Housing Diversity Action Plan

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I. Introduction

In 2014, St. Albert received the distinction of being recognized as the best place to live in Canada by Moneysense Magazine. The City has also received awards as the best small City in Canada in 2013, and the best place to raise a family in Canada in 2011.

St. Albert was awarded high marks for better than average incomes, diverse employment opportunities, and housing prices which were affordable for average incomes earned. Evaluation criteria included the availability of cultural offerings, family activities and sports, community spirit, low crime rates, and the number of children and youth.

Over the next 30 years there will be significant changes to the City's population, due to demographic shifts in household composition and economic growth. Socio-economic trends show that Canadian society is being reshaped by an aging baby boomer population, evolving family structures to non-traditional forms, increased migration from other provinces and countries, and a growing number of persons living alone. These trends will change the pattern of housing needs and preferences, alter the demand for housing related services, and accentuate the demand for urban accessibility.

Council has also initiated a major organizational focus on economic development through the allocation of 243 ha (600 acres) of light industrial land, which will start a new era of growth for the City. This focus, together with the City's future development plans and initiatives including the *Future Industrial Land Requirements Study, Residential Attraction Strategy, Affordable Housing Delivery Mod*el, and *Social Master Plan,* has resulted in a combination of housing demands, desires, needs, and wants, which must be prioritized.

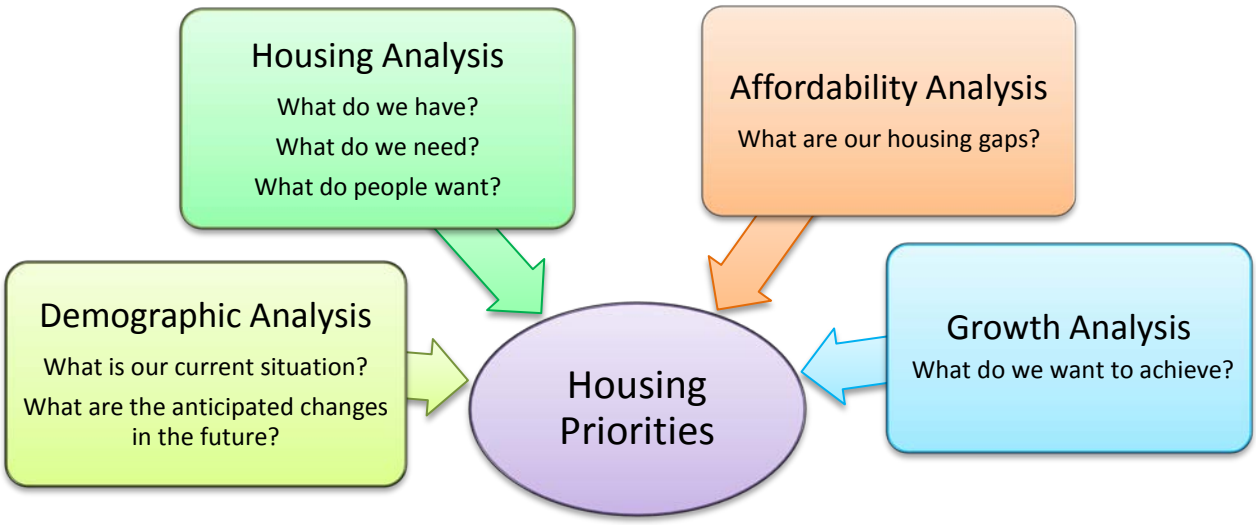
II. Background

Housing is a key driver shaping economic and social sustainability, a vehicle for social inclusion, and an important component of growth[1].

The Housing Diversity Action Plan has been undertaken to proactively look at a broader framework in relation to housing. This Report identifies specific actions and approaches that Administration will undertake to align St. Albert's housing market with regional comparators, in response to previous Council direction to encourage housing diversity, and to address specific gaps in the City's housing stock. This Action Plan will identify priorities and actions based on the results of an analysis of the local housing situation within four key areas shown in Figure A. Technical studies within these areas are included as separate appendices to the main body of this Report.

