APPENDIX A

BURNABY'S HOUSING + HOMELESSNESS STRATEGY

DECEMBER 2021



HOME: BURNABY'S HOUSING AND HOMELESSNESS STRATEGY

DECEMBER 2021

Welcome to HOME

HOME is a **plan of action** on housing and homelessness for the next 10 years.



HOME has a **vision**: that Burnaby is a place where people can find a home, afford a home, and feel at home.



HOME has **goals**: to foster an inclusive, livable community with housing for a variety of incomes and needs.



HOME has **15 strategies** and **90 actions** to achieve those goals.

Step inside to find out more about HOME.

TERRITORIAL ACKNOWLEDGMENT

The City of Burnaby is located on the ancestral and unceded homelands of the ***hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh*** *speaking peoples. We are grateful for the opportunity to develop housing policy in this territory.*



MAYOR'S MESSAGE

On behalf of Burnaby City Council, I am pleased to present HOME: Burnaby's Housing + Homelessness Strategy. The publication of this report represents the culmination of a years-long process which began with the Mayor's Task Force on Community Housing in 2019.

It also marks the beginning of a transformative time for Burnaby, as we move to implement the important initiatives and actions outlined in this report. There is a lot of work ahead of us, but we now have an important road map to guide City decisions on housing for the next 10 years.

The vision and broad goals outlined in the HOME Strategy reflect the diverse array of perspectives, ideas and input of Burnaby residents, housing stakeholders and community organizations. This is a direct continuation of the engagement process we developed during the Your Voice. Your Home. campaign, which informed the Mayor's Task Force on Community Housing.

That process taught us an important lesson that may at first sound contradictory: by slowing down and taking the time to understanding people's needs, you can build the clarity and consensus needed to take decisive and rapid action to implement solutions.

There are no simple and easy ways to tackle a housing crisis, but work is already underway on many initiatives outlined in the HOME Strategy. Collectively, these plans will help address the most urgent and pressing housing needs in our community.

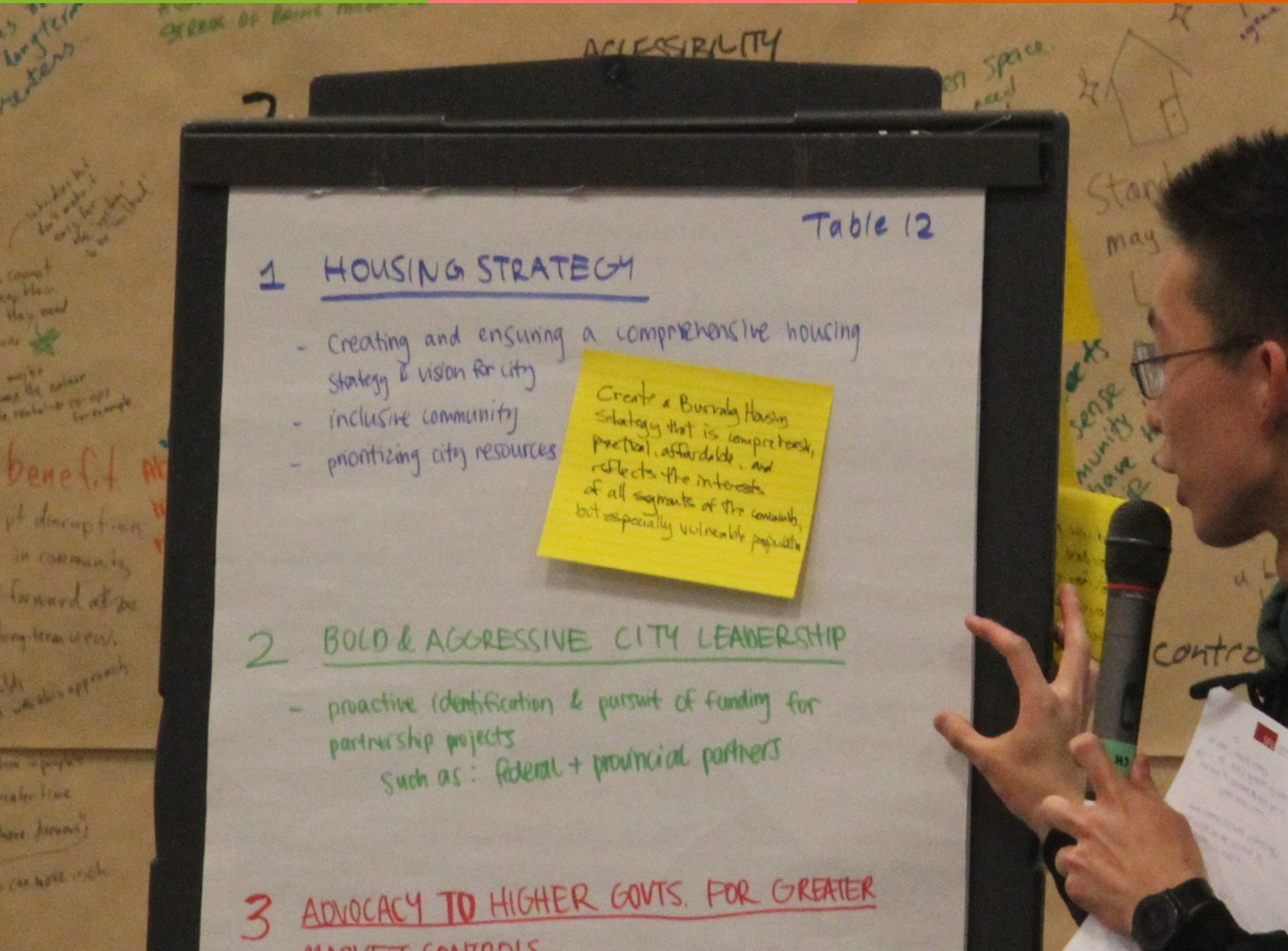
The HOME Strategy outlines a new vision for Burnaby. Over the next 10 years, we will:

- *Build several thousand new non-market housing units to meet the needs of a growing, diverse community;*
- *Revitalize our neighbourhoods, with laneway homes, row homes and a variety of "missing middle" housing;*
- *Create vibrant new urban villages, close to transit, with a healthy mix of strata, rental, and non-market rental housing;*
- *Ensure hundreds of relocated tenants are able to live in new affordable rental units on the site of their former homes;*
- *Secure sufficient housing and wrap-around supports for people experiencing or at risk of homelessness; and*
- *Construct many more low carbon and energy efficient homes.*

These are ambitious goals, and progress won't always come easy. I believe that the HOME Strategy provides us with an excellent foundation for addressing the issues that our entire Metro Vancouver region is grappling with.

Thank you to all the residents, stakeholders, and community groups who contributed throughout this process, and to City staff for their professionalism and dedication in creating this final report.

Mayor Mike Hurley


Table 12
1 HOUSING STRATEGY
- Creating and ensuring a comprehensive housing strategy & vision for city
- inclusive community
- prioritizing city resources
Create a Burnaby Housing Strategy that is comprehensive, practical, affordable, and reflects the interests of all segments of the community, but especially vulnerable populations
2 BOLD & AGGRESSIVE CITY LEADERSHIP
- proactive identification & pursuit of funding for partnership projects
Such as: federal + provincial partners
3 ADVOCACY TO HIGHER GOVTS. FOR GREATER

EXECUTIVE SUMMARY

Burnaby has a vision: to be a place where everyone can find a home, afford a home, and feel at home. HOME: Burnaby's Housing + Homelessness Strategy ("the HOME Strategy") is a 10-year plan of action to achieve that vision.

This document has two parts:

Part 1

Part 1 introduces the HOME Strategy, takes a quick look at the processes that shaped it, provides key information on housing and homelessness in Burnaby, and outlines five themes that underlie the strategy.

Part 2

Part 2 contains the strategy itself, a detailed framework of goals, strategies and actions that addresses all parts of Burnaby's housing system. Part 2 also includes an implementation key for each strategy, and a glossary.

THE HOME STRATEGY

Over the past two years, Burnaby has been charting a new direction in housing policy. In 2019, it convened the **Mayor's Task Force on Community Housing**, and gathered thousands of comments through the accompanying **Your Voice. Your Home** public engagement process. The result was a set of 18 recommendations and 10 "quick start" ideas to guide the City's housing efforts. With this guidance, Burnaby has since implemented a comprehensive Rental Use Zoning Policy and bolstered its Tenant Assistance Policy with the strongest protections in Canada. By opening the door to fresh ideas, Burnaby has established a path forward on housing issues.

The HOME Strategy marks that path with specific goals, strategies and actions that will help Burnaby implement the Task Force's recommendations and achieve the right supply of housing for our community. It addresses all parts of the housing system, including **rental homes, owned homes, supportive housing, and the challenge of addressing homelessness**. The strategy is summarized in the table on page 7 and presented in detail in Part 2 of this document.

The HOME Strategy relies on the recently completed **Burnaby Housing Needs Report** ("HNR"). The HNR identifies the housing needs of our community and compares them with our current and projected housing supply. It then provides recommendations for addressing gaps in housing supply, for the next five years. These recommendations are reflected in the HOME Strategy.

Both the Housing Needs Report and the HOME Strategy incorporate the helpful comments of stakeholders, community members, and City staff who attended workshops, completed surveys, and provided interviews and written comments on the topics of housing needs and the draft goals and strategies. A summary of "**what we heard**" from consultation participants is provided on page 27.

In developing the HOME Strategy, **four themes** were kept front of mind— reconciliation, diversity, affordable living, and the right supply. These themes are outlined in pages 34-39.

Throughout the document, you will find **information on housing and homelessness** in Burnaby, including housing facts and figures, and policies and programs that are already in place.

As you read through the strategy, we hope that you find it enjoyable and informative. It was written for all of you who -- now or in the future -- call Burnaby home.



The HOME Strategy introduces a new model of the housing system. The housing system is often seen as a continuum that progresses from emergency shelters, through different types of rental housing, to the end goal of home ownership. Recognizing the many paths households take within the housing system, the HOME Strategy shows it as four spheres, with open circulation between each type of housing.

THE HOME STRATEGY AT-A-GLANCE

GOAL 1	STRATEGIES 1 - 5	# OF ACTIONS
Inclusive and Livable Neighbourhoods	Increase Housing Choice	6
	Create More Housing in Mixed-Use, Transit-Friendly Areas	5
	Support Housing for Diverse Needs	9
	Promote Social Connections and Resilience	6
	Support Climate-Friendly and Sustainable Housing Development	7
GOAL 2	**STRATEGIES 6-7**	**# OF ACTIONS**
Options for Secure Housing Tenure	Explore ways to make homeownership more attainable	3
	Support co-operatives, co-housing and other secure, collaborative housing options	6
GOAL 3	**STRATEGIES 8-9**	
A Renter-Friendly Community	Protect and grow our rental housing stock	6
	Support tenants facing displacement and other challenges	5
GOAL 4	**STRATEGIES 10-12**	
A Healthy Supply of Non-Market Housing	Pursue non-market housing partnerships with governments and housing providers	11
	Provide regulatory support for non-market housing	3
	Facilitate redevelopment of low-density sites for affordable housing	6
GOAL 5	**STRATEGIES 13-15**	
A Place Where Homelessness is Rare, Brief, and One Time	Prevent pathways into homelessness	5
	Support pathways out of homelessness	6
	Contribute to continued collaboration and coordination among homeless serving partners	6



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PART 1

INTRODUCTION
THE ROAD TO HOME
HOUSING AND HOMELESSNESS IN BURNABY
KEY THEMES

INTRODUCTION

What is HOME?

Viewed from the air, Burnaby's 92,000 homes are a patchwork of tiny squares, or dots lining miniature blocks and towers. Zoom closer in, and these homes come to life. People chat on balconies, barbecue on patios, mow lawns, water plants. Screens flicker behind curtains, families gather around tables, a cellar door opens and a dog trots up the stairs. Under each roof and behind each window, lies the story of a household and the place it calls home.

As a municipality, Burnaby takes a broad view of housing, considering the overall needs and objectives of our community. The HOME Strategy reflects this perspective in the scope of its policies, which address the entire housing system, including homelessness. At the same time, the HOME Strategy tries to keep in sight the needs of individual households.

Each Burnaby resident has their own ideas and experiences of home. For some, home is a certainty, a place nurtured over decades and finally owned outright. For others, home is a community, a co-op or other multi-family development. For many, home is conditional, resting on a mortgage payment or rent cheque, and on keeping a steady income. For too many, home is elusive: too expensive, too small, or lost in a time of crisis. For those in transition, whether recovering from domestic violence, rebuilding in a new country, or finding a path out of homelessness, a home can be a source of hope. For all of us, home is a basic need.

The HOME Strategy strives to capture the importance of home in a policy framework that speaks to the diverse needs of our community.

HOUSING FORMS

What is housing?

"Housing" is a collective term for the spaces we live in. Housing is defined by features such as:

- **Tenure.** Tenure refers to the conditions under which homes are occupied. Common types of tenure are tenancy/rental, leasehold, freehold/fee simple ownership, strata ownership, and co-operative membership.
- **Building form.** This refers to the physical design of the building containing the housing unit(s). Common building forms for housing are single detached, semi-detached, duplex, triplex, fourplex, townhouse, stacked townhouse, low-rise apartment building, mid-rise apartment building, and high-rise apartment building. Some of the most common forms in Burnaby are shown at right.
- **Cost.** The cost of housing is determined by the market, or in non-market and co-operative housing, by the funding program and other criteria, such as target residents. "Affordable housing" is a term applied to housing that costs no more than 30% of the residents' income.
- **Financing model.** Mortgages are the most common financing model for home ownership, although rent-to-own, shared equity, equity co-operatives and other models exist. Non-profit co-operatives require purchase or shares and monthly payments; they may also rely on government financing programs, as do many non-market rental housing developments.
- **Unit size/unit type.** Unit size is typically measured in area (square feet or meters). Unit type is typically expressed in number of bedrooms.
- **Design features.** Design features can reflect both aesthetic choices and practical considerations such as energy performance and accessibility.
- **Support services.** Supportive housing, transitional housing, and assisted living facilities are three categories of housing that offer support services for their residents. Support services range from 24-hour care to addiction counselling, from daily meals to on-site medical staff.

The HOME Strategy seeks the right supply of housing for our community, so that everyone can have a comfortable home.

Burnaby has a range of housing forms.
Some of the most common are shown here.

1 – Single family home; 2 – Semi-detached duplex; 3 – townhouses; 4 – low-rise apartment;
5 – mid-rise apartment; 6 – high rise apartment













HOUSING AND HOMELESSNESS

What is homelessness?[1]

"Homelessness" describes the situation of an individual, family or community without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.

Homelessness describes a range of circumstances, with people being without any shelter at one end, to being insecurely housed on the other.

Homelessness encompasses a range of physical living situations, including:

- **Unsheltered** – absolutely homeless and living on the streets or in places not intended for human habitation;
- **Emergency Sheltered** –staying in overnight shelters for people who are homeless, or for those impacted by family violence or other trauma.
- **Provisionally Accommodated** – referring to those whose accommodation is temporary or insecure
- **At Risk of Homelessness** – referring to people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

The HOME Strategy addresses the full spectrum of homelessness, with recommendations to reduce pathways into homelessness, support pathways out of homelessness, improve coordination of homeless services, help tenants meet housing challenges, and increase our stock of non-market housing.

[1] The description on this page is adapted from: Canadian Observatory on Homelessness. (2012). **Canadian Definition of Homelessness**. Toronto: Canadian Observatory on Homelessness Press. www.homelesshub.ca/homelessdefinition.

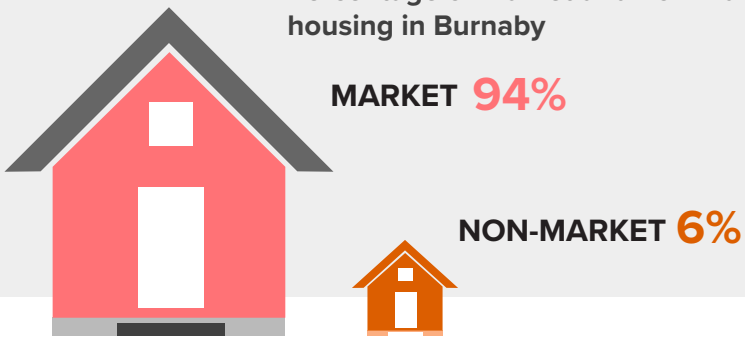
What is non-market housing?

The cost of housing is determined by the market. In Burnaby, single family homes, duplexes, and condominiums are priced at market rates, along with most rental units and some housing with supports, such as assisted living and long term care homes.

However, there are approximately 6,000 units that are not priced at market rates. These "non-market" units, which include rental units and most co-operative housing units, were created through federal and provincial funding programs, by Metro Vancouver Housing Authority, and/or by non-profit societies. Through private and/or public subsidies, these homes offer greater affordability, and may be earmarked for households with very low, low or moderate incomes. Some non-market housing developments are for specific populations, such as seniors, women and children, and people with disabilities.

Burnaby partners with non-market housing funders and providers, offering support through low-cost leases of City-owned land, and through grants from the City's Community Benefit Affordable Housing Reserve.

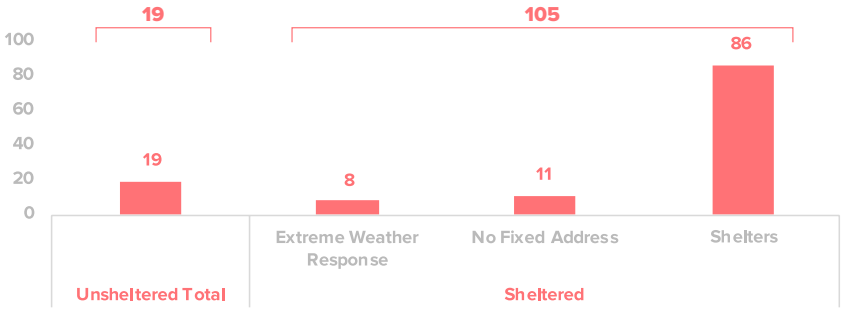
Percentage of market and non-market housing in Burnaby



It is difficult to measure homelessness, as people without homes do not have a fixed physical address. Two sources of information on homelessness in Burnaby are the triannual point-in-time count sponsored by the BC Non-Profit Housing Association, and records from the Progressive Housing Emergency Shelter, which was opened in November 2019. As shown below, the 2020 point-in-time count identified 19 unsheltered and 105 sheltered individuals. Records show full capacity at the shelter, and many individuals turned away due to lack of beds. In addition, there are 6,620 households at risk of homelessness (in "core housing need") in Burnaby, according to the 2016 census.

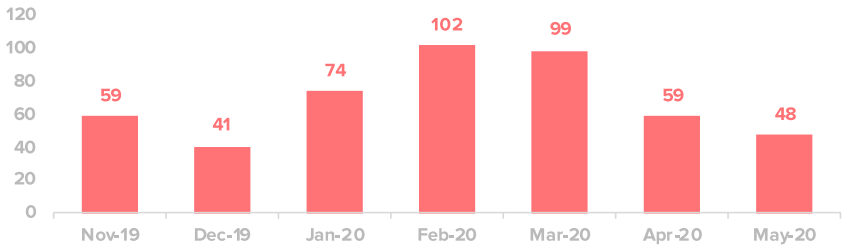
Goal 5 envisions Burnaby as "a place where homelessness is brief, rare, and one time." Its 3 strategies and 17 actions address a variety of challenges that contribute to homelessness.

