

Housing Plan Action Strategy

Final Report
March 17, 2017



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EXECUTIVE SUMMARY

In 2012, the City of Prince Albert (the City) completed a Housing Plan. In 2016, the City hired Dillon Consulting Limited to develop an Action Strategy for the Plan to provide clear direction and priorities for housing programs and City involvement. The following is a summary chart of the 46 recommended actions.

Strategic Timing	Priority	Item No.	Action
Immediate 0 to 2 years	Urgent	1	Add Narrow Lots as Permitted Uses in Zoning Bylaw
		2	Allow Suites and Secondary Suites in Residential Zones
		7	Create a Full Inventory of City Owned Lands
		10	Increase the Amount of Physically Accessible and Attainable Housing
		12	Increase Opportunities for Low Income Housing
		14	Draft a Series of Parking Relaxation Policies
		23	Incentivized Housing Development
		25	Consider 99 year Leases of City Land and an Alternative to Selling
		33	Area Redevelopment Plans (East Hills, West Flats and Midtown)
		36	Improve and Populate the City Website
		41	Improve the Role of the Housing Committee
		43	Develop Criteria for Utilizing the Housing Reserve and Delivery of Other Grants
	Important	3	Ensure Modular and Moved On Homes are Allowed
		5	Identify Current Housing Shortage and Projected Shortages
		9	Increase Ability for Private and Residential Care Housing
		13	Increase Opportunities for Seniors Housing
		18	CPTED
		19	LEED ND
		20	Investigate Construction Techniques to Reduce Cost of Housing Construction and Operation
		22	Set Density Targets
		24	Partnerships with Developers
		26	Consider Creating a Housing Corporation
		32	Municipal Property Tax Incentives
		34	Develop a City Policy to Waive Off-Site Levies and Reduce Infrastructure Costs for Infill Housing
		37	Landlord Education
		38	Hire a Summer Student
42	Educational Courses for Landlords, Tenants and First Time Home Buyers		



Executive Summary

Strategic Timing	Priority	Item No.	Action
Medium 3 to 5 years	Urgent	11	Increase Locations for Custodial Housing
		27	Downtown Overlay to Identify Areas for Infill and Mixed Use Development
	Important	4	Allow Laneway Housing on a Site Specific Basis
		6	Investigate Options for Student Housing
		8	Identify Locations for Transitional Housing
		16	Tiny Houses
		17	Industrial Conversion
		21	Construction Techniques for Flood Plain
		28	Prepare and Overlay Zone for the Country Residential Areas
		31	City Initiated Rezoning of City Land for Residential and Mixed Use Development
35	Mandate Rough-ins for Suites in New Housing		
Ongoing	15	Coop Housing Opportunities	
	29	Phase and Monitor Greenfield Development Plans	
	30	Review Long Range Infrastructure Plans and Identify Overall Phasing for New Development in the City	
	39	Non Complaint Drive Bylaw Enforcement	
	40	Create an Inventory of Older Homes that could be Converted into Suites	
	44	Ongoing Engagement	
	45	City Work With Not for Profit Organizations to Provide Emergency Housing	
46	Promote and Support All Funding Sources that Support the Goals and Actions of this Action Strategy		



1.0 INTRODUCTION

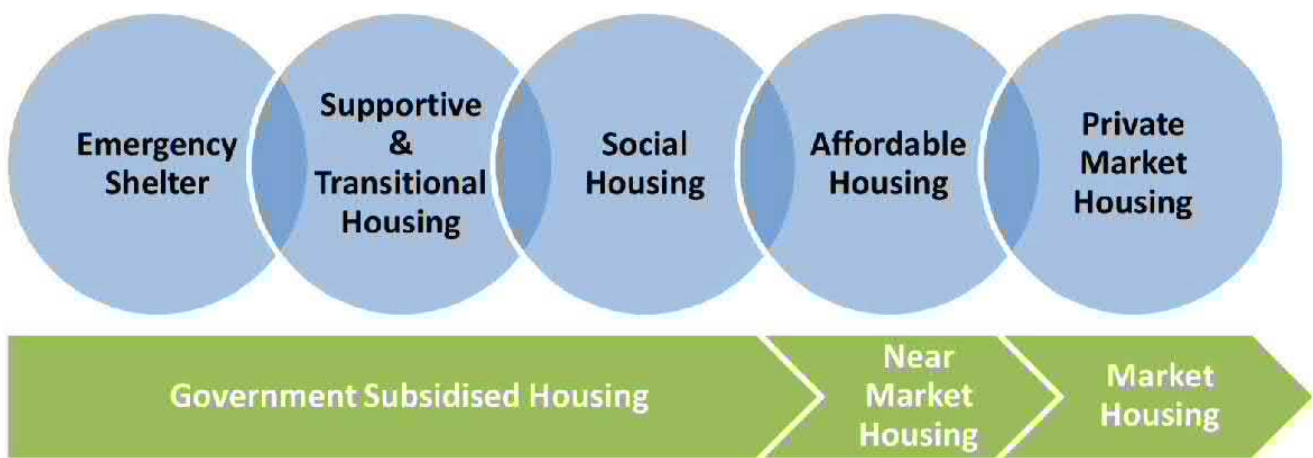
Prince Albert is Saskatchewan’s third largest City. Located northeast of Saskatoon, Prince Albert functions as a regional hub and gateway to the North. With growth in the resource and agricultural sectors and the associated investment, the City of Prince Albert (the City) will continue to grow and feel the pressure of providing housing for a variety of needs.