This Report concludes with Administration's housing diversity priorities identifying short, medium, and long-term actions to bridge the gaps identified within these four key areas.

Figure A – Process of Discovery



[1] *Municipal Tools for Affordable Housing, Ontario Ministry of Municipal Affairs and Housing, 2011.*

A. Data Analysis Sources

Statistical sources for this analysis includes statistical data from the 2011 Canada Census National Housing survey obtained from the Capital Region Board custom data request, Statistics Canada taxfiler data for the City of St. Albert, and Canada Mortgage and Housing Corporation (CMHC) statistical data. Community thoughts and concerns have been included through the Residential Housing Survey conducted in April 2014, and the Social Master Plan public consultation in 2012.

Every effort has been utilized to align the City's housing needs assessment with the data from the Capital Region Board sub-regional needs assessment. A comparison of regional communities has also been provided, to compare the City's position within the Capital Region.

III. Summary of Trends and Issues

A. Demographic Trends

A summary of demographic trends has been provided from the Demographic Analysis Technical Study.

1. Growth

- St. Albert has been growing at a slower rate than all other comparator Capital Region communities. St. Albert's growth is also lower than Alberta's average over the past ten years.
- Leduc, Spruce Grove, and Fort Saskatchewan have grown by over 40% over the last ten years. In comparison St. Albert has grown by 15.1 % over the same term.
- Population projections based on current planning applications and land being prepared for development suggests a potential for a significant increase in population growth, likely 50% over the current population. That timing could be within 15 years.

2. Age of Residents

- The percentages of children ages 0-19 and adults ages 25-44 have shown a continuous decrease since 1990, with a 4% drop of residents within these age ranges from 2001 to 2011. Edmonton and Alberta have experienced 18% and 32% increases over the same period. As new households are the greatest component of growth, a lower percentage of households within this age group may have impacted the City's growth. However, School Boards in the City have seen significant increases in the kindergarten and elementary classes in the past few years, suggesting a change in this trend.
- The City's growth shows a trend towards a higher ratio of older residents to younger residents, resulting in an older and shrinking workforce, and increased demands on the City's health care systems, social programs and health care related housing demands.
- Spruce Grove, Leduc and Edmonton show 8 - 12% more residents within the age 25 – 44 range, and have approximately twice the percentage of residents under 25.
- St. Albert shows a higher percentage of mature adults (45+) than most regional comparators. While St. Albert has experienced 15% growth within the 45-64 age groups, Edmonton and Alberta both have experienced twice that growth (30+ %).
- The number of seniors in St. Albert has increased by 92% over the past 10 years, with a record 182% increase in the 85+ age group. In comparison, Edmonton and Alberta's seniors population has grown by 22% and 32% respectively over the same period.
- Senior led household maintainers make up 19.7% of St. Albert households.

3. Household Composition

- St. Albert shows a higher percentage of two parent and couple families, and a lower percentage of single and non-family households than the Capital Region average. A higher percentage of couple families are typical of suburban communities.
- In 2011, 18.3% of the City's households lived alone, including separated, divorced, and single-households. This percentage has been increasing since 1996 when 12.3% of households lived alone. Nationally, persons living alone are projected to become the most prevalent household type, accounting for about 31% of households by 2035.
- Households are getting smaller. In 2011, there was an average of 2.7 persons per household in St. Albert, compared to 3.1 persons per household in 1996.

4. Household Incomes

- St. Albert has one of the highest median incomes in the Region ($101,427), which is influenced by the higher percentage of mature couple families in their highest income earning years (45-64).
- Household incomes fluctuate by age and household status. Households in the early income earning years earn significantly less than mature couple families. Single-households and lone parent families median incomes are less than half that of double income earners.
- In 2011, there were 2,000 St. Albert households officially below the low income measure, including 1,170 children (equalling approximately 30 classrooms). These households earned incomes from $11,740 to $18,840, substantially lower than St. Albert's median household income.