Sheltered and Unsheltered Homelessness Point-in-Time Count, Burnaby, 2020



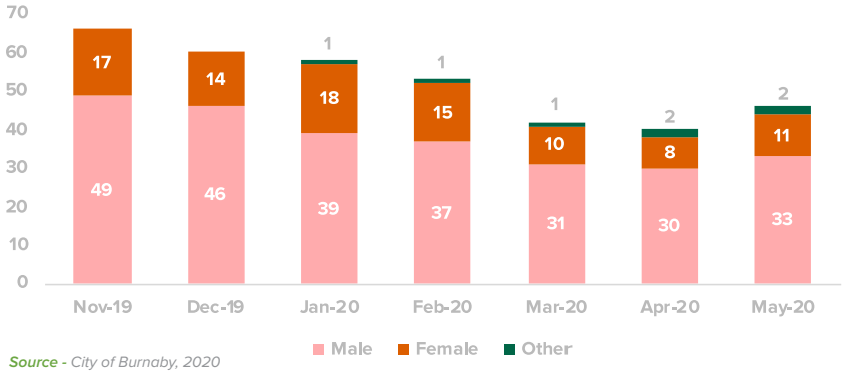
Source - BC Non-Profit Housing Association, 2020 Homelessness Count in Metro Vancouver, Preliminary Data

Douglas Homeless Shelter Turnaway Count Due to Lack of Beds, November 2019 to May 2020



Source - City of Burnaby, 2020

Douglas Homeless Shelter Unique Individuals Usage, November 2019 to May 2020



Source - City of Burnaby, 2020

How many are at risk?

Number of households at risk of homelessness:

6,620

This includes:

Couples without children:	1,085
Couples with children:	1,505
Single-parent families:	1,060
Single people:	2,675
Other:	295

In Metro Vancouver, households in 'core housing need' who are spending at least half of their income on housing are considered to be at risk of homelessness.

Source - Metro Vancouver Housing Book, 2019

BURNABY'S HOUSING SYSTEM

HOME considers the needs of people living in a variety of housing situations across the City. This includes those who are currently without homes, those who rent or own their homes, and those in homes with supports. A healthy housing system addresses the needs of people living in all of these situations. It provides options for people to move from one type of housing to another and to move out of homelessness.

Burnaby represents its housing inventory as an interconnected system, in which the supply of any one type of housing can affect all of the others. In this system, households may not move seamlessly along a continuum of housing types, but rather, may follow a variety of paths through different types of housing.

A diagram of this system is shown at right. The four key housing categories, represented by the four circles, can be found throughout the strategy. These categories and colours are also used in the Burnaby Housing Needs Report (HNR).

A list of housing types for each category is shown at right.



"The Housing System diagram in the strategy is a better representation of how people interact with housing as their needs and circumstances change – it is more fluid and dynamic than the housing continuum."

-What We Heard Report/Focus Group participant

RENTED HOMES

MARKET	NON-MARKET
Primary rental housing (rental buildings or complexes)	Public housing
Secondary rental units (individually-owned homes that are rented)	Non-profit rental
Laneway homes/coach houses	Workforce housing
Secondary suites	Below-market rental units
Rented rooms	Temporary housing (e.g. for displaced tenants)
Collective housing/co-living	
Flex suites	
Student residences	

OWNED HOMES

MARKET	NON-MARKET
Freehold (Fee-Simple) homes (detached homes, duplexes, row homes)	Long-term residential lease units (e.g., units with a 99 year lease)
Strata units	Non-profit housing co-operative units
Co-housing	Shared equity ownership units
Mobile homes	Rent-to-own units
Equity housing co-operative units	Equity Housing co-operative units
Long-term residential lease units (e.g., units with a 99 year lease)	

WITHOUT HOMES

SHELTERED	UNSHELTERED
Safe house	Outside
Extreme weather response shelter	Tent or makeshift shelter
Disaster response shelter	Vacant building
Homeless shelter	Vehicle (car, van, RV)
Couch-surfing	

HOMES WITH SUPPORTS

MARKET	NON-MARKET
Group homes	Group homes
Assisted living	Assisted living
Supportive housing	Supportive housing
Long-term care homes	Long-term care home
	Transitional housing

BURNABY'S ROLE

What is the City of Burnaby's role?

The HOME Strategy contains 90 actions to help address homelessness and create the right housing for our community. But that is only one piece of the puzzle.

While municipalities have many tools to shape the housing landscape and address homelessness, they primarily rely on others to fund, construct, and manage housing units and shelters, and to provide related services. Key providers of housing include the private sector, non-profit housing providers, and other levels of government. Key providers of emergency shelters, supportive housing, and services for people who are homeless or at risk of homelessness are government agencies such as BC Housing and Fraser Health, and community organizations.

Municipal housing policy is shaped by provincial and federal decisions on housing issues as well as a wide range of related topics such as financial regulation, income distribution, taxation, immigration, and land use. The table at right lists the level(s) of government responsible for key policy areas. Simply put, provincial and federal governments establish the financial and policy frameworks for housing delivery and regulation, and collect taxes that fund construction of non-market housing and other housing programs. Municipalities, community organizations, and the private sector leverage the available funding and adapt the housing framework to local needs.

Some actions the City undertakes include:

- Regulating what kinds of homes are built, and where
- Designating and zoning properties for different types of housing
- Partnering with others on non-market housing projects and homelessness responses
- Setting conditions of rezoning approval, such as tenant assistance and inclusion of affordable rental units
- Providing a density offset for projects that provide housing benefits
- Contributing density bonus funds, collected from development, to non-market housing projects and homelessness responses
- Offering low-cost leases of City-owned land for non-market housing projects and homelessness responses
- Providing information and engaging with the community on housing and homelessness issues
- Expediting the processing of development applications
- Advocating to the province and federal governments for changes to their housing policies

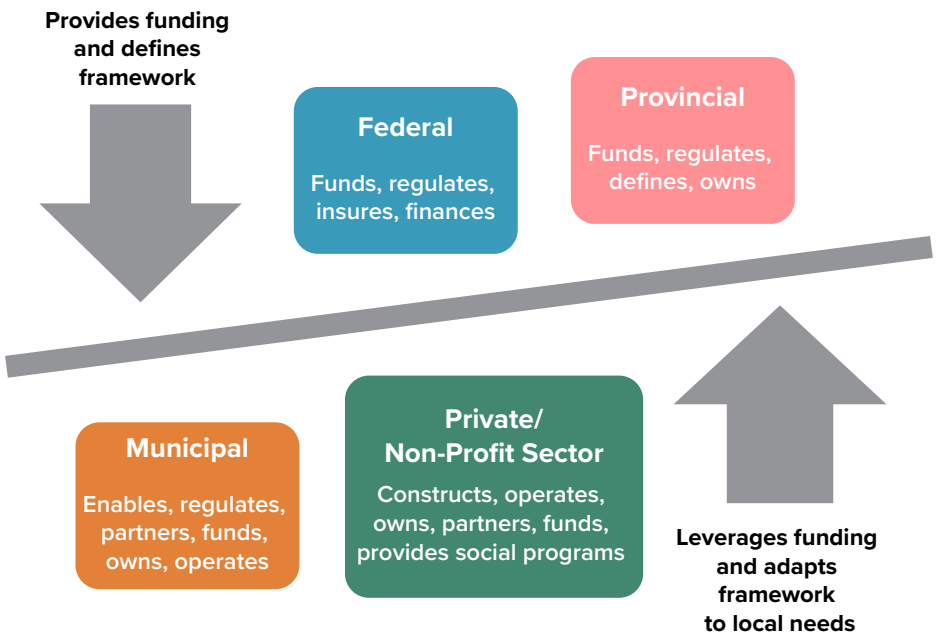
In these and other ways, Burnaby helps create housing opportunities in our community.

Metro Vancouver plays an important role in regional housing policy. Its *Regional Affordable Housing Strategy* outlines key recommendations for local governments, other levels of government, the private sector, non-profit housing providers, health authorities and TransLink. Metro Vancouver also coordinates collaboration between member governments on housing issues. A regional focus recognizes that the housing market extends across municipal boundaries and that residents are likely to move between cities when looking for housing.

Government Roles in Housing-Related Policy

POLICIES AFFECTING HOUSING SYSTEM IN BC	LEVEL OF GOVERNMENT RESPONSIBLE		
	FEDERAL	PROVINCIAL	MUNICIPAL
Immigration	✓		
Interest rates	✓		
Finance/banking/mortgages	✓		
Taxation	✓	✓	✓
Infrastructure / transportation spending	✓	✓	✓
Tenancies and landlord tenant relations		✓	
Land use planning		✓	✓
Funding new non-market housing	✓	✓	✓
Administering existing non-market housing	✓	✓	
Building construction and safety		✓	✓
Income distribution	✓	✓	
Land titles system		✓	
Development fees and charges			✓
Real estate industry oversight		✓	

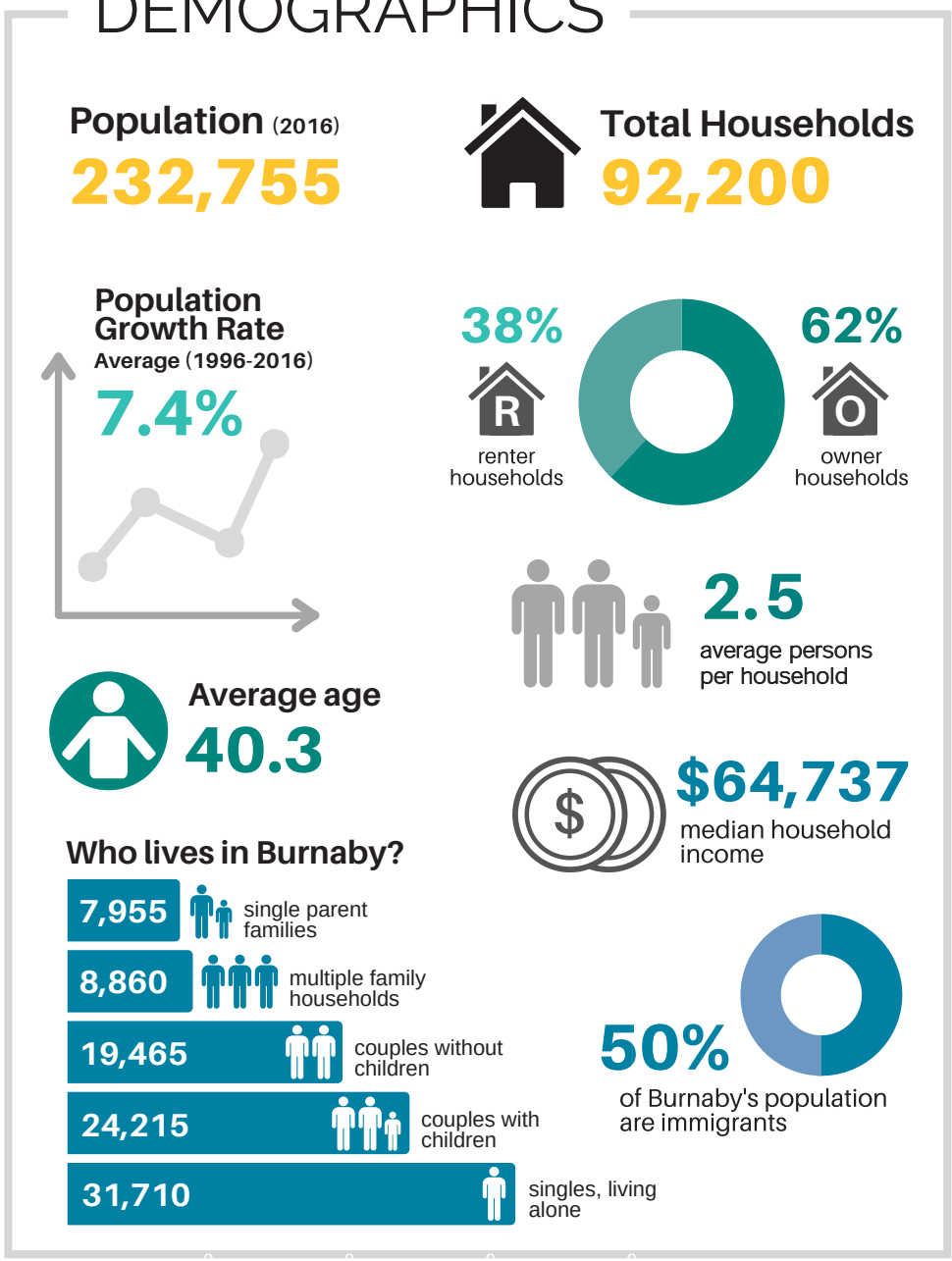
Roles in Housing Policy and Delivery



Adapted from: Foundations for Home, Calgary's Corporate Affordable Housing Strategy 2016-2025

WHO LIVES IN BURNABY?

Demographic data provides statistics on populations, such as age, income, household size, employment and education. These statistics, particularly those related to household characteristics and income, help us understand housing needs. The graphic at right shows some key demographic data for Burnaby.




ADISON AVE
HEIGHTS
Heights
P
JJ Bean


INCREASE DENSITY ALLOWANCES
PRIORITIZE HOUSING OVER OTHER PUBLIC SERVICES
PRO- LAND TRUST
land trust
Housing Assistance programs for new immigrants struggling students and the homeless
AVAILABLE FOR
Larry Anderson
Julie Bezard
Breakout Facilitator
JOANNA
MAXINE

THE ROAD TO HOME

Since its founding, the City has played an important role in shaping the housing landscape. Through its land use and zoning powers, it has determined what types of housing could be built, and where. In recent decades, it has given low cost land leases and other contributions to non-market housing projects. It has also advocated to the provincial and federal governments and worked with other Metro Vancouver municipalities on housing issues.

By the end of 2018, a variety of challenges – and opportunities – prompted the City to reexamine its housing policies. Skyrocketing home prices and limited housing choices, lack of affordable rental homes and rising homelessness: all signaled a need for new policy approaches. At the same time, municipalities had gained the ability to create rental-only zones, a powerful tool to help meet the community's housing needs.

To address its housing future, Burnaby enlisted the community to develop innovative solutions together. Through the **Mayor's Task Force on Community Housing**, an 18-member committee representing advocates, renters, non-profit housing providers, local unions, and development leaders, and the accompanying **Your Voice. Your Home.** public engagement initiative, Burnaby empowered the community and charted a new direction in housing policy.

By July 2019, these companion processes had produced 18 recommendations and 10 "quick starts" to increase the supply, diversity and affordability of housing. In adopting these recommendations and "quick starts," Council recognized that some could be acted upon quickly and independently, and others would be better considered as part of an integrated strategy. The result has been the implementation of a number of quick starts and recommendations (p. 24) and the creation of the HOME Strategy.



MAYOR'S TASK FORCE ON COMMUNITY HOUSING RECOMMENDATIONS

The tables below and at left show the progress that has been made on the Mayor's Task Force on Community Housing's 10 "quick starts" and 18 recommendations. A check mark indicates that the task has been completed. Other tasks are in progress, or included in the HOME Strategy.

	QUICK STARTS FOR RENTAL HOUSING	
1	Create a Modular Housing Strategy	In Progress
2	Regulate Short-Term Rental Housing	In Progress
3	Adopt a Robust Tenant Assistance Policy	✓
4	Establish a Rent Bank Using Housing Fund Monies	✓
5	Scale Up/Increase Additional Density for Projects with Below-market Rentals	✓
	QUICK STARS FOR HOUSING PARTNERSHIPS	
6	Partner with BC Housing, Non-profits, and Private Developers for More Non-Market Housing	✓ Ongoing
7	Use a Portfolio Approach for the City Lands Program for Non-Market Housing	✓ Ongoing
	QUICK STARTS FOR LAND USE, ZONING AND APPROVALS	
8	Simplify Zoning and Other Requirements to Increase the Number of Homes in More Neighbourhoods	HOME Strategy
	QUICK STARTS FOR RESEARCH	
9	Commission a Land Value Capture Study	HOME Strategy
10	Gather Data on Empty Homes	✓

	THEME 1 – CREATE LIVABLE NEIGBOURHOODS	
1	Develop a plan for introducing new housing forms and family-oriented housing in a variety of neighbourhoods	HOME Strategy
2	Create sustainable and accessible communities, with a range of amenities and services, in and around arterials and transit corridors.	HOME Strategy
3	Launch an education and advocacy campaign to increase community acceptance of new housing forms.	HOME Strategy
	THEME 2 – INVEST IN HOUSING PARTNERSHIPS	
4	Review the City's land assets to identify suitable sites to pilot a portfolio development opportunity.	In Progress
5	Create a program to facilitate redevelopment of under-utilized land for affordable housing.	HOME Strategy
6	Review the mandate and allocation of the City's Housing Fund to maximize its support for Task Force recommendations.	HOME Strategy
7	Negotiate a Memorandum of Understanding (MOU) with BC Housing and CMHC to establish terms for partnerships.	In Progress
8	Build on the City's Homelessness Response to create more homes for people experiencing homelessness.	HOME Strategy
9	Co-locate affordable housing with community facilities such as community centres, firehalls, schools, libraries, and other suitable public facilities.	HOME Strategy
	THEME 3 – SUPPORT RENTAL HOUSING AND TENANTS	
10	Adopt a robust tenant relocation policy.	✓
11	Explore incentives and accountability for the maintenance of older rental buildings.	HOME Strategy
12	Increase the supply of affordable rental housing.	HOME Strategy
	THEME 4 – PROMOTE INNOVATIVE HOUSING POLICY AND BUILD CAPACITY	
13	Consider increasing the percentage of density bonus funds allocated to housing.	HOME Strategy
14	Establish a housing department to coordinate housing work.	✓
15	Increase staff and review regulations to speed housing approvals.	✓ Ongoing
16	Support the development of more housing co-operatives.	HOME Strategy
17	Pursue innovative financing mechanisms for non-market housing, such as land value capture.	HOME Strategy

YOUR VOICE. YOUR HOME

Over 2,600 community members participated in Phase 1 and 2 of the Your Voice Your Home process. Through two workshops and a public survey, we gathered key themes and findings (shown at right.). These themes and findings shaped the recommendations of the Mayor's Task Force on Community Housing, and now inform the HOME Strategy.



Key Themes And Findings

Theme 1
Gently densify neighbourhoods to increase supply and diversify housing types.

Theme 2
Create more affordable housing.

Theme 3
Expand and invest in partnerships.

Theme 4
Ensure livability as communities change and grow.

Theme 5
Increase renter options, supports, and protections.

