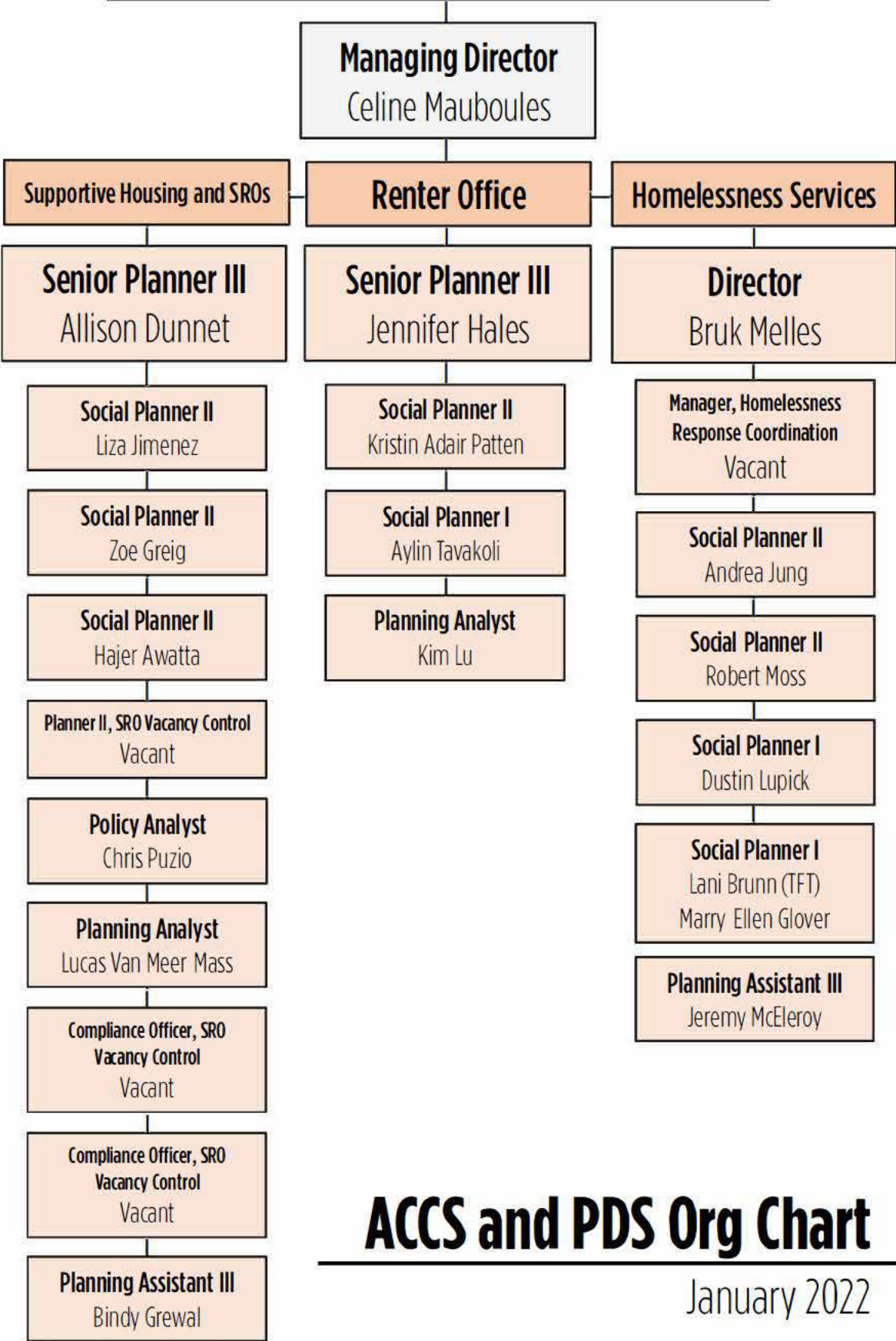
Planning, Urban Design and Sustainability (PDS)
Housing Policy & Regulation



Arts, Culture and Community Services (ACCS)
Non-Market Housing Development and Operations