5. *Top St. Albert Demographic Gaps*

These trends suggest the following key demographic gaps facing St. Albert:

DEMOGRAPHIC GAP #1: There are a lower percentage of households within the 25-44 age brackets and children 0-19 than comparator communities. This gap is influencing the City's growth potential.		
	RECOMMENDED ACTIONS:	**ANTICIPATED OUTCOMES:**

D-1	• Review and recommend viable regulatory changes (Land Use Bylaw) for lot designs, sizes and configurations that would reduce land costs to increase affordability such as:
	  • Changes to permitted lot depth and width.
	  • Wider, shallow lots.
	  • Fee simple lot forms.
	  • Lot division in existing neighbourhoods.
	  • Alternative small lot designs.
		• Actions would help to align housing price ranges and choices with comparator communities.
		• Competitive price ranges would encourage the attraction and retention of households within the age 25-44 bracket.
		• Diversity in housing choices and price ranges would expand residential attraction and economic development opportunities.

D-2	• Prepare Technical Study on the potential impact of municipal infrastructure standards on reducing housing costs.	• Potential infrastructure savings could be passed on to the end user.

DEMOGRAPHIC GAP #2

The number of single persons living alone is increasing and is expected to continue to grow over the next 30 years. More housing choices that are affordable and suitable for single-households are needed.

	RECOMMENDED ACTIONS:	ANTICIPATED OUTCOMES:
D-3	• Review and recommend viable regulatory changes (Land Use Bylaw) to facilitate additional secondary suite options such as: garden suites, garage suites, above grade suites.	• Smaller housing units would increase affordability for single-households, seniors, and persons with disabilities.

D-4	• Review and recommend viable regulatory changes (Land Use Bylaw) to facilitate diversity in housing forms and more affordable options such as:
	  • Three, four and five multi-unit dwelling forms.
	  • Stacked duplexes, partially and fully above grade.
	  • Micro units for workers and seniors.
		• Community diversity would be encouraged by mixing housing tenures within single districts.

D-5	• Leverage a city-owned property Downtown to pilot development of micro-unit housing.	• Municipal land for housing development would enable the City to influence affordability measures and user groups.

DEMOGRAPHIC GAP #3:

St. Albert's seniors population makes up a higher percentage of the City's population than regional comparators. This large component of the City's demographic mix is expected to result in substantially increased demands for seniors housing and services over the next 30 years.

RECOMMENDED ACTIONS:		ANTICIPATED OUTCOMES:
D-6 D-7	• Advocate for funding for the Sturgeon Foundation 42-unit addition. • Identify and acquire land for a new senior's facility (with Sturgeon Foundation).	• Land for seniors housing would enable long-term planning for future seniors' housing facilities.

D-8
D-9
	• Prepare a Best Practices Report to explore the viability and potential implementation of a house sharing program for seniors, to provide alternative living options for senior homeowners and renters.
	• Advocate for continued and new funding from other levels of government to support affordable housing:
	  • Seniors Property Tax Deferral Program
	  • Home maintenance and repairs of existing housing stock
	  • Rental assistance funding for households on income support
	  • Investigate programs to provide utility cost subsidies for qualifying households
	  • Options to ensure perpetual affordable housing
	  • New and proposed programs
		• Would enable seniors to remain in their homes for a longer period, offsetting a portion of the demand for seniors housing and associated services. Supportive service costs would be lower than capital expenditures on housing.

D-10	• Develop universal access and visitability guidelines for neighbourhood development and buildings to improve livability for seniors and persons with disabilities.	• Visitability and accessibility guidelines would increase independence and inclusion of persons with mobility challenges in everyday activities.

B. Housing

A summary of housing trends has been provided from the Housing Analysis Technical Study.

1. Rental/Ownership Housing Mix

- As a percentage of all homes, St. Albert has the second highest percentage of homeowners in the region (86.3%), and the second lowest percentage of renter households (13.7%). While high ownership rates are a sign of community stability, the lack of rental housing choices has resulted in higher rents and lower vacancy rates than the regional average.
- 98% of owner occupied multi-family housing stock is owned by seniors. 70% of owner-occupied duplexes, semi-detached, and row housing are also owned by seniors.
- 62% of the City's rental housing is provided through private investors. The remaining 38% is purpose-built rental housing.
- Rental vacancy rates have been historically lower than the Capital Region average, due to higher demand and lower inventory.