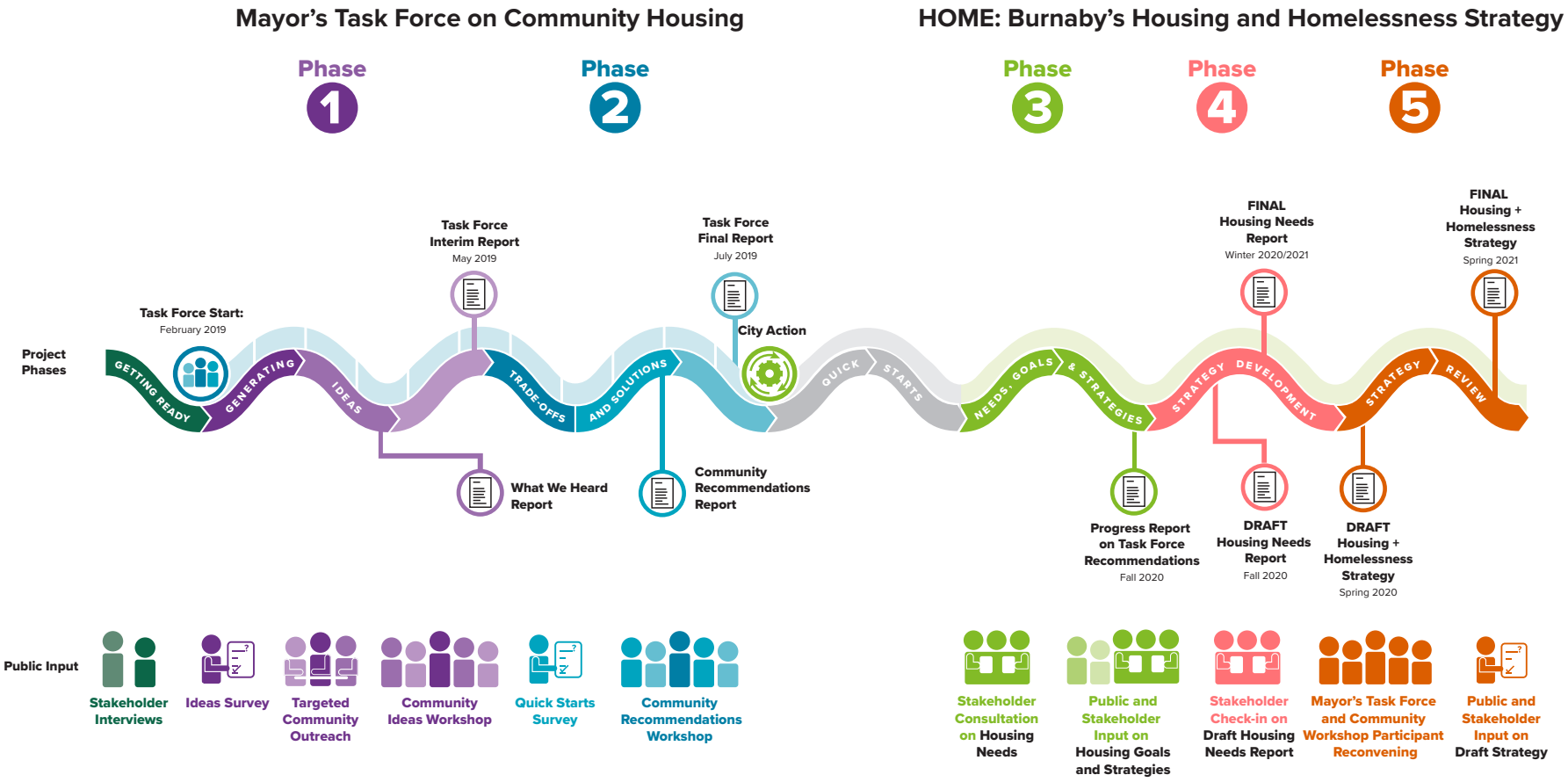
Theme 6
Regulate speculation and empty homes.

Additional Finding 1
Burnaby should take increased responsibility for affordable housing and direct more funding towards this purpose.

Additional Finding 2
Burnaby should prioritize affordability benefits for residents who are vunerable, displaced or at risk of homelessness.

A FLOW OF IDEAS AND ACTION

Development of the HOME Strategy built upon the Mayor's Task Force on Community Housing/Your Voice. Your Home. process. The figure below shows the flow of activities from the initial meeting of the Task Force to the completion of the strategy.



PUBLIC AND STAKEHOLDER ENGAGEMENT

The HOME Strategy reflects input from the community and from stakeholder organizations, who participated in a variety of engagement activities. Some of these activities focused on goals and strategies, and later on the draft HOME Strategy itself. Other activities gathered input for the Housing Needs Report, which informs the HOME Strategy.

These activities, and the input received, is summarized in this section.

For full results of public and stakeholder engagement, please see the following reports:

- What We Heard: Phase 3
- What We Heard: Phase 4/5

What Type of Engagement?	Who Participated?
Survey on goals and strategies	• 410 participants
Stakeholder survey on housing needs	• 42 stakeholder organizations

Stakeholder focus groups	• 9 focus groups with 59 participants, including:
	  • Homelessness service providers
	  • Service providers
	  • Non-market housing providers
	  • Developers
	  • Large institutions and major employers
	  • Neighbouring governments
	  • Access Advisory Committee

Stakeholder interviews	• 11 interviews with representatives from:
	  • Post-secondary institutions
	  • Indigenous housing and service providers
	  • Health sector
	  • Family support services
	  • Newcomer and refugee services
	  • Homelessness services

Written submissions	• Tsleil-Waututh First Nation
Survey on draft HOME strategy	• 327 participants

Focus groups	• 4 focus groups with 127 participants, including:
	  • Residents
	  • Members of the Mayor's Task Force on Community Housing
	  • Homelessness service providers
	  • A wide range of stakeholder organizations

WHAT WE HEARD

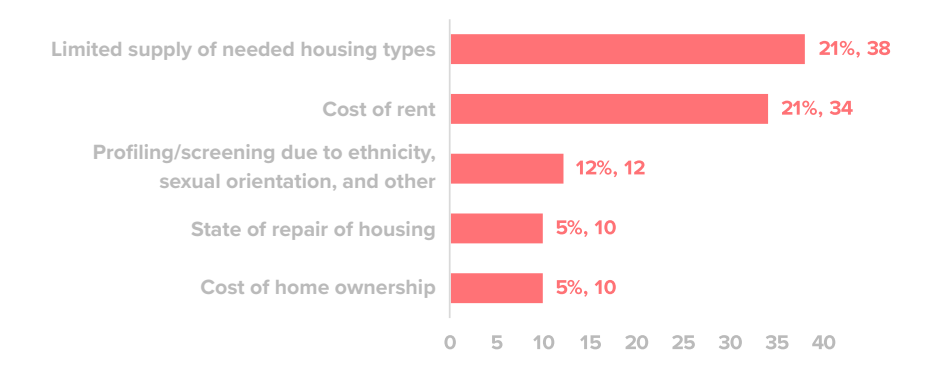
"A key priority is being able to stay in Burnaby and live affordably. There is a desire for family members and future generations to have the choice to stay in the city."

"Key priority areas include affordable home ownership, homelessness among low to middle income families, a need for diversity in the community, housing for seniors, support for gentle densification, more affordable non-market housing for low-income residents, and support for non-profit housing."

"There is real commitment from the City to take housing seriously and improve the community. The City is welcoming of community voices."

Focus group comments, 2021

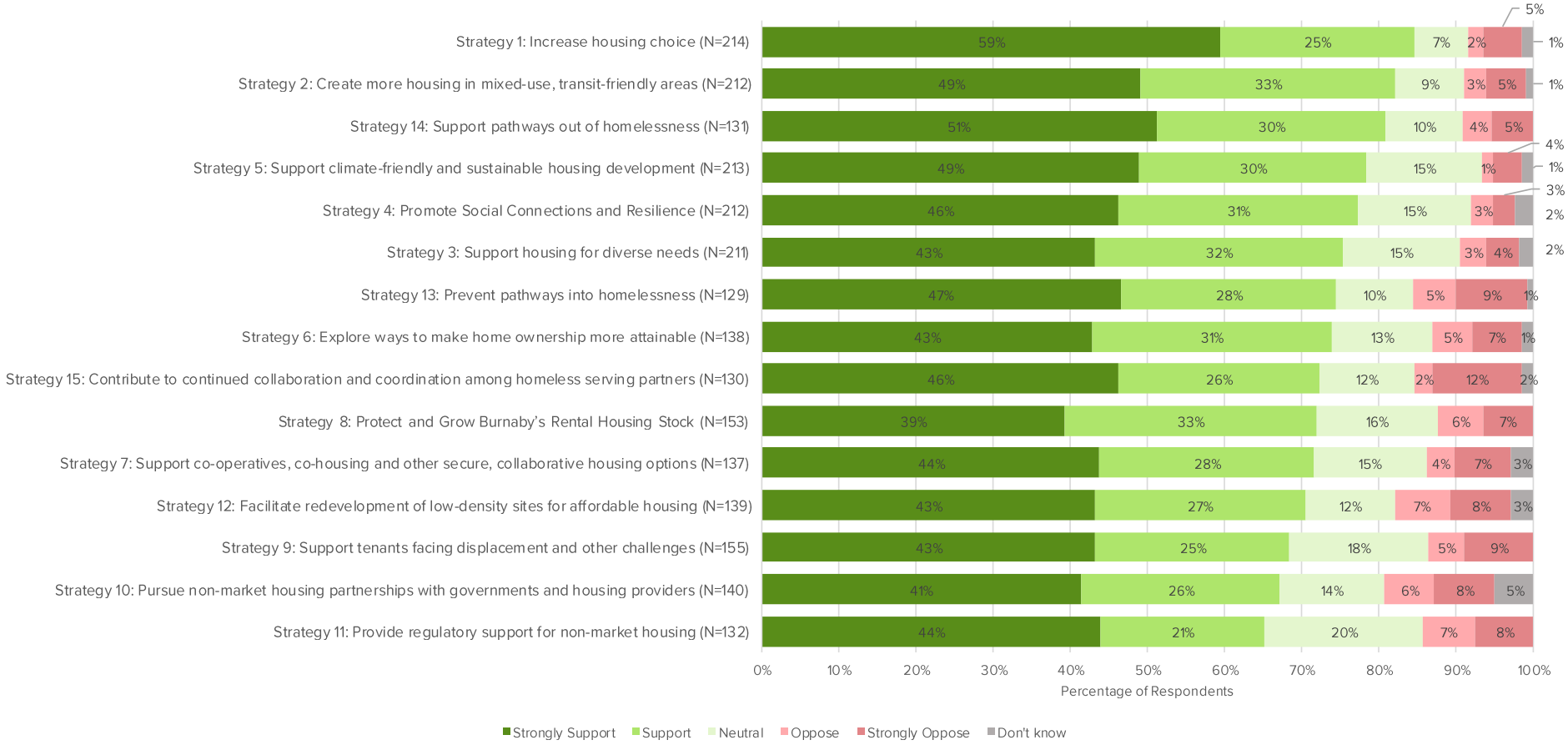
Top 5 Housing Challenges Reported by Stakeholder Survey



Ideas for Improving Housing In Burnaby, Reported by Stakeholder Survey

- Increase supply of affordable rental, non-market rental, and co-operative housing
- Increase available supports and supportive housing options for people experiencing homelessness, refugees, people with intellectual disabilities, women and children fleeing violence, seniors and Elders, and others
- Increase partnerships between City and Indigenous housing organizations to improve housing for Indigenous households
- Create peer support opportunities for those experiencing homelessness
- Create subsidies for rental housing to move those experiencing homelessness into housing quickly
- Continue City Land Lease program
- Increase supply of accessible housing
- Reduce costly design requirements for rental and-non-market housing

Residents' Level of Support for All Strategies Ranked from Highest to Lowest

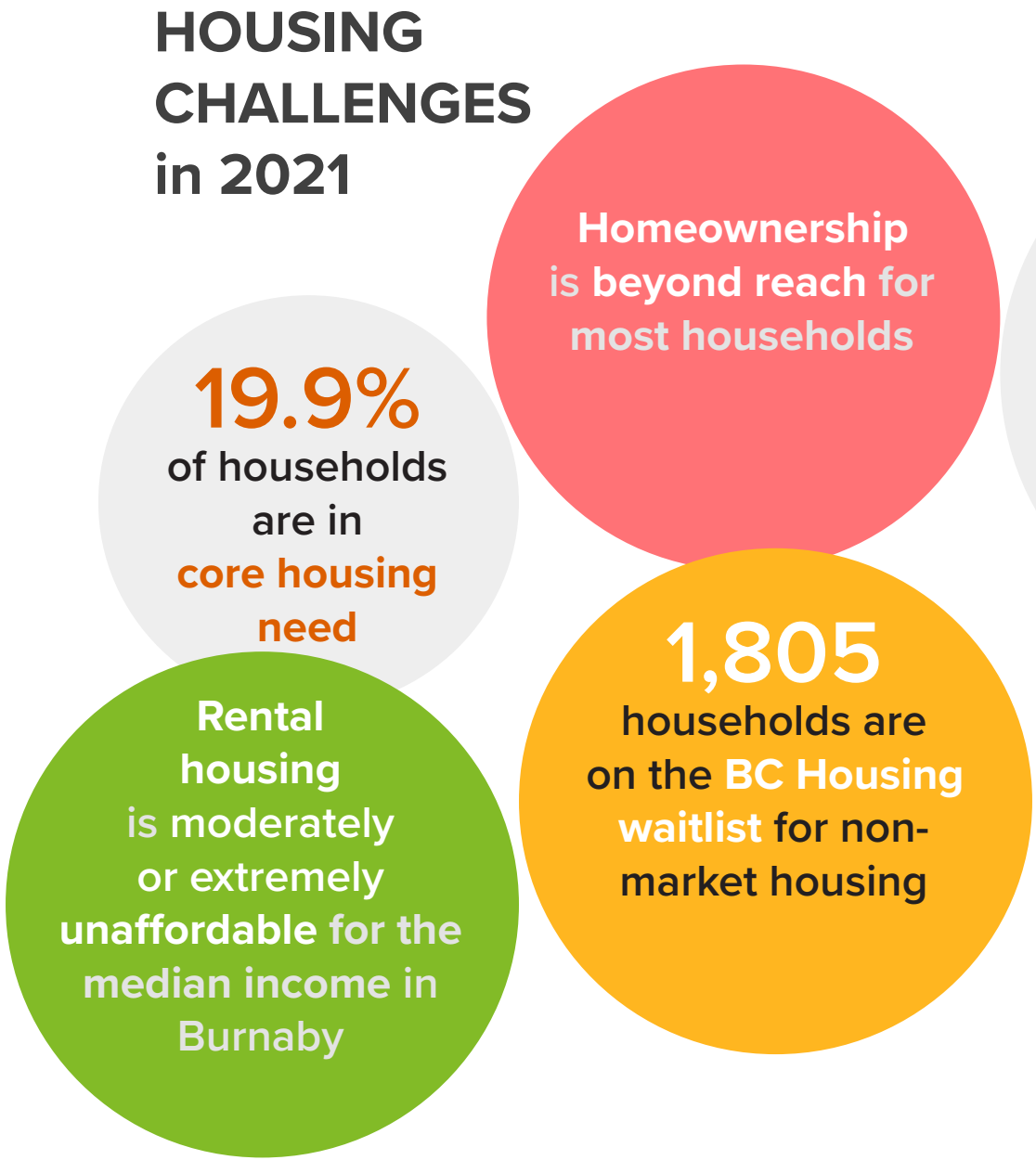


Community Survey, July 2021

HOUSING NEEDS REPORT

In 2019, the province passed legislation to require all local governments to develop a housing needs report by April 2022, and every five years thereafter. A housing needs report provides a summary of the local area's housing stock and determines existing and anticipated housing needs.

Burnaby completed its housing needs report in early 2021. The report's key findings, which inform the strategies and actions of the HOME Strategy, are summarized over the next four pages. The full report, with appendices, is available at burnaby.ca.



23.7%
of homeowners

36.9%
of renters

have unaffordable housing

124
people identified without homes

~430
people experiencing hidden homelessness

Key Areas of Local Need

Accessible Housing
More accessible housing options -- including owned homes, rented homes, and homes with supports -- are needed across the housing system to meet the diverse needs of those with mobility challenges.

Refugees and New Immigrants
More affordable housing options are needed for refugees and new immigrants, as well as supports to assist with finding suitable and affordable housing.

Indigenous Households
More Indigenous housing and shelter options are needed.

Youth Aging Out of Care
Youth aging out of care often face the risk of homelessness or living in inappropriate housing when they turn 19. This has a significant impact on mental health and well-being, as well as the ability of youth to pursue post-secondary education. Affordable options are needed to help youth aging out of care transition to adulthood in a safe and supported manner.

Families
The cost of larger units in both the homeownership and rental markets is significant. There is a need for more affordable options for families.

Seniors
Burnaby's population of seniors 65 and over is expected to increase by 17,140 over the next ten years. An estimated 3,150 units/beds of housing with supports for seniors are needed.

Women Fleeing Violence
There is an urgent need for more transition housing for women and children fleeing violence. 1,300 women and children were turned away due to lack of space in 2019.

People with Intellectual and Developmental Disabilities
A range of housing options are needed for people with intellectual and developmental disabilities, including shelter rate independent rental housing for those on Disability Assistance and housing with a range of supports for those that need it.

Post-secondary Students
More on-campus student housing options are needed, as well as affordable rental near transit and amenities.

Housing for Those Facing Homelessness
As of 2020, it is estimated that there are at least 554 individuals experiencing counted or hidden homelessness in Burnaby. There is an urgent need for a range of housing options, including scattered site, transitional, and supportive units.

HOUSING AFFORDABILITY AND RENTAL UNIT NEEDS

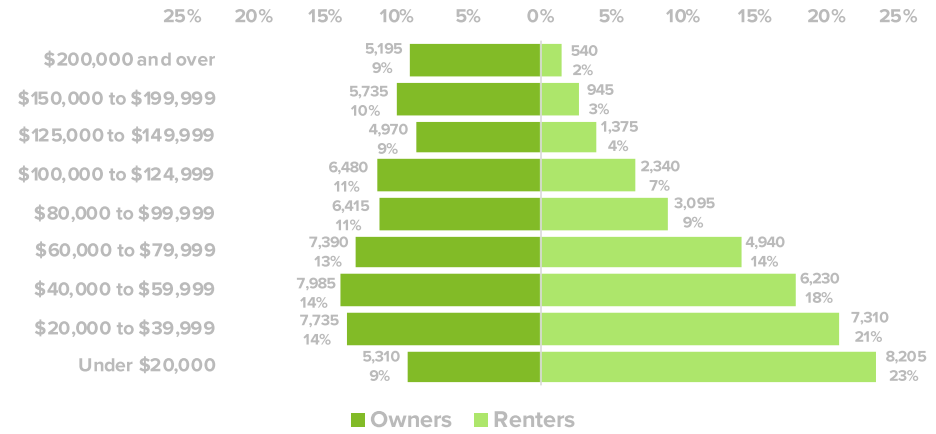
The table below shows the monthly housing costs (including rent and utilities) that are affordable for local incomes and the anticipated number of new rental units needed for each income level.

Rental Units Needed, 2021 -2030

2019 Income Thresholds (based on regional median household income)	Income Levels	Affordable Shelter Costs	Proportion of Renter Households*	Rental Units Needed, 2021-2025	Rental Units Needed, 2026-2030
Very low (less than 50% of median household income)	Less $35,000	Less than $875	39%	1,200	1,020
Low (between 50% and 80% of median household income)	$35,000 to $59,999	$875 to $1,500	23%	710	600
Moderate (between 80% and 120% of median household income)	$60,000 to $84,999	$1,500 to $2,125	18%	550	470
Above moderate (between 120% and 150% of median household income)	$85,000 to $109,999	$2,125 to $2,750	9%	280	240
High more than 150% of median household income)	$110,000 or more	$2,750 or more	12%	370	310
TOTAL					

*Totals may differ from overall count due to methodology and rounding

Income Distribution, Burnaby, 2016



Source - Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

ANTICIPATED HOUSING NEEDS by 2030

5,680
new rental units

9,360
new owned units

A range of affordability, especially deeply affordable and below-market rental units

4,800
2 bedroom units needed

4,750
3+ bedroom units needed

5,390
Studio/1BD units needed

Significant need for non-market housing

15,040 new households by 2030

PERSPECTIVES ON HOME

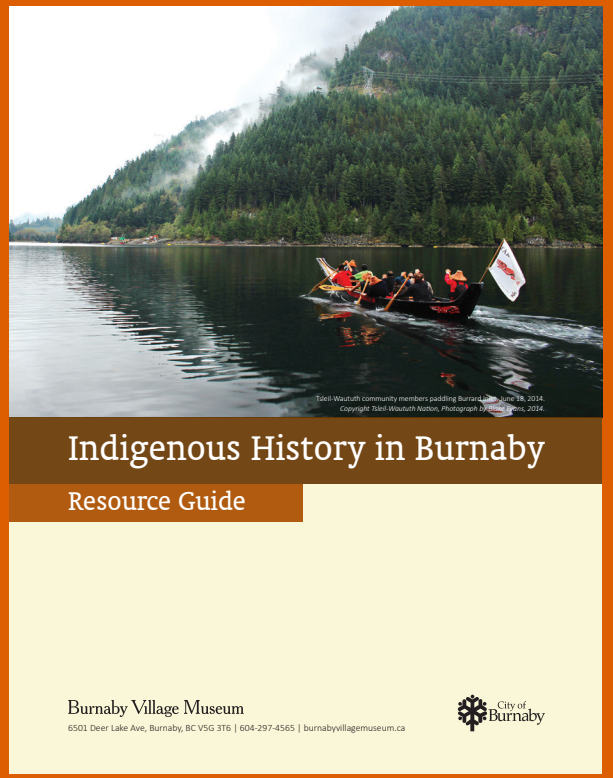
A PLACE OF RECONCILIATION

Before Burnaby existed, its lands were home to the ancestors of several local Central Coast Salish Nations. Today, their descendants continue to live in Burnaby and the adjacent municipalities that developed within their traditional territories. These are hən̓q̓əmin̓əm̓–speaking people, with the exception of the Sḵwxwú7mesh who speak Sḵwxwú7mesh sníchim. Since time immemorial, each of these Nations has celebrated its own unique culture and history in these lands, while remaining connected to the others by family, social life, traditions, protocols, and language.