Arts, Culture and Community Services (ACCS)
Housing and Homelessness Services



ACCS and PDS Org Chart

January 2022

CoV Housing Delivery Teams: 2022 Update

<p>Housing Policy and Regulation Division (PDS) <i>Director: Dan Garrison</i></p> <ul style="list-style-type: none"> • Lead development of overall City housing policy and strategies (e.g. Housing Vancouver, Vancouver Plan) • Develop and implement policies and programs to protect, renew and expand the supply of affordable housing • Facilitate and secure the delivery of affordable housing projects through the planning and regulatory approvals process <p><i>Housing Policy</i></p> <ul style="list-style-type: none"> • Housing Vancouver Strategy • Vancouver Plan and key area plans (e.g. Broadway Plan) • Rental and affordable housing policies – protection, incentives and TRPP • Housing research, data, monitoring and reporting • IGR on housing policy and regulatory issues (Metro, Province, Federal) <p><i>Regulation</i></p> <ul style="list-style-type: none"> • Facilitate and regulate affordable housing projects through Rezoning and Development Permit processes (with RZ Centre and DBL) • Implement housing incentive programs (e.g. DCL waivers, density bonuses) • Secure turn-key social housing assets through inclusionary program • Secure affordability levels and other regulatory requirements through Housing Agreements • Secure rental replacement and Tenant Relocation Plan requirements 	<p>Housing and Homelessness Services (ACCS) <i>Managing Director: Celine Mauboules</i></p> <ul style="list-style-type: none"> • Homelessness and supportive housing strategy - policy lead/input to PDS Housing Policy and Vancouver Plan • Programs, projects and services to: <ul style="list-style-type: none"> • Respond to individuals experiencing homelessness • Support Renters and marginalized residents, including those at risk homelessness • Protect and improve low income housing stock • Address needs of priority populations through focus on equity • Support non-profit and community partners in responding to homelessness <p><i>Homelessness Services – Outreach and Programs</i></p> <ul style="list-style-type: none"> • Homeless Outreach Team and Warming Centre staffing • Coordinated Access and Assessment / STEP – tenant relocation/supports • Encampment and urban issues response • Data/Research (e.g. Homelessness Count, Dashboard/Metrics) • Homelessness Action Week (HAW) Grants • Shelter and extreme weather response strategy • Emergency shelter partnerships and delivery <p><i>Renter Office</i></p> <ul style="list-style-type: none"> • Renter Centre development and delivery • Renter Services Grants; Data collection and analysis • Support and advocacy for renters (renter line, input to PDS policy team) <p><i>SRO and Supportive Housing</i></p> <ul style="list-style-type: none"> • Supportive Housing Strategy and related community engagement • SRO Revitalization Plan and SRO Grants • SRA By-law and SRO Vacancy Control • Research and data analysis (Low-Income housing survey, TMH outcomes, etc.)
<p>Non-Market Housing (NMH) Development and Operations (ACCS) <i>Managing Director: Ryan Bigelow (additional title: CEO, VAHA)</i> <i>Note: All City-owned non-market housing assets referenced below are now in the VAHEF, managed by this team.</i></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%; vertical-align: top; padding: 5px;"> <p><i>Portfolio Planning & Non-Profit Partnerships</i></p> <p><i>Portfolio Planning</i></p> <ul style="list-style-type: none"> • Development of portfolio plans and execution of business transformation initiatives to meet housing targets and portfolio performance objectives; • Portfolio information, performance measurement, analytics and reporting; <p><i>Partnerships & Lease Management</i></p> <ul style="list-style-type: none"> • Identification and evaluation of funding opportunities and new funding partnerships; • Development and negotiation of partnership agreements with non-profit and co-op housing delivery partners; • Administration, monitoring, operational reviews and enforcement of non-market housing leases; • Lease renewal negotiations <p><i>Asset Planning/Deployment</i></p> <ul style="list-style-type: none"> • Development of asset management strategies and plans to safeguard and preserve the City's social housing assets; • Deployment of turn-key social housing assets using non-profit operators • Administering housing capital grant programs within the portfolio </div> <div style="width: 48%; vertical-align: top; padding: 5px;"> <p><i>Non-market Housing Development</i></p> <ul style="list-style-type: none"> • Acquisition and pipeline development • Development of COV-owned land: Social housing, Supportive housing, Mixed use • Redevelopment of existing housing and asset conversions • Development SME for REFM-led co-located housing projects • Modular Housing building development & relocation support to BC Housing • Vancouver Affordable Housing Agency activities <p><i>Non-market Housing Operations</i></p> <ul style="list-style-type: none"> • Operations of City-owned and operated non-market housing • Operations of BC Housing owned non-market housing • Vancouver Public Housing Corporation activities </div> </div>	