2. Housing Stock

- The majority of the City's housing stock is in good condition, with less than 4% of dwellings needing major repairs. Approximately 6% of renter dwellings were not sufficient for the household size.
- St. Albert's single-family and condominium resale prices are within similar price ranges to regional comparators, but show a higher percentage of homes built from 1970 to 1990 than regional comparators.
- Median prices of new single-family homes exceed most comparator communities by more than $100,000.
- In 2013, 57% of the City's new single-family housing stock was priced over $550,000. These housing costs are significantly higher than regional comparators. For example, 23% of Edmonton's and 10% of Leduc's new housing stock was within this price range.
- From 2011 – 2013 median housing prices in St. Albert ($518,600 - $580,900) were suitable for households earning from $136,800 - $144,700 per year, significantly higher than the median income ($101,427).
- St. Albert has the second highest percentage of single detached dwellings, and a lower percentage of other housing forms than regional comparators. This housing mix is gradually changing, with a higher percentage of multi-family housing starts in 2012 and 2013 than in previous years.
- The highest percentage of St. Albert's single-family dwellings were built from 1970 - 1990, and are modest in size and amenities compared to the City's new housing stock. These dwellings have a good mixture of price ranges, and experienced a turnover rate of 4 – 6% in 2013, with higher turnover in the newer areas of the City.

Future resources and actions to improve affordability needs to be focused on new housing, due to lower turnover of existing housing.

- While there has been a "mini boom" in rental housing over the past four years, rental rates of new apartments are 15 – 25% higher than older apartment units.

3. Top St. Albert Housing Gaps

These trends suggest the following key housing gaps facing St. Albert:

HOUSING GAP #1:
St. Albert needs to provide a diverse range of rental stock and price levels to maintain a healthy housing market. Youth, seniors, new migrants, and modest income earners make up the highest percentage of renters.

	RECOMMENDED ACTIONS:	ANTICIPATED OUTCOMES:
H-1	• Update Community Housing Master Plan	• Master Plan would align with municipal actions and progress.
H-2	• Review and recommend viable regulatory changes to the Land Use Bylaw to facilitate additional secondary suite rental options such as garden suites, garage suites and above grade suites.	• Opportunities to create a variety of rental housing forms would increase the City's rental supply choices. Rental prices of secondary suites are generally lower than new market-based rental housing, and improve affordability for both the homeowner and the renter.
H-3	• Establish a City-led sustainable affordable housing fund that could be used towards development incentives for rental housing, to improve affordability and leverage funding from other sources.	• Incentive based funding would provide the City with the ability to leverage funding to encourage lower cost rental developments.
H-4	• Develop Crime Prevention through Environmental Design Guidelines (CPTED) for residential developments.	• CPTED guidelines would enable the City to emphasize natural approaches to crime prevention strategies, to minimize opportunities for crime. • Neighbourhood security and safety has been emphasized as one of the desirable aspects of living in St. Albert.

HOUSING GAP #2:

The City needs to encourage new housing types and forms within price ranges of $135,000 to $230,000 for single-households, and within price ranges of $200,000 to $310,000 for family households to align with the regional housing market. These prices represent the intermediate range of market affordable housing, based on household type.

	RECOMMENDED ACTIONS:	ANTICIPATED OUTCOMES:

H-5	• Review and recommend viable regulatory changes (Land Use Bylaw) to facilitate diversity in housing forms and more affordable options such as:
	  • Three, four and five multi-unit dwelling forms.
	  • Stacked duplexes, partially and fully above grade.
	  • Micro units for workers and seniors.
		• Diversity and flexibility in housing forms and densities would provide opportunities to reduce housing costs, and stimulate design innovation and collaborative outcomes.
		• Price targets would be suitable for single-households earning $30,000 to $51,000 per year, and family households earning $42,500 to $68,000 per year.