The hən̓q̓əmin̓əm̓ and Sḵwxwú7mesh-speaking people remain invested in protecting their interests in the lands and resources of this municipality. Burnaby today is surrounded by several Indigenous communities, including the Katzie, Kwantlen, Kwikwetlem, Qayqayt, Semiahmoo, Sḵwxwú7mesh, Tsawwassen, Tsleil-Waututh, and xʷməθkʷəy̓əm (Musqueam). In addition, a diverse and vibrant urban Indigenous community now resides in Burnaby with members originating from many different First Nations communities—often from outside of Metro Vancouver, and even the province.

The HOME Strategy includes strategies and actions intended to encourage partnerships with local First Nations and Indigenous housing providers.

hən̓q̓əmin̓əm and Sḵwxwú7mesh speaking peoples maintain ongoing stewardship over local lands and waters. “Home” includes the whole of Burnaby and lands throughout the region.



For information on the history of the hən̓q̓əmin̓əm̓ and Sḵwxwú7mesh speaking people in Burnaby, see **Indigenous History in Burnaby: Resource Guide**

UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES (UNDRIP)

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) is a comprehensive international human rights instrument on the rights of Indigenous peoples around the world and was developed through the direct participation of Indigenous peoples, organizations and experts. UNDRIP establishes a universal framework of minimum standards for the survival, dignity and well-being of the indigenous peoples of the world and it elaborates on existing human rights standards and fundamental freedoms as they apply to the specific situation of indigenous peoples. Article 23 of UNDRIP specifically addresses Indigenous rights to housing:

> *Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting them and, as far as possible, to administer such programmes through their own institutions.*

Following Canada's 2016 unqualified endorsement of UNDRIP and commitment to implement it, in 2019, the BC Government passed Bill 19, the Declaration on the Rights of Indigenous Peoples Act (DRIPA), signalling its intention to adopt UNDRIP as a legal framework and requiring the BC Government to bring BC laws into line with UNDRIP. As of the writing of this report, a draft bill of similar intent is before the Canadian Parliament for adoption.

Canada's Truth and Reconciliation Commission has also called for municipal governments to adopt and implement UNDRIP:

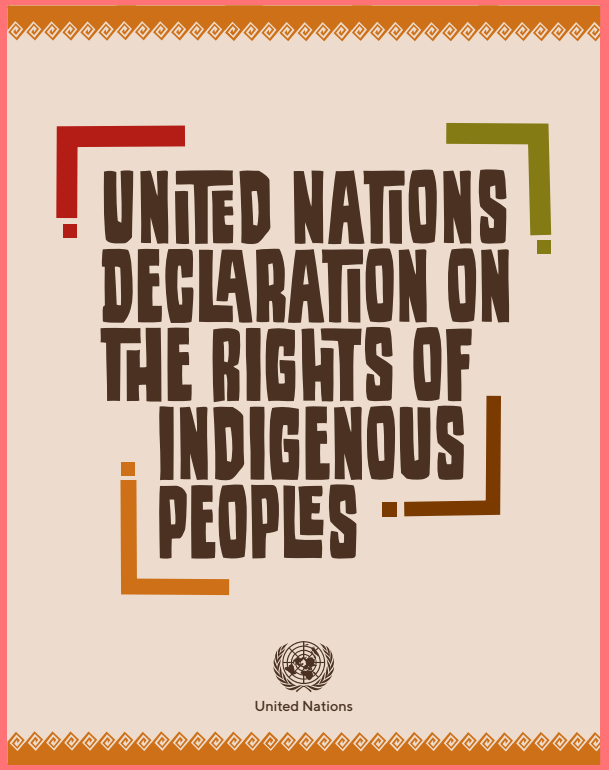
> *We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation. [Call #43, Truth and Reconciliation Commission Calls to Action]*

As part of its commitment to Truth and Reconciliation, Burnaby is exploring ways to implement UNDRIP at the municipal level. This work may identify additional actions on housing to be added to an amended HOME Strategy.

What We Heard

*"Indigenous housing needs to be prioritized."**

*Draft HOME Strategy focus group comment, June 2021



The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) was adopted by the General Assembly on Thursday, September 13th, 2007,

AN AFFORDABLE HOME

What makes housing affordable? Rent or mortgage costs that fit a household's budget is the immediate answer. This is certainly true, and for low to moderate income households, housing is generally considered "affordable" if it costs no more than 30% of their gross income. However, other features of a home can also reduce household costs, making it more affordable than comparable homes with higher rents or mortgages.

For instance, an energy-efficient home can reduce utility costs, and a home near shops, services, and frequent transit will allow the household to spend less money on fuel and may even save them the expense of owning a car (or a second car). Nearby childcare at affordable rates can save both time and money. Even small measures, such as the provision of WiFi or utilites, can help reduce monthly costs.

But the day-to-day costs of a household are just one side of the equation. Many of the features that reduce a household's monthly expenses on things like transportation or utilities require greater expense up front. For instance, land prices near Skytrain stations are high and energy-efficient construction costs more than standard methods.

Fortunately, there are tools to help achieve more affordable rents and mortgages along with other elements of affordable living. Building on programs such as Burnaby's Rental Use Zoning Policy, this strategy includes actions intended to promote affordable housing and reduce other costs.

Affordable housing development may be feasible on sites with good transit and lower land costs, such as sites on bus routes between Town Centres or Urban Villages

Adding new housing units and childcare to lands owned by government or non-profit societies, that are located near frequent transit and services, can increase our supply of affordable homes

Burnaby's Rental Use Zoning Program requires affordable rental units in all new multi-family developments, including in Town Centres and other prime locations

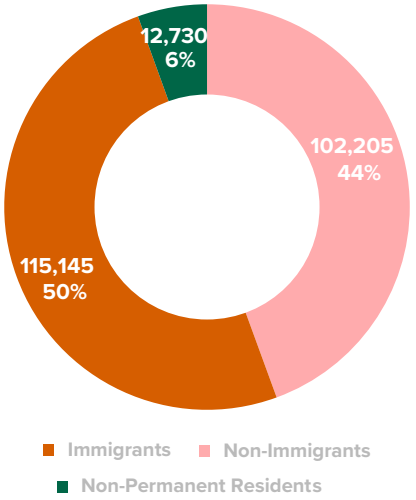
A DIVERSE HOME

One of Burnaby's strengths is its diversity. Burnaby is home to residents from a wide array of ethnic backgrounds, many recent immigrants, Indigenous people, an active LGBTQI2S+ community, and residents of all ages, abilities, and incomes.

Many households that contribute to Burnaby's diversity face housing challenges, such as unaffordability, lack of suitable and accessible housing, and/or discrimination.

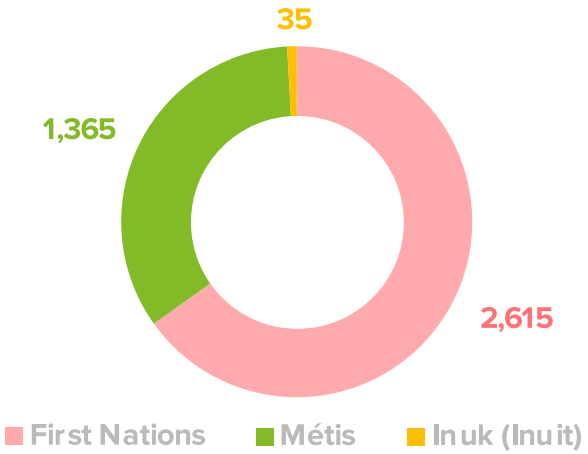
In order to achieve our vision, to be a place where everyone can find a home, afford a home, and feel at home, this strategy seeks to remove barriers for those who strengthen our diversity, and support housing that is affordable, accessible, and culturally-appropriate.

Immigrant Status, Burnaby, 2016

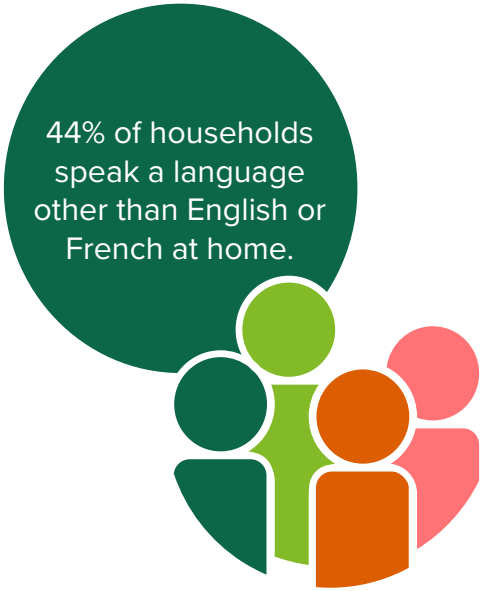


***Source** - Statistics Canada Census Program, Census Profiles 2016*

Individuals who self-identify as having Indigenous ancestry, Burnaby, 2016



***Source** - Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016156.*

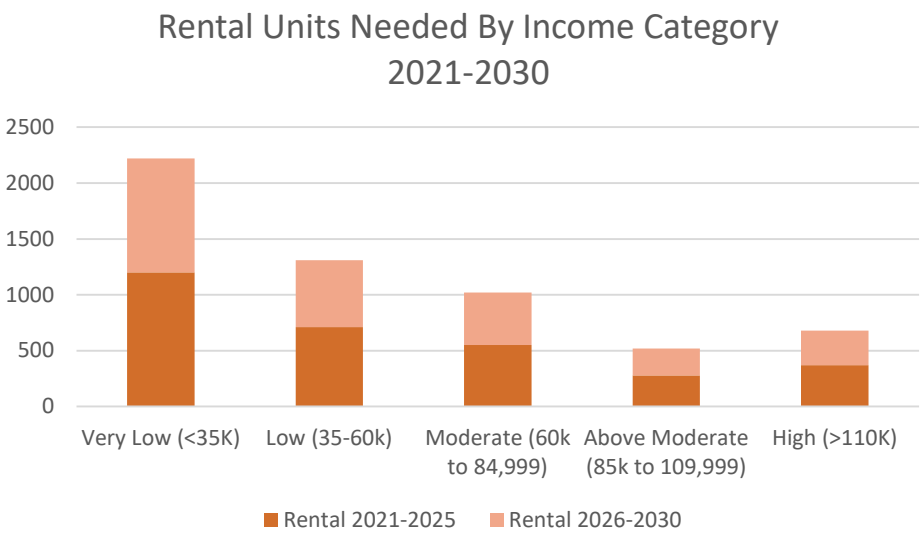


THE RIGHT HOME

Burnaby has 92,000 homes, but are they the right homes? As the City grows, how many more homes will be needed? What size should they be, where should they be located, and what level of affordability should they achieve? Are there enough affordable homes, with the right supports, for people seeking a way out of homelessness?

Understanding gaps in the City's housing supply, and needs that are not yet fulfilled, was the goal of the recently completed Burnaby Housing Needs Report.

This strategy seeks to meet the needs identified in the Burnaby Housing Needs Report by encouraging the right supply of housIng.





THIS IS CLIMATE ACTION | City of Burnaby

A SUSTAINABLE, RESILIENT HOME

Sustainability and resilience are terms that have become increasingly familiar. Both concern the future: whether we are living in ways that can continue over time, and whether we can respond and adapt to change in a proactive way.

Sustainable housing can mean many things: a home that conserves energy, that is built to last, or that is made with products that protect natural resources, such as reclaimed wood. It can also mean housing that is socially and financially sustainable, that can meet the needs of a family, or of a community, over the long term.

Resilient housing can refer to the physical design of a home, and include measures such as retrofitting and sturdier construction; it can also contribute to economic resilience, keeping residents in their homes during times of crisis; and social resilience, building connections and relationships that will enable communities to meet challenges together.

Goal 1 of the HOME Strategy is “Inclusive and Livable Neighbourhoods.” It contains several actions to help promote sustainability and resilience in our homes and communities.



PART 2

THE HOME STRATEGY

IMPLEMENTATION PHASES

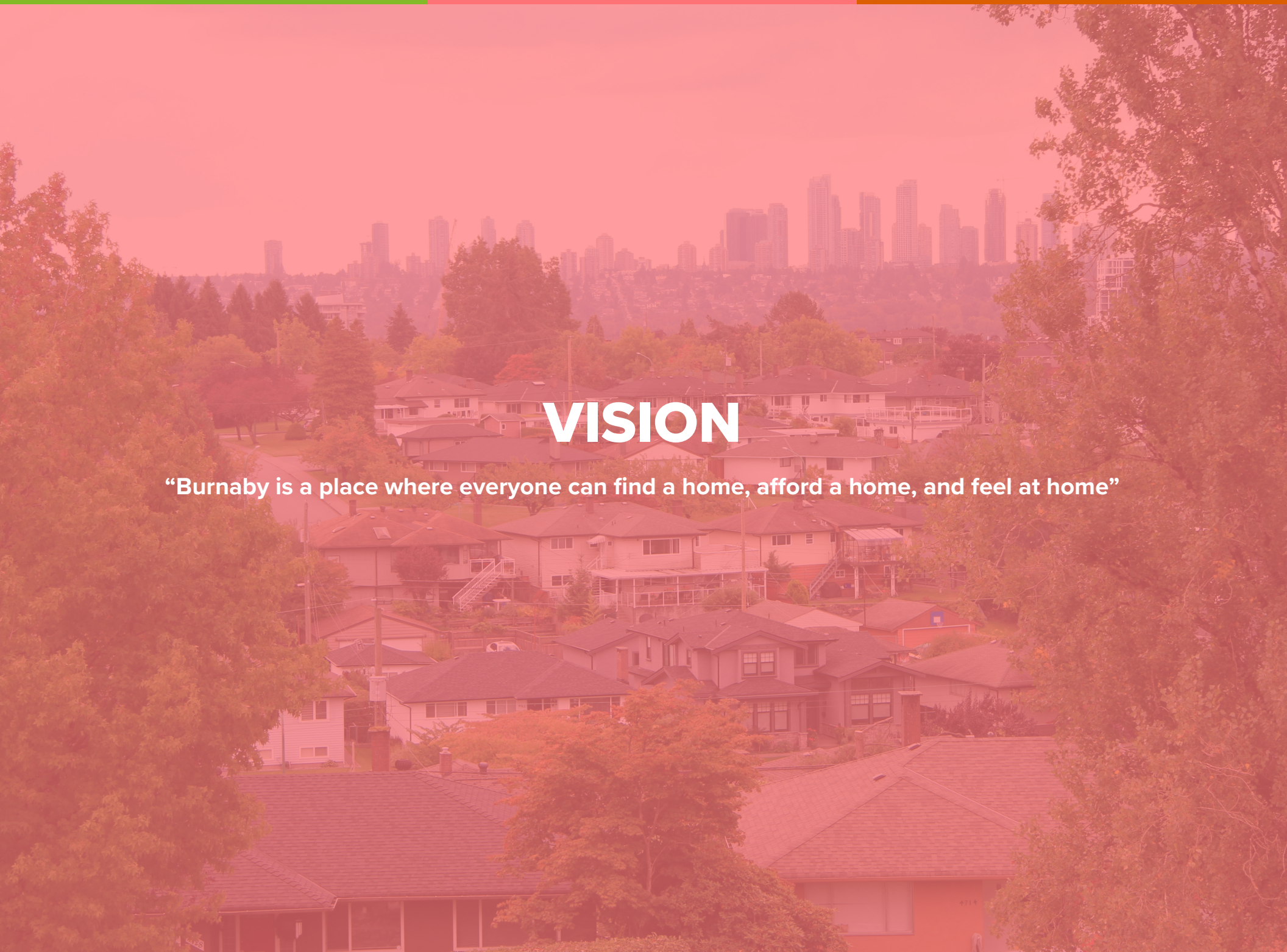
GLOSSARY

STRATEGY ELEMENTS

The HOME Strategy contains four levels of policy, underlain by key themes, as shown at right. This section starts with the vision and an overview of the 5 goals. It then outlines each goal and its associated strategies and actions. Relevant "policies in place," case studies, and other information is included with each strategy.

The goals, strategies and actions are numbered for ease of reference; numerical order does not indicate order of priority.





VISION

“Burnaby is a place where everyone can find a home, afford a home, and feel at home”

GOALS

THE RESULTS WE AIM TO ACHIEVE



GOAL 1

Inclusive and Livable Neighbourhoods

This goal envisions a broader range of housing in all residential neighbourhoods, with options for all household sizes and incomes, multi-generational living, housing with supports, accessible housing, and ageing in place. It also seeks new and revitalized multi-family housing communities near transit and services, greater social connections in our multi-family developments, and housing that meets climate and sustainability objectives. Its aim is to allow space for diversity, inclusion, and resilience to thrive in all of Burnaby's neighbourhoods, with minimal barriers.

Goal 1 has five strategies:

1. Increase Housing Choice
2. Create More Housing in Mixed-Use, Transit-Friendly Areas
3. Support Housing for Diverse Needs
4. Promote Social Connections and Resilience
5. Support Climate-Friendly and Sustainable Housing Development

This is the HOME Strategy's broadest goal, affecting all parts of the housing system.



STRATEGY 1: INCREASE HOUSING CHOICE

This strategy is about diversifying the types of housing that are being built in Burnaby. It encourages development of "missing middle" housing types such as duplexes, triplexes, townhomes, rowhomes and low-rise apartments, and offers new housing choices such as laneway homes.

This strategy addresses housing choices in lower scale neighbourhoods, and in transition areas near Town Centres and Urban Villages. It recommends both small scale infill, such as laneway homes and suites in duplexes, and medium scale infill, such as triplexes, fourplexes, cottage clusters,* townhouses, rowhomes, and low-rise apartments.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- Multi-generational families
- Households that are downsizing
- Homeowners seeking a "mortgage helper"
- Renters wanting to live in lower density neighbourhoods
- First-time homebuyers

73% of Burnaby's land area is designated for single family homes or duplexes. The value of these properties has skyrocketed in recent years, making them unattainable for many households.

Currently, buildings with three or more housing units can only be built in multi-family zone districts. This strategy will allow us to consider new areas for small multiplexes.



Many owners of single family homes rent rooms or secondary suites as "mortgage helpers" or share their homes with parents, adult children, or other relatives. Allowing laneway homes, suites in duplexes, and small multiplexes will give homeowners and renters more options.

*Cottage clusters are groups of small detached homes located on a single lot, typically arranged around a central garden, and with a shared parking area. The cottages may be strata or rental units.

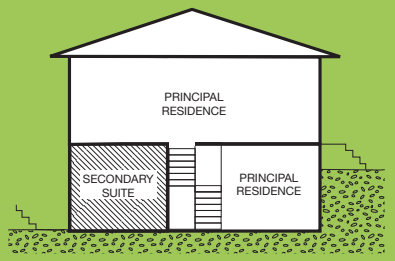
STRATEGY 1: INCREASE HOUSING CHOICE

Policies In Place:

Secondary Suites

A secondary suite is an apartment inside of a detached home. It has a separate entrance, its own bathroom and cooking facilities, and is not connected to the rest of the home. Secondary suites can be rented but not sold.

In 2014, Burnaby began permitting secondary suites in single family homes. Prior to then, many secondary suites were constructed without authorization.