H-6	• Review and recommend viable regulatory changes (Land Use Bylaw) for parking that would reduce unit costs such as:
	  • Incentives to encourage underground parking.
	  • Shared parking arrangements.
	  • Parking flexibilities next to future transit nodes.
	  • Parking flexibilities based on unit size.
		• Unrealistic parking requirements are often associated with housing and reducing parking costs can be a significant factor in lowering housing prices

H-7	• Review and recommend viable regulatory change (Land Use Bylaw) for lot designs, sizes, and configurations that would reduce land costs to increase affordability such as:
	  • Changes to permitted lot depth and width.
	  • Wider, shallow lots.
	  • Fee simple lot forms.
	  • Lot division in existing neighbourhoods.
	  • Alternative small lot designs.
		• Diversity in lot design form and sizes would contribute to reduced lot costs, passed on to the end user as a cost savings in the overall housing cost.

	RECOMMENDED ACTIONS:	ANTICIPATED OUTCOMES:

H-8	• Review and recommend viable new land use districts (Land Use Bylaw) to provide greater flexibility and diversity such as:
	  • Innovative housing.
	  • Small multi-family
	  • Mix of housing types within one district.
		• Diversity and flexibility in housing forms and densities would provide opportunities to reduce housing costs, and stimulate design innovation and collaborative outcomes.

H-9	• Update affordable housing principles and policies into MDP during full MDP review.	• MDP update would align guiding principles with action plans.
H-10	• Develop performance indicators to monitor the City's progress in affordable housing development and maintenance.	• Performance indicators would help the City to monitor its progress in market and affordable housing development outside of Provincial funding programs.
H-11	• Investigate best practices of innovative building techniques to reduce housing costs to inform potential changes.	• Innovative building techniques would facilitate market cost advantages that could be passed onto the end user.

C. Affordability

A summary of affordability trends has been provided from the Affordability Analysis Technical Study.

1. Renter Affordability

- 43% of renters (1,350 households) are spending more than 30% of their income on housing costs. This number includes 87% of renters earning less than $40,000/year.
- Of the 1,350 renter households with affordability challenges, 790 households are spending more than 50% of their income on housing costs. These households needs are the most critical to address in order to improve household outcomes, as their housing costs are considered too high to pay for other necessary household expenses.
- The number of senior renters with affordability challenges exceeds all other age groups, with more than 350 single-households and 35 couple-households spending more than 30% of their income on housing costs.
- Average rental housing costs in St. Albert have increased by 54% over a seven year period, from 2007 - 2013 in comparison to the 41% rental cost increase in the Edmonton CMA. The consumer price index has increased by 12% over the same term, indicating that rental housing costs are taking up a higher percentage of household expenses.
- Singles and lone parents make up the highest percentage of households on social assistance. As Provincial income support programs do not provide a sufficient amount to pay for market rental housing, rent geared to income programs are needed to make up the difference. Households on Provincial social assistance are not eligible for St. Albert's Rental Assistance Program as they are already receiving Provincial funding.

2. Owner Affordability

- 15.4% of owners (2,990 households) are spending more than 30% of their income on housing costs. This includes 1,350 households who were spending more than 50% of their income on housing costs.
- 85% of owner households with affordability challenges live in housing with real estate values less than $400,000. This includes 540 households without a mortgage.
- More than 92% of owner households earning less than $20,000 per year have affordability challenges. These households would not be able to afford any form of market rental housing, and cannot afford to live in their current housing on their existing income.

3. *Top St. Albert Affordability Gaps*

These trends suggest the following key affordability gaps facing St. Albert:

AFFORDABILITY GAP #1:
The greatest percentages of renter households with affordability challenges are single-person and lone-parent households. A high percentage of single-person households with affordability challenges are seniors.

	RECOMMENDED ACTIONS:	ANTICIPATED OUTCOMES:

A-1	• Advocate for continued and new funding from other orders of government to support affordable housing:
	  • Seniors Property Tax Deferral Program
	  • Home maintenance and repairs of existing housing stock
	  • Rental assistance funding for households on income support
	  • Options to ensure perpetual affordable housing
	  • Investigate programs to provide utility cost subsidies for qualifying households
	  • New and proposed programs
		• Affordable non-market housing is subsidized in order to be developed at a lower cost. Continued government assistance is needed to support long range housing plans.

A-2	• Identify one or more City properties that would be suitable for non-market housing development and initiate partnership for development.	• Municipal land would provide opportunities for long-term housing planning, including funding partnerships and resources. • Long-term Management Body expansion plans include affordable housing for all demographic groups.
A-3	• Review and add the land requirement for affordable housing to the City's Municipal Land Strategy.	• Municipal contributions such as land would assist with leveraging financial resources from other levels of government.

AFFORDABILITY GAP #2:
Links between housing security, stability, and other poverty reduction strategies are needed to achieve successful outcomes, particularly in households with children.

	RECOMMENDED ACTIONS:	ANTICIPATED OUTCOMES:
A-4	• Work collaboratively to link housing programs and services with Social Master Plan objectives.	• Coordinated resource allocation is needed to meet pressures facing housing and social supportive services. Housing affordability is key issue that impacts all areas of related supportive services.

AFFORDABILITY GAP #3:
The gap between housing supply and demand shows a deficit in housing priced below $1,000/month. As few purpose-built market housing units are priced below this range, the gap between demand and supply would need to be addressed by increasing the number of affordable non-market housing units or rental subsidies.

	RECOMMENDED ACTIONS:	ANTICIPATED OUTCOMES:
A-5	• Allocate one parcel of City-owned land in the Riverfront area of Downtown to leverage a perpetually affordable housing development.	• City owned property would enable the City to leverage the type of housing it wants and needs through a creative mix of public and market based partnerships.
A-6	• Prepare a best practices report on mechanisms and incentive to maintain affordable housing in perpetuity to inform potential changes.	• Research would inform methods to provide the greatest benefit and accountability for public funding.
A-7	• Develop performance indicators to monitor the City's progress in affordable housing development and maintenance.	• A broader perspective on affordable housing performance indicators is needed, to illustrate the City's progress outside of Provincial affordable housing programs, through standardized definitions and monitoring systems.

D. Future Growth Trends

A summary of growth trends has been provided from the Growth Analysis Technical Study.

1. Estimated Growth Impacts

- Over the next 30 years, St. Albert's population is expected to grow to 99,348 - 112,954 residents, from the City of St. Albert base to high growth scenario, compared to 91,600 to 120,000 residents from the CRB base to high growth scenario. Housing costs are one of the primary factors that individuals and businesses take into account when deciding whether to locate to a community.
- There will be a need for another 13,000 to 25,000 housing units over this period, equaling approximately 433 to 833 housing units per year.
- This growth could double the City's current size, perhaps not in land area, but in the number of dwellings needed.

2. Economic Development Sectors

- 60% of existing local jobs are filled by local residents, employing 34% of St. Albert's workforce. St. Albert's remaining labour force is deeply tied to the Edmonton employment market.
- The highest percentages of existing jobs in St. Albert are within the retail trade, which generally pay modest wages under $30,000/year. These wages require housing costs below $750/month. In 2013, average market rents for one bedroom apartments exceeded this amount by $203/month.
- For every 1,000 jobs, there is expected to be a draw of 2,200 family members who could be potentially attracted to the City. Employment will be geared towards workers who are generally young and making modest incomes.

3. Generational Trends

- The Millennial generation population cohort (1980-2000 +/-), is substantially larger than the Baby Boomer generation and is expected to be the most significant generation to influence future trends. This generation is known for its single and two-person households which have become the fastest growing household type in Canada. They are more inclined to pursue post-secondary education and are delaying marriage, children, and the purchase of a home until their early-to-late 30's.
- Higher student debt levels, high housing prices, and changes to mortgage rules makes homeownership that much harder to attain. The millennial generation may rent for a longer period than previous generations.