In-law Suites

An in-law suite is an apartment inside of a detached home that is occupied by a family member or caregiver. Unlike a secondary suite, an in-law suite is connected to the rest of the home, although it has its own bathroom and cooking facilities.

Burnaby permitted in-law suites prior to 2014. There are still 468 in-law suites that have been "grandfathered" as permitted uses.



Flex Suites

A flex suite, sometimes called a "lock-off suite," is a small rental unit inside of an apartment or townhouse.

Flex suites are permitted in the P11e District at SFU/UniverCity.



Culturally-Appropriate Housing

Burnaby is a culturally diverse community with a variety of housing preferences and needs. The size and design of homes and available amenities can help households maintain cultural identities and traditions.

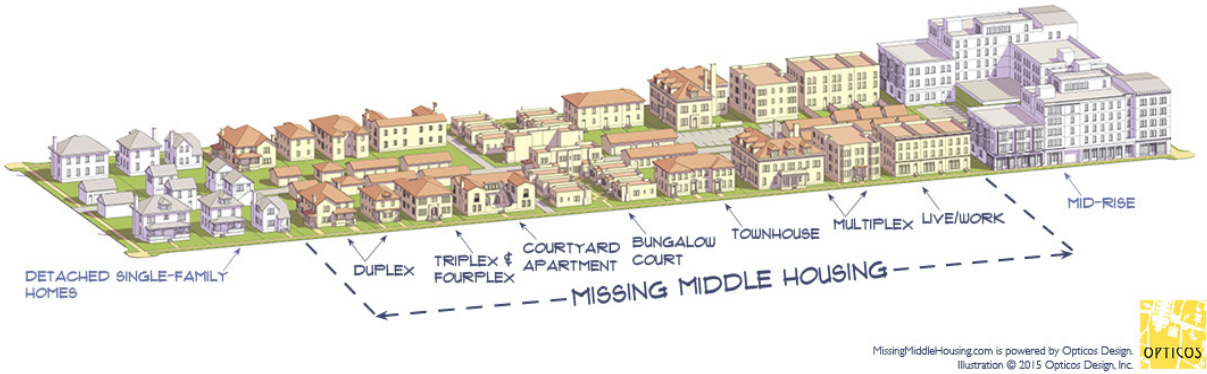
Larger homes for multigenerational families, additional interior spaces such as adjoining kitches and prayer rooms, and culturally- sensitive services in supportive housing are some features that help support cultural diversity.

Burnaby seeks to better understand the cultural needs of its households and support these needs through regulatory and other means.

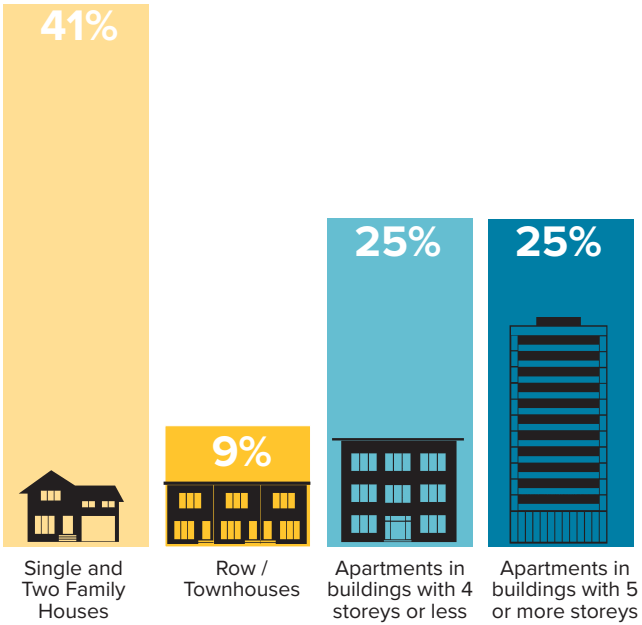
STRATEGY 1: INCREASE HOUSING CHOICE

"Missing Middle" Housing

Missing middle housing provides multiple units on the same lot, either clustered, stacked, in a row, or in a single building. The scale of missing middle housing is smaller than mid-rise or high-rise apartment developments, and is compatible with single family neighbourhoods. Examples of missing middle housing are shown at right. Burnaby has some missing middle housing, including duplexes, townhouses, and low rise apartments; however, courtyard developments, triplexes, fourplexes, and other forms are less common.



Housing Units in Burnaby by Structure Type Percentage (2016)



Laneway Homes

Laneway homes are accessory dwelling units located on the same lot as a single family home, adjacent to the rear lane. Burnaby is reviewing the potential for laneway homes in residential neighbourhoods.



STRATEGY 1: INCREASE HOUSING CHOICE

Actions for Increasing Housing Choice

ACTION 1.1	Launch a multi-phase program to expand housing choices: Phase 1: • Small scale infill • Introduce laneway homes and secondary suites in duplexes in R District neighbourhoods; • Permit flex suites in all multi-family developments; • Permit rowhomes in all R District neighbourhoods.
	Phase 2 (in conjunction with the Official Community Plan (OCP) update): • Medium scale infill -- Permit triplexes, fourplexes, townhouses, rowhomes, low-rise apartments and other missing middle housing forms in designated R District neighbourhoods; consider secondary suites in townhomes and rowhomes. • Transition areas -- Designate transition zones between lower density areas and Community Plan areas, to feature a range of missing middle housing forms, from fourplexes to low-rise and smaller mid-rise apartments.
ACTION 1.2	Review regulatory requirements and consider ways to streamline the approval process for housing applications.
ACTION 1.3	Conduct post-occupancy surveys of new and innovative housing types in the City to develop best practice guidelines.
ACTION 1.4	Conduct a survey and other outreach on multigenerational and cultural housing needs, and consider policy and regulatory changes to address those needs.
ACTION 1.5	Promote awareness of new housing forms, by producing a series of information guides, developing self-guided housing tours, hosting and/or participating in public events, and encouraging Metro Vancouver to develop a regional public education campaign.
ACTION 1.6	In conjunction with the development of a heritage strategy, implement measures to retain neighbourhood character and explore tools for retention and designation of heritage buildings in infill developments.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

STRATEGY 2: CREATE MORE HOUSING IN MIXED-USE, TRANSIT-FRIENDLY AREAS

This strategy recognizes that areas close to transit, shops and services are good locations for housing, offering convenience, walkability, and opportunities to reduce vehicle use. While these areas have higher land values, which add to the cost of housing, there are tools that can help with affordability in these locations, including reduced car ownership. This strategy seeks to locate more housing, with a range of affordability, in mixed-use, transit-friendly areas.



Mixed use residential communities combine apartment and townhouse units with shops and services. Live-work units, offices, and institutional uses, like schools and daycares, may also be located in these areas.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- Renters
- Seniors
- First-time homebuyers
- Households with low to moderate incomes



STRATEGY 2: CREATE MORE HOUSING IN MIXED-USE, TRANSIT-FRIENDLY AREAS

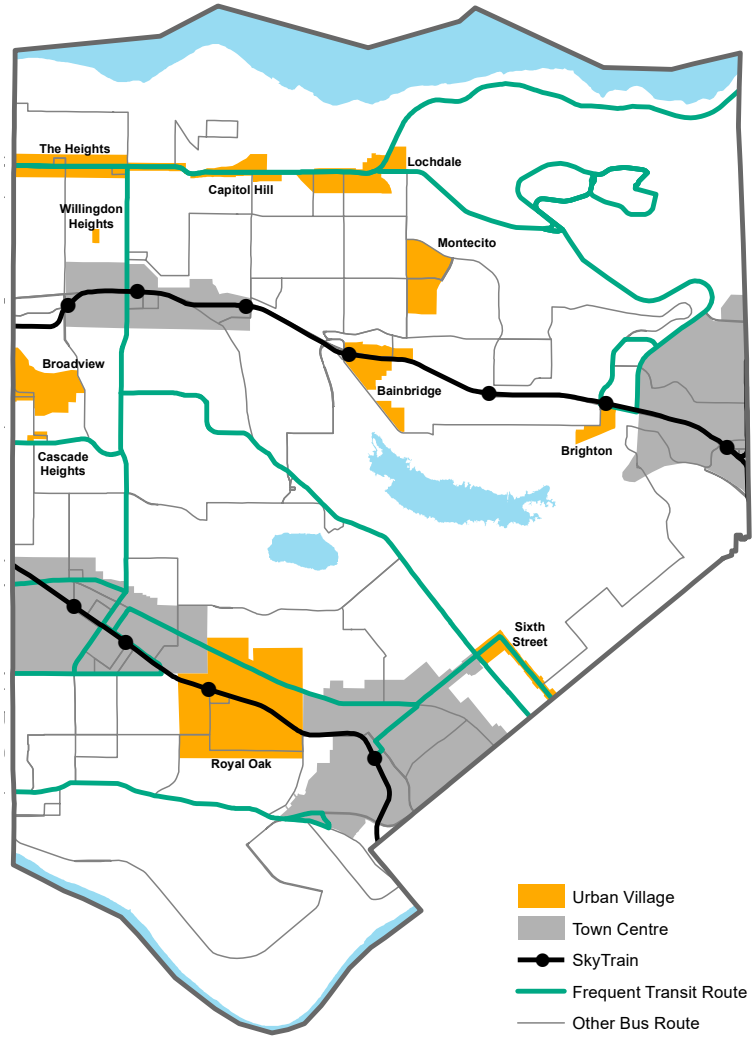
Policies In Place:

Burnaby has 11 "Urban Village" Community Plan Areas that are located in or near transit corridors and feature a mix of apartment buildings, townhouses, and shops and services.

These Urban Villages are designated in the Official Community Plan (OCP); more specific guidelines on land use and development are set out in their community plans.

The upcoming OCP update provides an opportunity for more areas to be designated as new Urban Villages or added to adjacent Urban Villages. It also will allow for housing opportunities to be expanded within Urban Villages, in both low-rise and mid-rise forms.





STRATEGY 2: CREATE MORE HOUSING IN MIXED-USE, TRANSIT-FRIENDLY AREAS

The 2015 Metro Vancouver Housing and Transportation Cost Burden Study looks at the links between housing and transportation costs. It notes that renters and lower-income households are particularly impacted by high housing and transportation costs. The provision of rental housing along transit routes may help these households. New research from Metro Vancouver shows that locations near Frequent Transit Network (FTN) bus routes are best for achieving rental affordability, as land values are lower than in Town Centres and other areas near Skytrain stations.



Burnaby is updating its Transportation Plan.

The comprehensive update is considering land use, such as the location and density of housing, in developing transportation policies.

It is also looking at techniques, such as Transportation Demand Management (TDM), that can help provide affordable, sustainable transportation options to residents and employees of new developments.

The HOME Strategy will inform and complement this forthcoming plan.

BURNABY TRANSPORTATION PLAN **UPDATE**

STRATEGY 2: CREATE MORE HOUSING IN MIXED-USE, TRANSIT-FRIENDLY AREAS

Actions for creating mixed-use communities in transit-friendly locations

ACTION 2.1	As part of the Official Community Plan (OCP) update, identify new transit-friendly areas that are suitable for a range of multi-family housing, including missing middle housing, in a mixed-use setting with shops and services.
ACTION 2.2	Review existing Urban Village community plans to identify more opportunities for housing, including a range of housing types.
ACTION 2.3	Achieve a mix of market, below-market and non-market rental housing in transit-friendly locations, through tools such as the Rental Use Zoning policy.
ACTION 2.4	In conjunction with the Transportation Plan Update, explore zoning amendments to reduce the number of required off-street parking spaces for rental housing in transit-friendly locations.
ACTION 2.5	Through Transport Demand Management (TDM) programs and/or other means, encourage affordable transportation options for market and non-market rental housing, in lieu of parking requirements.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

STRATEGY 3 : SUPPORT HOUSING FOR DIVERSE NEEDS

This strategy addresses the housing needs of a diverse community, by fostering inclusion, encouraging accessibility, and providing more opportunities for housing with supports. More specifically, it seeks to increase the supply of accessible and/or supportive housing to meet current and anticipated needs.

This strategy addresses the needs of people with disabilities who live independently, or with supports or care. It also addresses the housing needs of those who require housing with part-time or full-time supports such as seniors, people with mental health and/or substance use challenges, children or youth at risk of homelessness, youth aging out of care, those affected by domestic violence, and refugee households.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- People with disabilities
- People who require full or part-time care
- Seniors
- People who need housing with support services

STRATEGY 3 : SUPPORT HOUSING FOR DIVERSE NEEDS

Policies In Place:

Adaptable Units Policy

An adaptable unit is designed with wider clearances, lower appliance controls, and other features designed to accommodate changing abilities. Adaptable units can be made fully accessible with minor improvements if and when needed by the residents.

Burnaby has an adaptable units policy that applies to multi-family developments and seniors-oriented housing. For multi-family developments, 20% of single-level units (e.g., apartments) must be adaptable. For housing that is purpose-built for seniors, 100% of the single-level units must be adaptable.

To offset the extra space that adaptable design requires, each adaptable unit can have an additional 1.86 m2 (20 sq. ft.), plus 0.93 m2 (10 sq. ft.) for each adaptable bedroom beyond the first bedroom.

The intent of the policy is to promote designs that allow residents to meet their accessibility needs and age-in-place with minimal or no renovation costs in the future.

Group Home Policy

In 1993, Burnaby adopted a group home policy to provide guidance for the siting, development , and operation of small, licensed care homes accommodating between three to six residents. These homes provide housing and care for people with physical or mental health challenges, in recovery from substance use, or for children in foster care.

The policy “seeks to balance the needs and rights of the residents of the group homes with those of the broader community.” This longstanding policy requires updating to reflect the current community care system and contemporary perspectives.

STRATEGY 3 : SUPPORT HOUSING FOR DIVERSE NEEDS

What is accessible housing?

Accessible housing is designed to allow independent living by people with mobility challenges, particularly people who use wheelchairs, walkers and/or other mobility aids. Required features include:

- wider doorways
- easy-to-use light switches and door handles
- grab bars in bathrooms
- roll-in showers
- wall mounted ovens with doors that swing out instead of down
- open space below sinks and stove tops

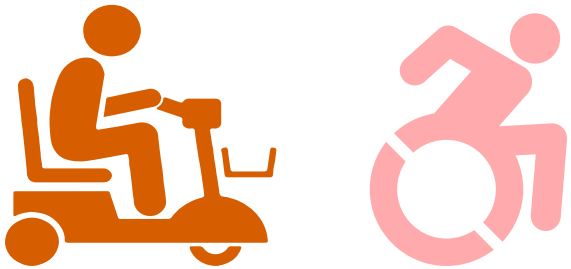
All of the required features are outlined in the BC Building Code.

What is visitability?

A home with visitability has features that allow people in wheelchairs to comfortably visit. Key features include a “zero-step” entrance, wider doorways, and a bathroom on the main floor.

What is adaptable housing?

Adaptable housing is designed and built so that accessibility features can be added more easily and inexpensively if and when needed. Some of the required features, such as wider doorways and easy to use light switches and door handles, are the same as for accessible housing. Others, such as reinforced bathroom walls for grab bars, help residents achieve accessibility at a later date. Requirements for adaptable housing are also outlined in the BC Building Code.



STRATEGY 3: SUPPORT HOUSING FOR DIVERSE NEEDS

Actions to support housing for diverse needs

ACTION 3.1	Work with community and government partners to • explore opportunities for more housing that meets the needs of specific populations identified in the Housing Needs Report • remove barriers and encourage access for all community members to a wide range of housing options
ACTION 3.2	Work with community partners to develop inclusive design principles, such as for people with disabilities, mental illness and/or dementia, and guidelines for integrating these features into new housing.
ACTION 3.3	Review adaptable design requirements and incentives to ensure that they are supporting current and anticipated needs for people with disabilities and for aging-in-place.
ACTION 3.4	Develop and maintain an inventory of accessible and adaptable units.
ACTION 3.5	Encourage visitability in ground-oriented buildings, through regulatory and other means.
ACTION 3.6	Advocate to the Province to amend the BC Building Code to require higher standards of accessibility and to allow greater ease in converting homes to support residents with diverse needs (e.g. group homes).
ACTION 3.7	Review the Group Home Policy and zoning regulations to expand location and building form options for group homes.
ACTION 3.8	Advocate to the province to implement the recommendations of the BC Senior's Advocate in the 2020 report, *A Billion Reasons to Care,* to improve patient care in long-term care homes.
ACTION 3.9	Support development of transitional housing for those affected by domestic violence.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

STRATEGY 4 : PROMOTE SOCIAL CONNECTION AND RESILIENCE

Social connections and resilience in multi-family developments and other types of housing can be shaped by a number of factors: design, location, amenities, special programs and day-to-day operations. This strategy is about supporting connections and minimizing isolation through housing design and innovative programs that boost well-being and social connections amongst neighbours.



THIS STRATEGY ADDRESSES THE NEEDS OF:

- Residents of multi-family housing
- Seniors
- Post-secondary Students

STRATEGY 4 : PROMOTE SOCIAL CONNECTIONS AND RESILIENCE

Policies In Place:

Social Sustainability Strategy

Burnaby's Social Sustainability Strategy outlines goals, priorities and actions for improving quality of life in our community. Its three goals are Community Inclusion, Community Livability, and Community Resilience. Through 127 specific actions, the strategy plots a course for meeting these goals.

Many of the actions promote social connections, and on a variety of scales -- from the development of "complete communities" that bundle residential neighbourhoods with recreation, shops and services, and employment, to the creation of neighbourhood meeting hubs and social corners,and the promotion of volunteerism and civic engagement.

The Social Sustainability Strategy also encourages the development of affordable and suitable housing, for a range of income levels, household types and needs, through partnerships, advocacy, and regulatory measures. Action 18 calls for the development of a Burnaby Housing Strategy "that recognizes the importance of partnerships and housing to other aspects of social sustainability, such as healthy living...and inclusion."

The HOME Strategy implements this action, and builds on the comprehensive social policies of the Social Sustainability Strategy,



Happier Homes

In recent years, local initiatives have highlighted the importance of social interaction in apartment buildings, townhouses, and other multi-family developments. Organizations such as Happy City and the Hey Neighbour Collective have examined ways that urban design and, in particular, multi-family developments, can promote social connectedness, resilience and well-being.

Through the rezoning process, Burnaby encourages the provision of a range of indoor and outdoor amenities in new multi-family developments, such as:

- universally-accessible multi-purpose areas, with kitchenettes and washrooms
- smaller amenity rooms, such as music rooms, study areas, business centres, guest suites and indoor play areas
- outdoor recreation areas for multiple age groups
- natural and unstructured play areas for children
- community gardens

Burnaby also encourages active and accessible design, which encourages the use of stairs while providing elevators and barrier-free designs.



What is Family-Friendly Housing?

Family-friendly housing generally refers to housing that has units with 3 or more bedrooms, and has amenities for families with children, such as play areas and extra storage space. Ground-orientation or access to parks is also a primary feature. The larger units sizes may also suit a variety of multi-generational family types.

STRATEGY 4: PROMOTE SOCIAL CONNECTIONS AND RESILIENCE

Actions for promoting social connections and resilience

ACTION 4.1	Encourage accessory non-profit social enterprises, community spaces, and child care centres in mixed use development areas.
ACTION 4.2	Review the Official Community Plan to allow small-scale mixed commercial/multi-family residential uses in key locations in low-density neighbourhoods.
ACTION 4.3	Develop a policy to require universal access to children's play areas in mixed-tenure, mixed-income developments.
ACTION 4.4	Develop guidelines and regulations for family-friendly housing, including zoning requirements and/or incentives for bedroom diversity and guidelines for recommended amenities.
ACTION 4.5	Support community partners in the creation and promotion of homesharing programs, such as homeshare programs for seniors and post-secondary students.
ACTION 4.6	Build on the City's current efforts to increase social connections and interactions amongst neighbours in multi-family residences: • Consider the feasibility of developing design guidelines and a resource guide for new developments • As part of their communications strategy, encourage new developments to offer an information session to orient new owners and/or tenants on features that enhance social connections • Explore opportunities to engage with local organizations that promote social well-being and engagement.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

STRATEGY 5: SUPPORT CLIMATE-FRIENDLY AND SUSTAINABLE HOUSING DEVELOPMENT

The footprint of housing extends far beyond its four walls. Housing construction can contribute to climate change and impact land, water and air quality, both where it is built, and where building materials are sourced. The location and density of housing impacts vehicle use and the design of homes affects energy consumption and carbon emissions. This strategy supports the sustainability and climate action policies of the Climate Action Framework and the Environmental Sustainability Strategy, by providing specific housing-related actions.