4. Top St. Albert Growth Gaps

These trends suggest the following key growth gaps facing St. Albert:

GROWTH GAP #1:

There is a gap between key employment sector wages, and suitable housing choices. This gap could deter businesses and individuals from being attracted to St. Albert, perpetuating challenges in business attraction, staff recruitment, and retention.

	RECOMMENDED ACTIONS:	ANTICIPATED OUTCOMES:

G-1	• Review and recommend viable regulatory changes (Land Use Bylaw) to facilitate diversity in housing forms and more affordable options such as:
	  • Three, four and five multi-unit dwelling forms.
	  • Stacked duplexes, partially and fully above grade.
	  • Micro units for workers and seniors.
		• LUB changes would provide the legislation to enable more diverse housing choices and affordability ranges.

G-2	• Review municipal grant criteria to consider affordable housing as an eligible project.	• Housing is a key driver supporting economic and social sustainability. Incentives would address housing gaps the market is not expected to self-correct.

GROWTH GAP #2:

The expected growth within the next 30 years will result in the need for higher density housing forms to support the cost of developing, maintaining, and supplying municipal infrastructure and services.

	RECOMMENDED ACTIONS:	ANTICIPATED OUTCOMES:
G-3	• Review and recommend viable development regulations for mixed use redevelopment along St. Albert Trail that would facilitate affordable housing adjacent to transit.	• Future growth will demand optimized use of municipal resources including public transportation systems.
G-4	• Develop process and criteria for pilot project developments incorporating affordable housing and higher density housing forms.	• Pilot projects would formulate creative partnerships between the City and private developers, utilizing innovative housing forms.

IV. Implementation, Priorities, and Actions

The Housing Diversity Action Plan has been developed showing short, medium, and long-term work steps within four key priority areas, based on identified housing gaps. These implementation plans will align the City's housing agenda with *Social Master Plan* objectives and economic development goals. Administration will follow proper budget process channels of submitting operating business cases or capital project charters to implement various sections of the Action Plan.

While the City will be the key entity responsible for implementation plans, collaboration and communication is required with various internal and external stakeholders, including the development industry, non-profit housing providers, and other levels of government in order to achieve the desired result.

A. Housing Diversity Priorities and Actions

PRIORITY #1: HOUSING FOR SINGLES, SMALL HOUSEHOLDS, AND WORKFORCE HOUSING		
2015 –2016 SHORT-TERM ACTIONS		
1.	Review and recommend viable regulatory changes (Land Use Bylaw) to facilitate additional secondary suite options such as: garden suites, garage suites, above grade suites. *Responsibility: Planning & Development (P&D)*	H-2, D-3
2.	Review and recommend viable regulatory changes (Land Use Bylaw) to facilitate diversity in housing forms and more affordable options such as: • Three, four and five multi-unit dwelling forms. • Stacked duplexes, partially and fully above grade. • Micro units for workers and seniors. *Responsibility: P&D*	H-5, G-1, D-4
3.	Review and recommend viable regulatory changes (Land Use Bylaw) for parking that would reduce unit costs such as: • Incentives to encourage underground parking. • Shared parking arrangements. • Parking flexibilities next to future transit nodes. • Parking flexibilities based on unit size. *Responsibility: P&D*	H-6
4.	Review and recommend viable regulatory changes (Land Use Bylaw) for lot designs, sizes and configurations that would reduce land costs to increase affordability such as: • Changes to permitted lot depth and width. • Wider, shallow lots. • Fee simple lot forms. • Lot division in existing neighbourhoods. • Alternative small lot designs. *Responsibility: P&D*	H-7, D-1
5.	Review and recommend viable new land use districts (Land Use Bylaw) to provide greater flexibility and diversity such as: • Innovative housing. • Small multi-family • Mix of housing types within one district. *Responsibility: P&D*	H-8