THIS STRATEGY ADDRESSES THE NEEDS OF:

- All Burnaby residents
- Future generations

STRATEGY 5: SUPPORT CLIMATE-FRIENDLY AND SUSTAINABLE HOUSING DEVELOPMENT

Policies In Place:

Environmental Sustainability Strategy (ESS)

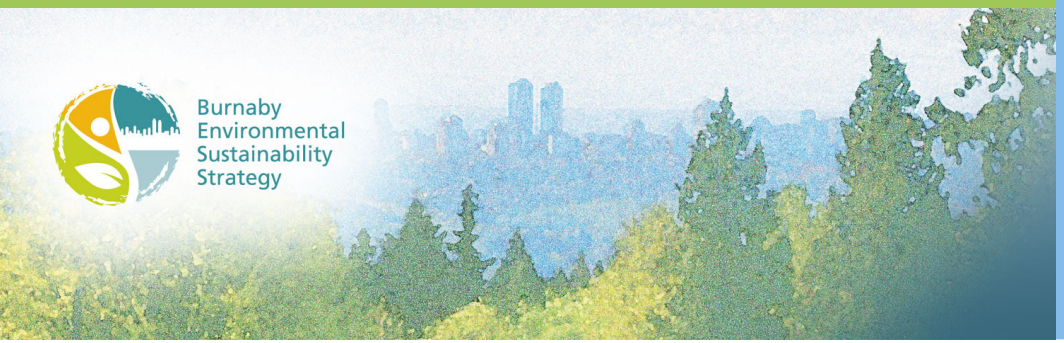
This strategy, adopted in 2016, is a plan for Burnaby's green future. It sets a long-term vision for the City to become a leader in protecting and regenerating healthy ecosystems and supporting a healthy and prosperous community.

The HOME Strategy intersects primarily with the following ESS goals:

- **Live** - Land Use Planning and Development
- **Build** -- Green Buildings and Energy

and builds on associated strategies for diverse, resilient neighbourhoods and sustainable building practices.

To learn more about the ESS, please see burnaby.ca



THIS IS CLIMATE ACTION | City of Burnaby

Climate Action Framework

Burnaby's Climate Action Framework, adopted in 2020, charts a path toward meeting Burnaby's carbon reduction targets, including carbon neutrality by 2050.

The HOME Strategy helps to implement several of the framework's seven "big moves," including:

- **Big Move 2**: Resilient Neighbourhoods
- **Big Move 6**: Zero Emission Buildings - Net Zero New
- **Big Move 7**: Zero Emission Buildings - Retrofits

To learn more about the Climate Action Framework, please see burnaby.ca

STRATEGY 5: SUPPORT CLIMATE-FRIENDLY AND SUSTAINABLE HOUSING DEVELOPMENT

Actions for supporting climate-friendly and sustainable housing development

ACTION 5.1	Enhance policies, bylaws, and incentives to support environmentally-friendly housing construction (e.g., energy efficiency, permeable surfaces, tree retention).
ACTION 5.2	Promote patterns of residential development that reduce automobile use.
ACTION 5.3	Conduct an ecological assessment and inventory of City-owned lands that are candidate sites for housing development.
ACTION 5.4	Consider incentives for retention and retrofitting of older residential buildings to reduce carbon emissions and energy costs, in conjunction with the Clean BC program and other initiatives.
ACTION 5.5	Support education, incentive programs and partnerships to promote retrofitting existing housing with low carbon energy systems for space heating, cooling, and hot water.
ACTION 5.6	Encourage all new housing to use low carbon energy systems for space heating, cooling, and hot water in alignment with the City's Green Building policies and bylaws.
ACTION 5.7	Consider the total cost of housing (including energy efficiency, utility costs and the life-cycle costs of different low carbon heating and cooling systems) when analyzing the affordability of proposed affordable housing projects.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

GOAL 2

Options for Secure Tenure

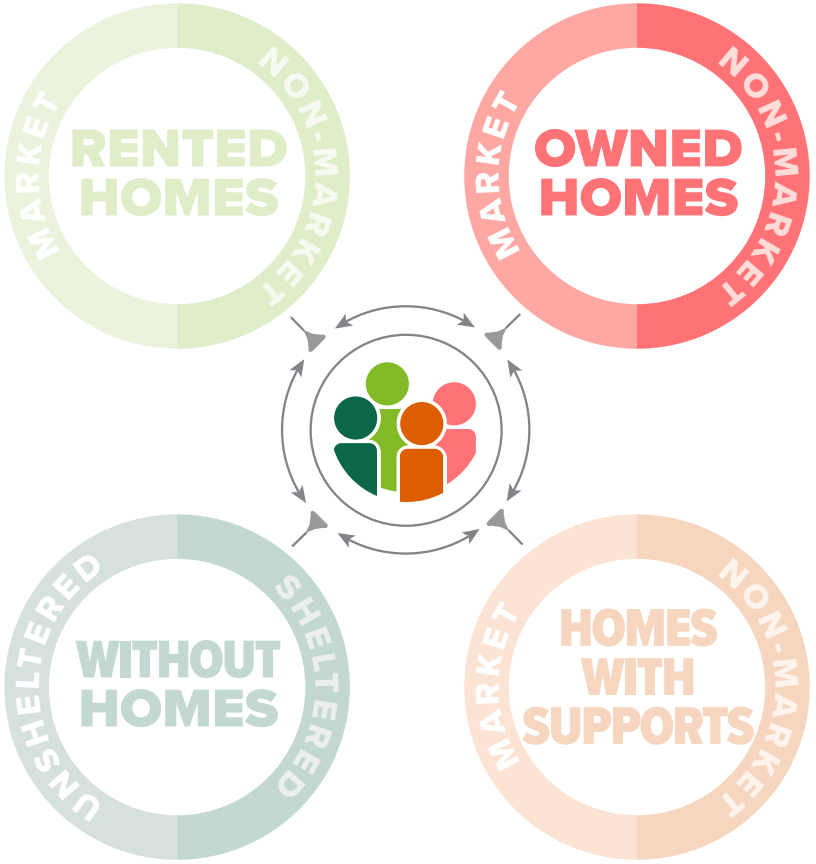
This goal recognizes that secure housing is a cornerstone of a sustainable and resilient community. It seeks to increase opportunities for home ownership, through financing models that make it easier to buy a home. It supports the development and renewal of co-operative housing, which offers security of tenure at a lower cost, and builds community among its members. It also encourages home ownership approaches that foster social connections, such as co-housing.

Goal 2 has two strategies:

1. Support alternative financing and development models for homeownership

2. Support alternative housing models, such as co-operative housing and co-housing

This goals primarily affects the housing system category of “owned homes.”



STRATEGY 6: EXPLORE WAYS TO MAKE HOME OWNERSHIP MORE ATTAINABLE

As housing prices continue to outpace local incomes, most Burnaby residents cannot afford to purchase a home. Renting or joining a co-op is the solution for many households; for others, homeownership remains the goal. This strategy supports financing and development options that make homeownership more attainable, especially for first-time homebuyers and others with limited resources to purchase a home.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- First-time homebuyers
- Moderate income households
- Low income households participating in sweat equity programs



This strategy uses the word “attainable” instead of “affordable,” as it recognizes that even alternative homeownership approaches may be unaffordable to many households.

STRATEGY 6: EXPLORE WAYS TO MAKE HOME OWNERSHIP MORE ATTAINABLE

Approaches to Attainable Home Ownership:

Shared Equity Programs
where a developer, lending institution and/or government program provides all or part of the down payment in exchange for a portion (or "share") of the equity on the home. This share is paid out when the home is sold.

Price-Restricted Ownership Approaches
such as those offered by the Whistler Housing Authority and at Verdant at SFU's UniverCity, where the purchase price and resale price are both reduced according to established criteria.

Sweat Equity Programs
where participants contribute to building their own homes in partnership with a non-profit society, such as Habitat for Humanity.

Rent-to-Own Models
where tenants make a monthly payment that includes both rent and an additional sum that is put towards a down payment on their unit.

STRATEGY 6: EXPLORE WAYS TO MAKE HOME OWNERSHIP MORE ATTAINABLE

Actions to help make home ownership more attainable

ACTION 6.1	Develop criteria and guidelines for attainable homeownership programs, with City support based on length and depth of affordability.
ACTION 6.2	Permit fee-simple rowhomes in all suitable R Residential Districts
ACTION 6.3	Explore options for smaller lot sizes in R District neighbourhoods.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards



What is a rowhome?

The term “rowhome” can refer to any continuous row of homes with ground-level entrances. In Burnaby, rowhome units must each be located on a separate lot that is not a strata lot. These “fee-simple rowhomes” are different than most townhouse developments, which have strata or purpose-built rental units. Burnaby only permits rowhomes to a single zone district, the R6 District. Currently, there are only three sites in Burnaby with rowhomes, due in part to restricted zoning.


EDMONDS PLACE
HOUSING CO-OP
7220 EDMONDS ST.

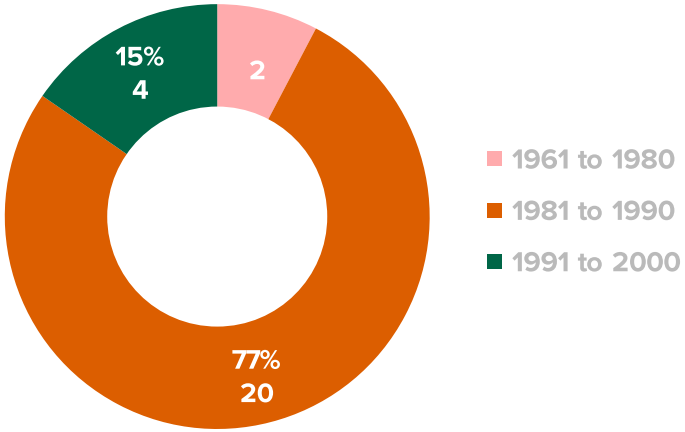
STRATEGY 7: SUPPORT CO-OPERATIVES, CO-HOUSING AND OTHER SECURE, COLLABORATIVE HOUSING OPTIONS

Co-operative housing and co-housing both offer secure tenure and community living. Co-housing emphasizes shared amenities and community building. Co-operative housing is a more affordable alternative to home ownership, in that it provides security of tenure with just a modest investment and monthly housing charge. Many non-market housing co-operatives were built in the past with senior government funding, including 26 housing co-operatives in Burnaby, but there have been no new co-operatives in over 20 years.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- First-time homebuyers
- Households seeking community living
- Low and moderate income households
- Households seeking a more secure alternative to renting

Age of housing co-operatives in Burnaby



Source - Co-Operative Housing Federation, 2020

Burnaby has 26 housing co-operatives, totalling 1,900 units

STRATEGY 7: SUPPORT CO-OPERATIVES, CO-HOUSING AND OTHER SECURE, COLLABORATIVE HOUSING OPTIONS

Co-operative housing ("co-ops") is a form of multi-family development that is collectively owned by the co-op association. Many co-ops are located on public land. In order to live in a co-op development, residents must become members through the purchase of shares. Members then pay monthly charges based on the size of their unit, and work together on committees to help the co-op run smoothly.

Co-op housing offers security of tenure and may include units with subsidized rents. Because many co-ops operate on a non-profit basis, and may receive government support, they are often an affordable alternative to renting or owning a home.





Co-housing is a form of multi-family development where neighbours live in a close-knit community. In many co- housing developments, residents have pooled resources to purchase the land, and participated in building and site design. Residents share common space, and manage the community together, while individually owning their units as part of a strata corporation. Some co-housing developments may also rent units.

STRATEGY 7: SUPPORT CO-OPERATIVES, CO-HOUSING AND OTHER SECURE, COLLABORATIVE HOUSING OPTIONS

Actions for supporting collaborative housing options

ACTION 7.1	Amend the Burnaby Zoning Bylaw to add a definition of "co-operative housing" and to include co-operative housing as a permitted use in both RM and RMr multi-family zoning districts.
ACTION 7.2	Consider allowing non-profit co-operative housing in lieu of rental units, for projects subject to the Rental Use Zoning Policy's inclusionary requirements.
ACTION 7.3	Develop a co-operative housing policy to support renewal of existing co-ops and facilitate new co-op development.
ACTION 7.4	Partner with co-operative housing associations to develop new non-profit co-operatives, including on City-owned land.
ACTION 7.5	Create information packages on alternative housing models, such as co-housing and co-living, including research on their potential benefits and barriers.
ACTION 7.6	Encourage co-housing and other collaborative housing models that provide affordable homeownership, rental options and/or other community benefits.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

GOAL 3

A Renter-Friendly Community

This goal envisions a community with plenty of rental housing that is affordable and well-maintained, and with tenants who are supported when their buildings are renovated or redeveloped.

Goal 3 has two strategies:

1. Protect and grow our rental housing stock.
2. Support tenants facing displacement and other challenges.

To advance actions for Goal 3, stakeholder consultation will include groups such as:

- The development community
- Landlords/Landlord BC
- Tenants and tenant advocacy groups
- Non-profit housing providers

This goal primarily affects the housing system category of “rented homes.”



STRATEGY 8: PROTECT AND GROW OUR RENTAL HOUSING STOCK

This strategy supports the implementation and monitoring of the Rental Use Zoning Policy and its four policy streams – Rental Replacement, Inclusionary Rental, Voluntary Rental Housing in Commercial Districts, and Protection of Existing Rental Sites – to enable the protection, replacement, and growth of rental housing. It also supports additional municipal tools for maintaining and increasing rental housing, as well as advocacy for a provincial rental housing acquisition strategy.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- Renters of all income levels



Burnaby's vacancy rate for rental apartments increased from 1.3% in October 2019 to 3.4% in October 2020. This increase was seen also in neighbouring cities and reflects both increased rental stock and changes due to the COVID-19 pandemic, such as reduced immigration and more students living at home.

A healthy vacancy rate is generally between 3% and 5%.

STRATEGY 8: PROTECT AND GROW OUR RENTAL HOUSING STOCK

Policies In Place:

Rental Use Zoning Policy

The Rental Use Zoning Policy, adopted in 2019, has four "streams" that replace, provide, and protect rental housing:

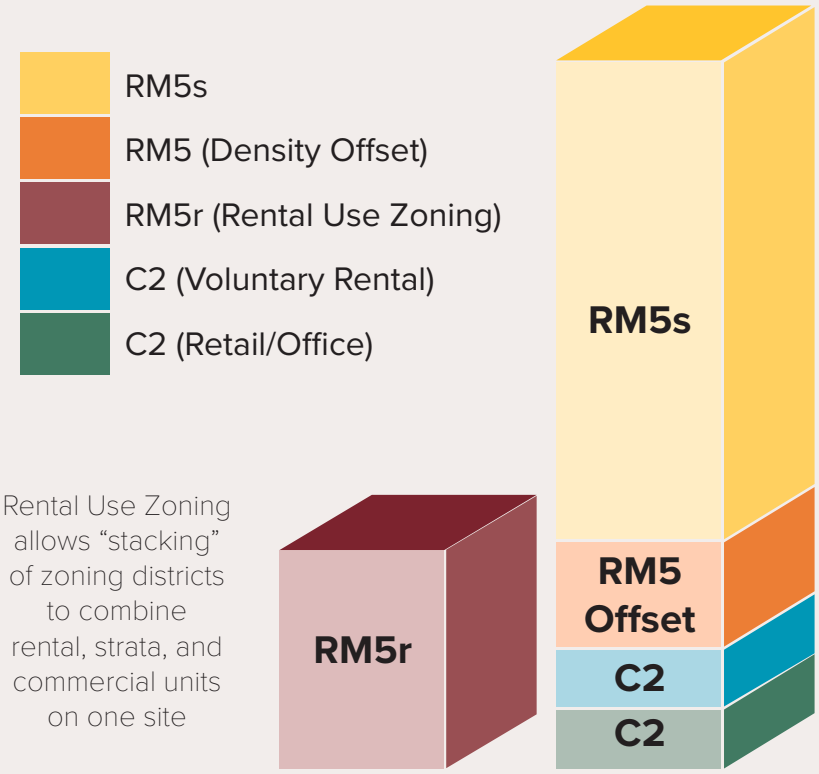
The Replacement stream requires 1:1 replacement of rental units lost through redevelopment. Tenants of those units have the right to replacement units, with the same rents they previously paid (plus annual provincial rent increases). A density offset applies.

The Inclusionary stream requires 1 inclusionary rental unit for every 5 market units in new multi-family developments. Rents for the inclusionary rental units must be 20% below CMHC median market rents for the area. A density offset applies.

The Voluntary stream allows unused density in Commercial Districts to be used for rental housing, as long as 51% of the total floor area is for commercial use.

The Protection stream will pre-zone sites with existing rental buildings, to ensure that any new redevelopment plans include rental housing.





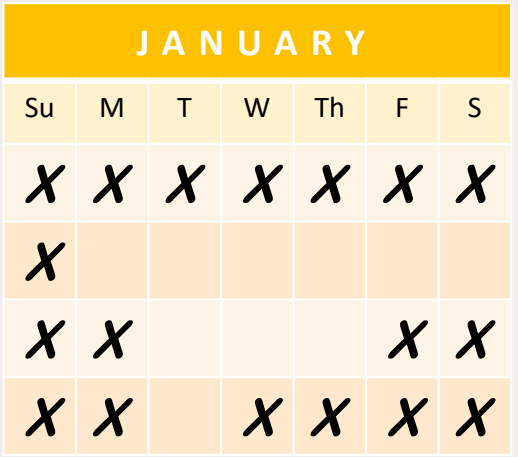
Rental Use Zoning allows "stacking" of zoning districts to combine rental, strata, and commercial units on one site

Policies In Place:

Short-Term Rental Policy

Burnaby's Short-Term Rental Policy, adopted in 2020, provides a frame work for regulating short-term rentals. Key components of the policy include:

- Short-term rentals are limited to primary residences and can only be offered by resident owners
- Short-term rentals can only be rented out a specific number of nights per year
- The number of guests per booking is limited to six related people or four unrelated people
- A business licence is required
- Short-term rental activity will be monitored and regulations enforced



Short-term rentals reduce the long-term rental housing supply, as units that could be rented on a permanent basis are instead offered as nightly accommodation for tourists and visitors.

STRATEGY 8: PROTECT AND GROW OUR RENTAL HOUSING STOCK

Actions for Protecting and Growing our Rental Housing Stock

ACTION 8.1	Monitor and evaluate the success of the Rental Use Zoning Policy in achieving market, low-end-of-market, and non-market rental units.
ACTION 8.2	Monitor and enforce compliance with the City's forthcoming short-term rental regulations through the business licence process.
ACTION 8.3	In conjunction with the Official Community Plan (OCP) update, community plan reviews, and land use policy updates, designate sites for new rental housing, either as stand-alone or mixed tenure developments.
ACTION 8.4	Create housing agreement templates to standardize expectations for management and operation of new purpose-built rental units, while preserving some flexibility to address unique circumstances.
ACTION 8.5	Explore programs for utility, energy, and other upgrades for rental buildings, such as offered by BC Hydro, Fortis BC, and Landlord BC, and consider ways to promote and incentivize participation in these programs.
ACTION 8.6	Explore the costs and benefits of a density transfer program, to allow greater flexibility in implementing the Rental Use Zoning Policy.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

STRATEGY 9: SUPPORT TENANTS FACING DISPLACEMENT AND OTHER CHALLENGES

This strategy recommends maintaining and monitoring Burnaby's innovative Tenant Assistance Policy and looking at other challenges that tenants may face, such as building maintenance.



THIS STRATEGY ADDRESSES THE NEEDS OF:

- Renters of all income levels
- Renters in older, purpose-built rental buildings

STRATEGY 9: SUPPORT TENANTS FACING DISPLACEMENT AND OTHER CHALLENGES

Policies In Place:

Tenant Assistance Policy

The Tenant Assistance Policy (TAP) was recently updated to require a comprehensive package of support for tenants facing displacement from buildings with five or more units. The City has templates and helpful documents to provide more clarity for tenants, developers, and landlords going through the TAP process. Through the Renters Office, City staff are available to help with and monitor ongoing implementation. The four pillars of the TAP package are:

- **Help finding a place to rent**
- **"Top-up" payments to bridge the gap between rent for a new unit and existing rent**
- **Financial support for moving expenses**
- **Right to a replacement unit at the same rent* and number of bedrooms**

For more information on the Tenant Assistance Policy, please see www. burnaby.ca/tenantassistance.

*subject to Residential Tenancy Act increases

STRATEGY 9: SUPPORT TENANTS FACING DISPLACEMENT AND OTHER CHALLENGES

Actions for Supporting Tenants

ACTION 9.1	Monitor and evaluate the Tenant Assistance Policy and Renters Office operations.
ACTION 9.2	Develop a city-wide communications plan to increase public, tenant, landlord, and developer awareness of the Tenant Assistance Policy and tenant resources.
ACTION 9.3	Work with the non-profit housing sector to create a Tenant Assistance Policy for non-profit and co-operative housing developments.
ACTION 9.4	Consider enacting a standards of maintenance bylaw to ensure that purpose-built rental buildings are maintained.
ACTION 9.5	Explore ways to support tenants displaced by redevelopment or renovation projects that do not require rezoning.

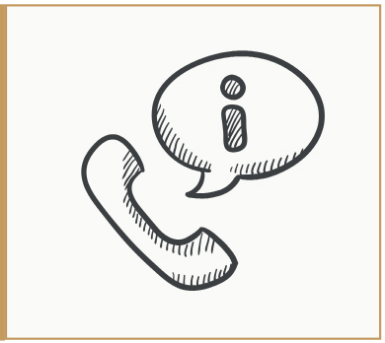
IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
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What is the Renters Office?

Burnaby's Renters Office helps tenants who have questions about the Tenant Assistance Policy.

The Renter's Office can be reached at 604-294-7750 or rentersoffice@burnaby.ca.



GOAL 4

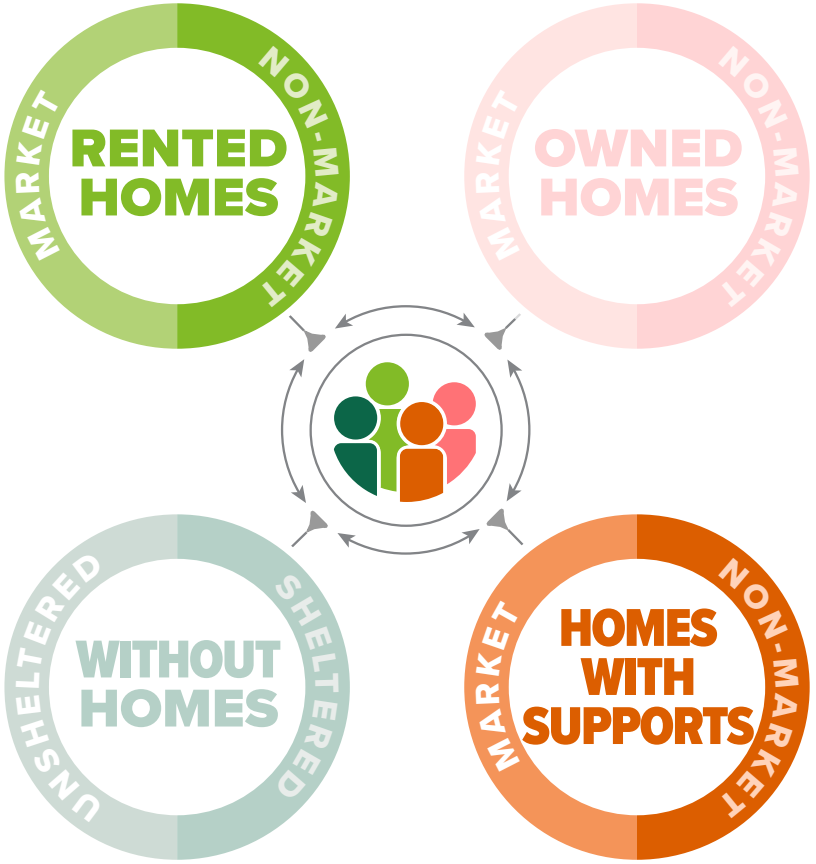
A Healthy Supply of Non-Market Housing

This goal focuses on increasing Burnaby's stock of affordable non-market housing, through partnerships with other levels of government, funding programs, and regulatory support.

Goal 4 has three strategies:

1. Pursue non-market housing partnerships with governments and housing providers
2. Provide regulatory support for non-market housing
3. Facilitate renewal and redevelopment of underutilized land for affordable housing

This goal primarily affects the housing system category of "rented homes" and "homes with supports," although it overlaps with the other two categories: it supports non-market forms of ownership, such as co-operative housing, and will help increase the supply of affordable supportive housing for people without homes.



STRATEGY 10: PURSUE NON-MARKET HOUSING PARTNERSHIPS WITH GOVERNMENTS AND HOUSING PROVIDERS

Partnerships are key to creating non-market housing. They leverage the limited resources of local government to gain funding for affordable housing. They also advance the City's connections with key housing providers, funders, governments and community groups. This strategy supports partnerships with a variety of parties, including:

- Province of British Columbia/BC Housing
- Government of Canada/Canada Mortgage and Housing Corporation (CMHC)
- Metro Vancouver
- Non-profit housing providers
- Indigenous housing providers

Recognizing that Burnaby is located on unceded territory, the City is also seeking greater engagement with local First Nations on housing development. The City hopes to achieve a better understanding of the housing priorities of each First Nation and the opportunities for partnerships within this unique government-to-government context.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- Households that need shelter-rate housing
- Low and moderate income households
- Households in core housing need



STRATEGY 10: PURSUE NON-MARKET HOUSING PARTNERSHIPS WITH GOVERNMENTS AND HOUSING PROVIDERS

Policies In Place:

City-Funded Housing

Burnaby provides financial support to non-market housing projects in two main ways: low-cost leases of City lands and grants from the Community Benefit Affordable Housing Reserve

City Land Leases

Burnaby leases lands that it owns for non-market housing projects, at little or no cost to the operator.

Currently, City-owned lands support 488 units, with approximately 1,800 additional units in the planning or construction stages.

Community Benefit Affordable Housing Reserve

Burnaby's Community Benefit Bonus Policy permits additional (or "bonus") density in Town Centres in exchange for contributions that benefit the community. The contributions can be in-kind, such as construction of a community facility, or provided as cash-in-lieu.

A portion (20%) of cash contributions is placed into the Community Benefit Affordable Housing Reserve. The reserve funds non-market and specialized housing through a rolling grants program. Since 2008, the fund has committed over $27 million in the form of grants, disbursements, added value and on-site amenities to 13 non-market and special needs housing projects with a total of 795 units.

For more information on City land leases and the Community Benefit Affordable Housing Reserve, please see burnaby.ca

STRATEGY 10: PURSUE NON-MARKET HOUSING PARTNERSHIPS WITH GOVERNMENTS AND HOUSING PROVIDERS

Actions for pursuing non-market housing partnerships

ACTION 10.1	Develop a coordinated program for non-market housing partnerships, with dedicated staff resources, to provide an efficient, consistent, and streamlined process for the development of partnership projects.
ACTION 10.2	Develop priorities for new non-market housing partnerships based on the findings of the Housing Needs Report.
ACTION 10.3	Offer low-cost, long-term leases of City-owned lands for non-market housing, through periodic Request for Proposals (RFP) processes that align with federal and provincial funding timelines.
ACTION 10.4	Review the Community Benefit Bonus Affordable Housing Reserve program to maximize the number of units supported and clarify eligibility and allocation policies and procedures.
ACTION 10.5	Commission a study on innovative techniques to increase funding for non-market housing.
ACTION 10.6	Keep an up-to-date inventory of City lands and City facilities that are available for non-market housing partnerships, and strategically acquire additional properties.
ACTION 10.7	Through ongoing engagement and informational activities, strengthen relationships with housing providers and agencies, including: • Local non-profit housing providers • Indigenous housing providers • local First Nations • BC Housing • CMHC • Metro Vancouver Housing
ACTION 10.8	Engage with Metro Vancouver Housing, BC Housing, and CMHC to explore non-market housing development on regional, provincial, and federal properties.
ACTION 10.9	Engage with local First Nations to develop a better understanding of each First Nation's housing priorities and explore opportunities for housing partnerships.
ACTION 10.10	Develop criteria for renewal of existing City land leases with non-market housing providers.
ACTION 10.11	Support the conversion of rental buildings to non-market rental housing by: • advocating for provincial and/or federal programs to purchase and convert rental buildings, in partnership with non-profit housing providers • considering ways to support such partnerships, through supplementary funding, regulatory measures or other means.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026

Phase	Completion Date Range
Phase 3	2027 - 2031
Ongoing	2021 onwards


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STRATEGY 11: PROVIDE REGULATORY SUPPORT FOR NON-MARKET HOUSING

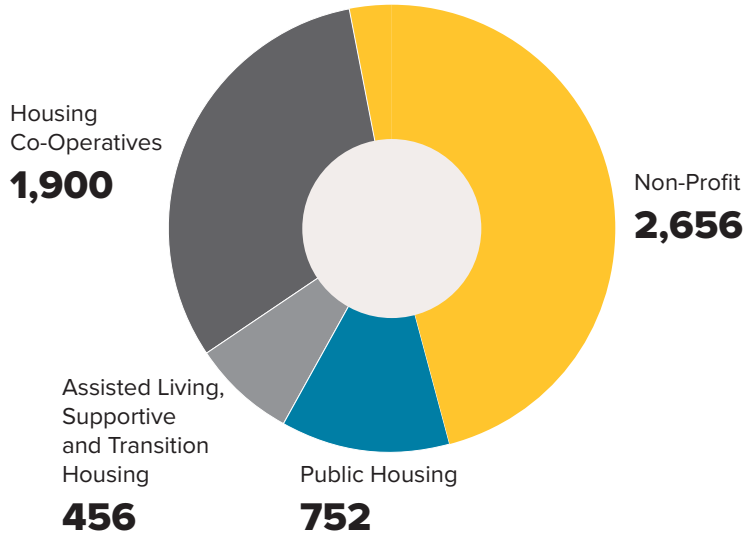
Municipal regulations can help or hinder the development of non-market housing. This strategy supports the adoption of new regulatory tools to encourage more non-market housing.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- Households that need shelter-rate housing
- Low and moderate income households
- Households in core housing need

Non-Market Housing in Burnaby

RENTAL UNITS: 3,864
CO-OP UNITS: 1,900



STRATEGY 11: PROVIDE REGULATORY SUPPORT FOR NON-MARKET HOUSING

Actions for providing regulatory support for non-market housing

ACTION 11.1	Review the Burnaby Zoning Bylaw to identify ways to further encourage and facilitate non-market housing development.
ACTION 11.2	Review the Official Community Plan (OCP) and Community Plans to identify ways to support renewal and redevelopment of non-market housing, such as by providing higher-density land use designations, where appropriate.
ACTION 11.3	Review Community Plans to identify opportunities to include non-market housing.
ACTION 11.4	As a condition of rezoning, encourage projects with non-market housing to install communications infrastructure and equipment that will allow residents to access City of Burnaby WiFi, thus improving affordability.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

Policies In Place:

Fast Track Approvals Policy

Burnaby expedites non-market housing approvals through a parallel approval process, with dedicated staff resources and compressed timelines.

STRATEGY 12: FACILITATE REDEVELOPMENT OF LOW-DENSITY SITES FOR AFFORDABLE HOUSING

In recent years, creative projects in other cities have combined non-market housing with public facilities such as fire stations, libraries, and community centres, and with low-density private developments, such as places of worship and other institutions. This strategy would apply to both City facilities and those owned by non-profit societies and other levels of government. For City facilities, the emphasis would be on non-market housing for low incomes, on sites that are not dedicated for park uses. This strategy would also support a range of affordable housing projects, which could include mixed non-market and market projects, on other privately or publicly owned sites.



THIS STRATEGY ADDRESSES THE NEEDS OF:

- Households that need shelter-rate housing
- Low and moderate income households
- Households in core housing need



In Burnaby, there are some locations where religious institutions or their partners have created housing on adjacent properties.

Examples include the Dania Campus of Care next to the Danish Lutheran Church (shown left), and Atira Women's Society's Margaret's Housing for Older Women next to St. Margaret of Scotland Anglican Church.

Policies In Progess:

Affordable Housing on Institutional Sites

Work is underway on an OCP amendment to allow multi-family residential uses on institutional sites that are located in residential neighbourhoods. If adopted, individual sites could then apply for rezoning approval to redevelop their properties. The aim of this amendment is to encourage new affordable homes in a neighbourhood setting.

STRATEGY 12: FACILITATE REDEVELOPMENT OF LOW-DENSITY SITES FOR AFFORDABLE HOUSING

Actions for facilitating redevelopment of low-density sites for affordable housing

ACTION 12.1	Create an inventory of institutional and other low-density sites that are suitable for co-locating affordable housing
ACTION 12.2	Develop a strategy for redeveloping City properties for non-market housing.
ACTION 12.3	Seek a partnership with BC Housing and/or CMHC, and a non-profit housing operator, on a pilot program to co-locate non-market housing at a City facility.
ACTION 12.4	In conjunction with the Official Community Plan (OCP) update, review the advisability of establishing new mixed-use rental housing designations.
ACTION 12.5	Support public agencies, non-profit societies, and major employers who are seeking to create below-market or non-market workforce housing, through regulatory incentives and other means.
ACTION 12.6	Develop educational resources and events that showcase new opportunities for non-market housing on low density sites, and bring together land owners and non-profit housing operators.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

GOAL 5

A Place Where Homelessness is Rare, Brief, and One Time

This goal envisions a future where homelessness has reached functional zero, meaning that there are enough services, supports and affordable housing available so that fewer people enter homelessness, and those who do, experience it once and for a short period of time. This goal recognizes that coordination of a diversity of services and supports, including mental health and addictions treatment, integrated into shelter and a continuum of housing, are required to manage homelessness successfully.

Goal 5 has three strategies:

1. Prevent pathways into homelessness
2. Support pathways out of homelessness
3. Contribute to continued collaboration and coordination among homeless serving government and community partners

This goal primarily affects the housing system category of “without homes,” but intersects with “homes with supports” and “rented homes.”



STRATEGY 13: PREVENT PATHWAYS INTO HOMELESSNESS

There are many pathways that lead to homelessness, and many of them are hard to navigate. Financial difficulties, job loss, health and mental health issues, substance use, trauma, domestic conflict, and crises such as the COVID-19 pandemic are just a few circumstances that can put people at risk. Addressing the systems and structures that contribute to homelessness and providing early intervention can help keep people in their homes. This strategy encompasses a range of initiatives to help prevent people from entering homelessness, including:

- Increasing the supply of secure, affordable rental housing.
- Increasing the supply of permanent supportive housing for individuals with ongoing health, mental health, and/or developmental needs.
- Helping tenants keep their homes in times of financial stress, through rent banks and other supports.
- Supporting programs for people who are at risk of homelessness.
- Supporting programs for people temporarily displaced by domestic violence or other traumas.
- Advocating for stronger housing subsidies and income supports for people who need them.
- Exploring solutions for discharge planning practices from hospitals and treatment centres.
- Furthering initiatives that address the root causes of homelessness.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- People and households that are at risk of homelessness
- Precariously housed low-income households
- Households in core housing need

Households in **Core Housing Need** spend more than 30% of their income on housing that is either inadequate (in need of repair) or unsuitable (too small) according to national standards.

Households in **Extreme Core Housing Need** spend more than 50% of their income on housing that is either inadequate or unsuitable.

STRATEGY 13: PREVENT PATHWAYS INTO HOMELESSNESS

Policies In Place:

Burnaby Rent Bank

A rent bank offers interest-free loans to low and moderate income residents who need help with rent, deposits, and/or utility bills. It also offers information and access to services such as financial advice and mediation between renters and landlords. The purpose of a rent bank is to increase housing stability and prevent homelessness.



The Burnaby Rent Bank was established in April 2020.

The rent bank is operated by the Lower Mainland Purpose Society, with funding from the BC Rent Bank and a $30,000 grant from the City's Community Benefit Operating Housing Reserve.

For more information on the Burnaby Rent Bank, please see bcrentbank.ca

STRATEGY 13: PREVENT PATHWAYS INTO HOMELESSNESS

Actions for preventing homelessness

ACTION 13.1	Increase the supply of rental housing that is affordable to households receiving income or disability assistance, and households earning very low incomes (e.g., earning minimum wage), by pursuing funding opportunities from other levels of government, and leveraging opportunities presented through the implementation of Rental Use Zoning and the City Land Program.
ACTION 13.2	Work with Fraser Health, BC Housing and community partners to achieve the range and delivery models of mental health and substance use supports needed to help formerly homeless individuals maintain their newly acquired housing long term.
ACTION 13.3	Explore opportunities to lease some City-owned houses as affordable housing options for families.
ACTION 13.4	Partner with academic researchers and community organizations to investigate and develop innovative strategies to address the root causes of homelessness.
ACTION 13.5	Support community organizations and agencies working on harm reduction and mental health initiatives.

What is shelter-rate housing?

Individuals and families in BC who receive social assistance (either income or disability assistance) are provided a shelter allowance, ranging from $375 per month for a one-person household to $820 for a seven-person household. Some non-market housing developments offer rents at the "shelter rate," which is equivalent to these amounts.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards


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STRATEGY 14: SUPPORT PATHWAYS OUT OF HOMELESSNESS

Just as there are a diversity of paths into homelessness, there are different pathways out. Some individuals leaving homelessness may need more help than others when transitioning into stable housing and accessing services and supports that will help them move forward. A continuum of shelter and housing with varying levels of supports provides opportunities for supporting individuals where they are at and providing the level of support they need at any point in their journey out of homelessness. Supporting pathways out of homelessness includes:

- Advocating for additional needed supports for those living in supportive housing and staying in shelters.
- Increasing the supply of permanent supportive housing.
- Increasing the supply of housing that is affordable for people with very low incomes.
- Supporting a spectrum of programs that help people transition out of homelessness.
- Increasing the level of support available to those with complex health issues, severe mental illness, and addictions.

THIS STRATEGY ADDRESSES THE NEEDS OF:

- People without homes
- People who are transitioning out of homelessness

Opened in 2019, Norland Place Supportive Housing (shown left) offers 52 shelter-rate units and a variety of supports for people seeking alternatives to homelessness. A 43-unit addition is currently proposed for the site.

STRATEGY 14: SUPPORT PATHWAYS OUT OF HOMELESSNESS

Projects In Place:

Progressive Housing Emergency Shelter

Opened in 2019, this temporary shelter at 2294 Douglas Road provides a safe place for up to 40 people nightly. Clients can stay until they find permanent housing, with the assistance of shelter and outreach staff. The shelter is wheelchair accessible and open to adults of all genders.



Extreme Weather Response Shelter Program

Burnaby's Extreme Weather Response Shelter Program opens when the temperature dips below O ° C at night, or when other climatic conditions such as snow, wind chill, and extended rainfall make staying outside hazardous. The Shelter Program provides clients food, a safe place to sleep, and referrals to needed services. The Shelter Program is currently operated by Lookout Housing and Health Society, and is supported by BC Housing.