6.	Advocate for continued and new funding from other orders of government to support affordable housing: • Seniors Property Tax Deferral Program. • Home maintenance and repairs of existing housing stock. • Rental assistance funding for households on income support. • Options to ensure perpetually affordable housing. • New and proposed programs. *Responsibility: Council*	A-1, D-9
2017 – 2018 MEDIUM TERM ACTIONS		
7.	Prepare a Best Practices Report on innovative building techniques that potentially reduce housing costs. *Responsibility: P&D*	H-11
8.	Develop process and criteria for pilot project developments incorporating affordable housing in higher density housing forms. *Responsibility: P&D*	G-4
9.	Allocate one parcel of City-owned land in the Riverfront area of Downtown to leverage a perpetually affordable housing development. *Responsibility: P&D*	A-5
10.	Leverage a city-owned property Downtown to pilot development of micro-unit housing. *Responsibility: Economic Development, Build St. Albert (BSA), P&D, Council*	D-5
BEYOND 2018 - LONG-TERM ACTIONS		
11.	Develop Crime Prevention Through Environmental Design Guidelines for residential developments. *Responsibility: P&D*	H-4
12.	Prepare Technical Report on the potential impact of municipal infrastructure standards in reducing housing costs. *Responsibility: Engineering, P&D*	D-2
13.	Review and recommend viable development regulations for mixed use redevelopment along St. Albert Trail that would facilitate affordable housing adjacent to transit. *Responsibility: P&D*	G-3

14.	Identify one or more City properties that would be suitable for non-market housing development and initiate partnership for development. *Responsibility: BSA, P&D*	A-2
15.	Prepare a best practices report on maintaining affordable housing in perpetuity. *Responsibility: P&D*	A-6

PRIORITY #2: HOUSING FOR SENIORS AND PEOPLE WITH DISABILITIES		
2015 –2016 SHORT TERM ACTIONS		
16.	Prepare a Best Practices Report to explore the viability and potential implementation of a house sharing program for seniors, including the identification of financial resources needed to provide alternative living options for senior homeowners and renters. *Responsibility: FCSS/P&D*	D-8
17.	Advocate for funding for the Sturgeon Foundation addition. *Responsibility: Council*	D-6
18.	Advocate for continued and new funding from other orders of government to support affordable housing, and the Seniors Property Tax Deferral Program. *Responsibility: Council*	D-9, A-1
2017 – 2018 MEDIUM TERM ACTIONS		
19.	Develop Universal Access and Visitability Guidelines for neighbourhood development and buildings to improve livability for seniors and persons with disabilities. *Responsibility: P&D*	D-10
BEYOND 2018 - LONG-TERM ACTIONS		
20.	Identify and acquire land for a new senior's facility (with Sturgeon Foundation). *Responsibility: BSA, P&D, Council*	D-7

PRIORITY #3: LEADERSHIP & POLICY DIRECTION FOR HOUSING STABILITY AND AFFORDABILITY		
2015 - 2016 SHORT TERM ACTIONS		
21.	Develop performance indicators to monitor the City's progress in affordable housing development and maintenance. *Responsibility: P&D, FCSS*	H-10, A-7
22.	Review and add the land requirement for affordable housing to the City's Municipal Land Strategy. *Responsibility: BSA*	A-3
23.	Investigate Programs to provide utility cost subsidies for qualifying households. *Responsibility: Finance*	A-1, D-9
2017 – 2018 MEDIUM TERM ACTIONS		
24.	Update affordable housing principles and policies during full MDP review. *Responsibility: P&D*	H-9
25.	Initiate a City-led sustainable affordable fund, based on sustainable funding models, and providing clear criteria for the use of the fund such as development incentives, programs, or services to promote the Housing Priorities, and that would allow the City to leverage funding from other sources. *Responsibility: P&D, Finance, Council*	H-3
BEYOND 2018 – **LONG-TERM ACTIONS**		
26.	Review municipal grant criteria to consider affordable housing as an eligible project. *Responsibility: P&D, Finance, Council*	G-2
27.	Establish City-led sustainable affordable housing fund. *Responsibility: Finance, Council*	H-3
28.	Update Community Housing Master Plan. *Responsibility: P&D*	H-1