BC Housing Emergency Response Centre

For the 2020/2021 winter season, BC Housing opened a 24-hour Emergency Response Centre (ERC) at the Burnaby Lake Sports Complex. The 45-bed facility, operated by Progressive Housing Society, is equipped to serve the needs of people experiencing homelessness during the pandemic and connect them to permanent housing options. The ERC replaces and expands upon the services previously provided at the City's warming centres, which no longer operate.

STRATEGY 14: SUPPORT PATHWAYS OUT OF HOMELESSNESS

Assertive Community Treatment (ACT) Team

Fraser Health's ACT teams include multi-disciplinary mental health staff who provide flexible, community-based treatment, rehabilitation, and support services to clients diagnosed with serious mental illnesses who have not benefited from traditional outpatient programs. Fraser Health is forming a new ACT team in Burnaby.



*Survey response, HOME Strategy Draft Goals and Strategies Survey, October 2020

What is an Intensive Case Management Team?

Fraser Health's ICM teams include clinicians, nurse practitioners, addiction physicians, psychiatrists and housing out- reach workers. These teams serve individuals with severe sub- stance use and who may be mentally ill and homeless.

STRATEGY 14: SUPPORT PATHWAYS OUT OF HOMELESSNESS

Actions to support pathways out of homelessness

ACTION 14.1	Develop a plan that identifies potential sites for supportive housing for people experiencing homelessness, and outlines on-site supports, in partnership with community organizations, BC Housing, and Fraser Health.
ACTION 14.2	Work with BC Housing, Fraser Health, and community partners to open a facility to replace the temporary Douglas Shelter.
ACTION 14.3	Work with community and government partners to explore solutions for discharging people without homes from Burnaby institutions (e.g. hospital, substance use treatment, etc.). This might include the development of transitional housing sites or units with supports that could serve as temporary housing until permanent housing is secured.
ACTION 14.4	Advocate to Fraser Health for an Intensive Case Management Team to provide clinical mental health and substance use supports within shelter and supportive housing environments, as well as through outreach in the community.
ACTION 14.5	Advocate to the provincial and federal governments for additional rent subsidies for Burnaby residents experiencing homelessness to facilitate more scattered site supported and independent housing.
ACTION 14.6	Work with BC Housing and Fraser Health to explore opening “complex care housing” for people experiencing homelessness who also have complex health issues, severe mental illness and addictions.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards

STRATEGY 15: CONTRIBUTE TO CONTINUED COLLABORATION AND COORDINATION AMONG HOMELESS SERVING PARTNERS

Homelessness is a complex issue. Collaboration and coordination among service providers, advocates, funders and all levels of government can achieve greater efficiency, cost effectiveness, capacity building and enhanced services when supporting those experiencing homelessness. Supporting a coordinated approach could include:

- Creating a City position focused solely on addressing homelessness and working closely with community and government partners in finding solutions
- Supporting the existing coordination of homeless services among community and government partners and funders
- Exploring a process for exploring a community-wide systems approach to addressing homelessness

THIS STRATEGY ADDRESSES THE NEEDS OF:

- People without homes
- People who are transitioning out of homelessness
- People at risk of homelessness



STRATEGY 15: CONTRIBUTE TO CONTINUED COLLABORATION AND COORDINATION AMONG HOMELESS SERVING PARTNERS

Policies In Place:

Community Partnerships

The City of Burnaby works collaborativey with the **Society to End Homelessness in Burnaby**, through its **Task Force to End Homelessness in Burnaby**.



The Task Force to End Homelessness in Burnaby includes members from homeless serving agencies, the RCMP, Transit Police, Vancity, Fraser Health, and interested community members. The Task Force works to address the root causes of homelessness, raise awareness of the issue and provide support services for people experiencing homelessness.

For more information on the Society to End Homelessness in Burnaby, please see (website).

STRATEGY 15: CONTRIBUTE TO CONTINUED COLLABORATION AND COORDINATION AMONG HOMELESS-SERVING PARTNERS

Actions for contributing to homeless serving partnerships

ACTION 15.1	Provide a staff resource at the City to coordinate policy development and actions taken by the City to address homelessness, bridging City policy and operations; foster constructive partner and community relationships; and lead an interdepartmental team of staff working to address and problem solve issues around homelessness. This position would monitor emerging issues and trends and convene community discussions within established community initiatives as needed to develop collaborative solutions.
ACTION 15.2	Work with existing community-based groups to identify appropriate roles for each and avoid duplication between groups.
ACTION 15.3	Review the use of the Community Benefit Bonus Affordable Housing Reserve and the Operating Housing Reserve to explore opportunities to expand the allocation of grants to include operating/program grants to organizations providing services to prevent homelessness and provide pathways out of homelessness.
ACTION 15.4	Facilitate community discussions to identify community priorities and develop collaborative responses to homelessness in anticipation of Reaching Home* or other federal funding calls for proposals.
ACTION 15.5	Explore opportunities to engage researchers at post-secondary institutions in exploring innovations, best practices and cost analyses regarding prevention and responses to addressing homelessness.
ACTION 15.6	Assess the feasibility and effectiveness of convening and facilitating a systems-approach planning process with community and government partners.

* "Reaching Home" is a federal funding program aimed at preventing and reducing homelessness. It provides direct funding to communities across Canada to support their efforts in developing local solutions to homelessness. Burnaby is part of the Greater Vancouver community under this program.

IMPLEMENTATION KEY

Phase	Completion Date Range
Phase 1	2021 - 2023
Phase 2	2024 - 2026
Phase 3	2027 - 2031
Ongoing	2021 onwards



IMPLEMENTATION PHASES

Phase 1 - 2021-2023	
ACTION 1.1	Launch a multi-phase program to expand housing choices: Phase 1: • Small scale infill • Introduce laneway homes and secondary suites in duplexes in R District neighbourhoods; • Permit flex suites in all multi-family developments; • Permit rowhomes in all R District neighbourhoods.
ACTION 1.4	Conduct a survey and other outreach on multigenerational and cultural housing needs, and consider policy and regulatory changes to address those needs.
ACTION 2.4	In conjunction with the Transportation Plan Update, explore zoning amendments to reduce the number of required off-street parking spaces for rental housing in transit-friendly locations.
ACTION 2.5	Through Transport Demand Management (TDM) programs and/or other means, encourage affordable transportation options for market and non-market rental housing, in lieu of parking requirements.
ACTION 3.3	Review adaptable design requirements and incentives to ensure that they are supporting current and anticipated needs for people with disabilities and for aging-in-place.
ACTION 3.8	Advocate to the province to implement the recommendations of the BC Senior's Advocate in the 2020 report, A Billion Reasons to Care, to improve patient care in long-term care homes.
ACTION 4.3	Develop a policy to require universal access to children's play areas in mixed-tenure, mixed-income developments.
ACTION 4.4	Develop guidelines and regulations for family-friendly housing, including zoning requirements and/or incentives for bedroom diversity and guidelines for recommended amenities.
ACTION 4.6	Build on the City's current efforts to increase social connections and interactions amongst neighbours in multi-family residences: • Develop formal design guidelines and a resource guide for new developments • As part of their communications strategy, encourage new developments to offer an information session to orient new owners and/or tenants on features that enhance social connections • Explore opportunities to engage with local organizations that promote social well-being and engagement.

ACTION 5.3	Conduct an ecological assessment and inventory of City-owned lands that are candidate sites for housing development.
ACTION 5.4	Promote and consider incentives for retention and retrofitting of older residential buildings to reduce carbon emissions and energy costs, in conjunction with the Clean BC program and other initiatives.
ACTION 6.2	Permit fee-simple rowhomes in all suitable R Residential Districts.
ACTION 7.1	Amend the Burnaby Zoning Bylaw to add a definition of "co-operative housing" and to include co-operative housing as a permitted use in both RM and RMr multi-family zoning districts.
ACTION 7.2	Consider allowing non-profit co-operative housing in lieu of rental units, for projects subject to the Rental Use Zoning Policy's inclusionary requirements.
ACTION 8.4	Create housing agreement templates to standardize expectations for management and operation of new purpose-built rental units, while preserving some flexibility to address unique circumstances.
ACTION 8.5	Explore programs for utility, energy, and other upgrades for rental buldings, such as offered by BC Hydro, Fortis BC, and Landlord BC, and consider ways to promote and incentivize participation in these programs.
ACTION 9.2	Develop a city-wide communications plan to increase public, tenant, landlord, and developer awareness of the Tenant Assistance Policy and tenant resources.
ACTION 9.4	Consider enacting a standards of maintenance bylaw to ensure that purpose-built rental buildings are maintained.
ACTION 10.1	Develop a coordinated program for non-market housing partnerships, with dedicated staff resources, to provide an efficient, consistent, and streamlined process for the development of partnership projects.
ACTION 10.2	Develop priorities for new non-market housing partnerships based on the findings of the Housing Needs Report.
ACTION 10.4	Review the Community Benefit Bonus Affordable Housing Reserve program to maximize the number of units supported and clarify eligibility and allocation policies and procedures.
ACTION 10.11	Support the conversion of rental buildings to non-market rental housing by: • advocating for provincial and/or federal programs to purchase and convert rental buildings, in partnership with non-profit housing providers • considering ways to support such partnerships, through supplementary funding, regulatory measures or other means.

ACTION 11.1	Review the Burnaby Zoning Bylaw to identify ways to further encourage and facilitate non-market housing development.
ACTION 11.4	As a condition of rezoning, encourage projects with non-market housing to install communications infrastructure and equipment that will allow residents to access City of Burnaby WiFi, thus improving affordability.
ACTION 12.1	Create an inventory of institutional and other low-density sites that are suitable for co-locating affordable housing
ACTION 12.6	Develop educational resources and events that showcase new opportunities for non-market housing on low density sites, and bring together land owners and non-profit housing operators.

Phase 2 - 2024-2026	
ACTION 1.1	Phase 2 (in conjunction with the Official Community Plan (OCP) update): • Medium scale infill -- Permit triplexes, fourplexes, townhouses, rowhomes, low-rise apartments and other missing middle housing forms in designated R District neighbourhoods; consider secondary suites in townhomes and rowhomes. • Transition areas -- Designate transition zones between lower density areas and Community Plan areas, to feature a range of missing middle housing forms, from fourplexes to low-rise and smaller mid-rise apartments.
ACTION 1.6	In conjunction with the development of a heritage strategy, implement measures to retain neighbourhood character and explore tools for retention and designation of heritage buildings in infill developments.
ACTION 2.1	As part of the Official Community Plan (OCP) update, identify new transit-friendly areas that are suitable for a range of multi-family housing, including missing middle housing, in a mixed-use setting with shops and services.
ACTION 3.2	Work with community partners to develop inclusive design principles, such as for people with disabilities, mental illness and/or dementia, and guidelines for integrating these features into new housing.
ACTION 3.4	Develop and maintain an inventory of accessible and adaptable units.
ACTION 3.5	Encourage visitability in ground-oriented buildings, through regulatory and other means.
ACTION 3.6	Advocate to the Province to amend the BC Building Code to require higher standards of accessibility and to allow greater ease in converting homes to support residents with diverse needs (e.g. group homes).
ACTION 3.7	Review the Group Home Policy and zoning regulations to expand location and building form options for group homes.
ACTION 4.1	Encourage accessory non-profit social enterprises, community spaces, and child care centres in mixed use development areas.

ACTION 4.2	Review the Official Community Plan to allow small-scale mixed commercial/multi-family residential uses in key locations in low-density neighbourhoods.
ACTION 5.1	Enhance policies, bylaws, and incentives to support environmentally-friendly housing construction (e.g., energy efficiency, permeable surfaces, tree retention).
ACTION 5.6	Encourage all new housing to use low carbon energy systems for space heating, cooling, and hot water in alignment with the City's Green Building policies and bylaws.
ACTION 6.1	Develop criteria and guidelines for attainable homeownership programs, with City support based on length and depth of affordability.
ACTION 6.3	Explore options for smaller lot sizes in R District neighbourhoods.
ACTION 7.3	Develop a co-operative housing policy to support renewal of existing co-ops and facilitate new co-op development.
ACTION 7.5	Create information packages on alternative housing models, such as co-housing and co-living, including research on their potential benefits and barriers.
ACTION 7.6	Encourage co-housing and other collaborative housing models that provide affordable homeownership, rental options and/or other community benefits.
ACTION 8.3	In conjunction with the Official Community Plan (OCP) update, community plan reviews, and land use policies, designate sites for new rental housing, either as stand-alone or mixed tenure developments.
ACTION 9.5	Explore ways to support tenants displaced by redevelopment or renovation projects that do not require rezoning.

ACTION 10.10	Develop criteria for renewal of existing City land leases with non-market housing providers.
ACTION 11.2	Review the Official Community Plan (OCP) and Community Plans to identify ways to support renewal and redevelopment of non-market housing, such as by providing higher-density land use designations, where appropriate.
ACTION 12.2	Develop a strategy for redeveloping City properties for non-market housing.
ACTION 12.4	In conjunction with the Official Community Plan (OCP) update, review the advisability of establishing new mixed-use rental housing designations.
ACTION 13.3	Explore opportunities to lease some City-owned houses as affordable housing options for families.
ACTION 14.3	Work with community and government partners to explore solutions for discharging people without homes from Burnaby institutions (e.g. hospital, substance use treatment, etc.). This might include the development of transitional housing sites or units with supports that could serve as temporary housing until permanent housing is secured.
ACTION 15.3	Review the use of the Community Benefit Bonus Affordable Housing Reserve and the Operating Housing Reserve to explore opportunities to expand the allocation of grants to include operating/program grants to organizations providing services to prevent homelessness and provide pathways out of homelessness.
ACTION 15.4	Facilitate community discussions to identify community priorities and develop collaborative responses to homelessness in anticipation of Reaching Home* or other federal funding calls for proposals.
ACTION 15.5	Explore opportunities to engage researchers at post-secondary institutions in exploring innovations, best practices and cost analyses regarding prevention and responses to addressing homelessness.
ACTION 15.6	Assess the feasibility and effectiveness of convening and facilitating a systems-approach planning process with community and government partners.

Phase 3 - 2027-2031	
ACTION 1.3	Conduct post-occupancy surveys of new and innovative housing types in the City to develop best practice guidelines.
ACTION 9.3	Work with the non-profit housing sector to create a Tenant Assistance Policy for non-profit and co-operative housing developments.
ACTION 10.5	Commission a study on innovative techniques to increase funding for non-market housing.

Ongoing - 2021 Onwards	
ACTION 1.2	Review regulatory requirements and consider ways to streamline the approval process for housing applications.
ACTION 1.5	Promote awareness of new housing forms, by producing a series of information guides, developing self-guided housing tours, hosting and/or participating in public events, and encouraging Metro Vancouver to develop a regional public education campaign.
ACTION 2.2	Review existing Urban Village community plans to identify more opportunities for housing, including a range of housing types.
ACTION 2.3	Achieve a mix of market, below-market and non-market rental housing in transit-friendly locations, through tools such as the Rental Use Zoning policy.
ACTION 3.1	Work with community and government partners to • explore opportunities for more housing that meets the needs of specific populations identified in the Housing Needs Report • remove barriers and encourage access for all community members to a wide range of housing options
ACTION 3.9	Support development of transitional housing for those affected by domestic violence.
ACTION 4.5	Support community partners in the creation and promotion of homesharing programs, such as homeshare programs for seniors and post-secondary students.
ACTION 5.2	Promote patterns of residential development that reduce automobile use.
ACTION 5.5	Support education, incentive programs and partnerships to promote retrofitting existing housing with low carbon energy systems for space heating, cooling, and hot water.
ACTION 5.7	Consider the total cost of housing (including energy efficiency, utility costs and the life-cycle costs of different low carbon heating and cooling systems) when analyzing the affordability of proposed affordable housing projects.

ACTION 7.4	Partner with co-operative housing associations to develop new non-profit co-operatives, including on City-owned land.
ACTION 8.1	Monitor and evaluate the success of the Rental Use Zoning Policy in achieving market, low-end-of-market, and non-market rental units.
ACTION 8.2	Monitor and enforce compliance with the City's forthcoming short-term rental regulations through the business licence process.
ACTION 8.6	Explore the costs and benefits of a density transfer program, to allow greater flexibility in implementing the Rental Use Zoning Policy.
ACTION 9.1	Monitor and evaluate the Tenant Assistance Policy and Renter's Office operations.
ACTION 10.3	Offer low-cost, long-term leases of City-owned lands for non-market housing, through periodic Request for Proposals (RFP) processes that align with federal and provincial funding timelines.
ACTION 10.6	Keep an up-to-date inventory of City lands and City facilities that are available for non-market housing partnerships, and strategically acquire additional properties.

ACTION 10.7	Through ongoing engagement and informational activities, strengthen relationships with housing providers and agencies, including: •Local non-profit housing providers •Indigenous housing providers •local First Nations •BC Housing •CMHC •Metro Vancouver Housing
ACTION 10.8	Engage with Metro Vancouver Housing, BC Housing, and CMHC to explore non-market housing development on regional, provincial, and federal properties.
ACTION 10.9	Engage with local First Nations to develop a better understanding of each First Nation's housing priorities and explore opportunities for housing partnerships.
ACTION 11.3	Review Community Plans to identify opportunities to include non-market housing.
ACTION 12.3	Seek a partnership with BC Housing and/or CMHC, and a non-profit housing operator, on a pilot program to co-locate non-market housing at a City facility.
ACTION 12.5	Support public agencies, non-profit societies, and major employers who are seeking to create below-market or non-market workforce housing, through regulatory incentives and other means.
ACTION 13.1	Increase the supply of rental housing that is affordable to households receiving income or disability assistance, and households earning very low incomes (e.g., earning minimum wage), by pursuing funding opportunities from other levels of government, and leveraging opportunities presented through the implementation of Rental Use Zoning and the City Land Program.
ACTION 13.2	Work with Fraser Health, BC Housing and community partners to achieve the range and delivery models of mental health and substance use supports needed to help formerly homeless individuals maintain their newly acquired housing long term.
ACTION 15.2	Work with existing community-based groups to identify appropriate roles for each and avoid duplication between groups.

GLOSSARY

AFFORDABLE HOUSING	Housing that costs no more than 30 percent of a household's gross income. This definition applies to both market and non-market housing.
ASSISTED LIVING	Self-contained apartments for seniors or people with disabilities or lifestyle challenges who need some support but who do not need 24-hour care.
CENSUS FAMILY	Refers to a married couple (with or without children), a common-law couple (with or without children) or a lone parent family.
COMMUNITY CARE FACILITIES	Provincially-licensed residences that provide ongoing care services to three or more residents.
COMMUNITY LAND TRUSTS	Non-profit organizations whose mission is to preserve land for particular purposes, including affordable housing. A land trust may acquire land and lease it to individuals or non-market housing providers on a long-term basis (e.g., 99 years) at an affordable rate.
COOPERATIVE HOUSING	Housing development where residents who are members of the cooperative own and manage the building. Each member has one vote and members work together to keep their housing well-managed and affordable.
DENSITY BONUS POLICY	City policy that permits developers to build additional residential density in-line with the zoning bylaw, in exchange for community amenity contributions (such as affordable housing units or community facilities) or cash-in-lieu contributions (which are pooled to construct community amenities).
DUPLEX HOMES	A residential building that contains two dwelling units stacked on top of each other.
DWELLING UNIT	One or more habitable rooms constituting a self-contained unit with a separate entrance, which is occupied (or intended to be occupied) by a single household.
EMERGENCY SHELTER	These facilities provide temporary shelter for homeless individuals. Emergency shelters may be seasonal or year-round; many are operated by non-profit societies with government supports, such as funding for construction and/or operation.
GROUP HOME	A Provincially licensed residential care facility for not more than 6 persons in care.
HOME OWNERSHIP	Home ownership encompasses a range of options including strata, leasehold, or freehold/fee simple interest in a residential property.

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