Responding to increased housing demands and recognizing needs across the housing continuum are critical to the City’s continued prosperity and realizing the vision of a sustainable, diverse and balanced community that places priority on the quality of life for its residents.

In 2012, the City engaged a consultant to complete a Housing Plan. The Housing Plan reviewed the housing programs at the time, looked at the needs of residents, and prepared a series of strategies and recommendations.

By 2016, the City had made strides to meeting some of the goals of the Housing Plan, but it was felt that the City’s actions had fallen short of the goals. For this reason, the City engaged Dillon Consulting Limited (Dillon) to provide a review of the 2012 strategy and develop a pragmatic action plan that will set out the steps required to achieve the goals.

This Action Strategy is to provide direction for the full continuum of housing. It is recognized that market priced housing will be developed by the private sector. It is generally government and not for profit organizations that provide the lower ends of the continuum, including, affordable accessible housing.



Introduction

The market serves the higher end of the continuum, although not necessarily the affordable end. One of elements that shift housing from affordable to market is the need to make profit. If the profit component is removed, it is easier to provide accessible/attainable/affordable housing.

Throughout this report the term accessible/attainable/affordable (a/a/a) is used to refer to housing that requires public funding (or social housing), market housing that is lower cost (by virtue of small lots for example), secondary suites of all kinds, housing that is physically accessible for persons with physical limitations, or is affordable based on the CMHC definition of less than 30% of the gross household income.



2.0 2012 HOUSING PLAN

In 2012, the City of Prince Albert commissioned a consultant to prepare a Housing Plan. The purpose of the Plan was to allow for a strategic response to the housing needs of the community. It included a comprehensive review of housing in Prince Albert. The scope of the plan included:

- Considering housing needs across the continuum;
- Identifying priorities and targets;
- Identifying strategies to meet priorities and targets;
- Anticipating housing needs for the next 15 years;
- Considering surrounding municipalities; and
- Identifying measures for determining success and how progress will be reported.

The Housing Plan considered provincial and municipal programs in the provision of housing along the continuum. It was noted that the influx of in-migrants into Saskatchewan was between 6,000 and 10,000 per year. This includes implementation of the Saskatchewan Immigrant Nominee Program, family members arriving, inter provincial in-migration and relocation of people within Saskatchewan. All of this has generated population increases in Prince Albert. While there is an influx of younger families and singles, the overall aging population puts challenges on housing. In addition, housing prices almost doubled in the years between 2006 and 2011. However, growth has not occurred as anticipated. The oil and gas and potash industries have both experienced downturns that are much slower in rebounding than originally expected. In addition, CMHC has altered their policies for down payment, mortgage terms and qualifying incomes. This has made it more difficult for people to achieve home ownership. Therefore, it is important to note that the Housing Plan was prepared prior to the economic downturn of 2014, which has had impacts to the local economy including reduction in the oil and gas industry and lower housing prices.

Additionally, the 2012 Housing Plan looked at funding options including the City, the Province and the Federal governments. The study considered whose role the provision of housing is and developed a series of strategies to improve access to accessible/attainable/affordable housing. The strategies identified included:

1. Support Increased Supply and Diversity of Housing;
2. Land Intensification and Availability;
3. Enhanced Capacity and Proactive Approach to Housing;
4. Improved Municipal Process; and
5. Housing Priority and Strategy Matrix.

The City accepted these strategies and while there was no clear action plan, the City moved forward with several actions including the development of the Housing Reserve in 2010. Over the years the City has sponsored many housing programs or partnered with the Province to deliver housing programs. Many of these have expired or



2012 Housing Plan

changed. The Housing Reserve has not been widely utilized for accessible/attainable/affordable housing in Prince Albert as of yet. This Action Strategy provides new direction for the use of the Housing Reserve.

This Action Strategy provides more detailed actions, focuses on what the City can do and provides recommendations for the City Council and Staff to achieve more robust, fair and attainable housing in the City of Prince Albert.



3.0 POLICY DIRECTION

3.1 City of Prince Albert Strategic Plan 2015 - 2020

The City of Prince Albert has recently prepared a Strategic Plan that will serve as a framework document that will guide other major planning initiatives in the City for the next five years. This will provide direction that will see the City reduce their environmental footprint, provide a responsive and efficient service to the citizens and make Prince Albert a sustainable and desirable place to live, work and play. The following summarizes the vision, mission, core values and strategic priorities of the Strategic Plan.

Vision

Prince Albert will be an innovative, welcoming, diverse, and healthy city of opportunity.

Mission

The City of Prince Albert enhances quality of life through excellence in service.

Core Values

Entrepreneurial: We will leverage our expertise to create wealth generating opportunities benefiting our community.

Partnerships: We will use our expertise and infrastructure to create meaningful community and regional partnerships.

Innovative: Through long term planning and best practices solutions, we will provide efficient and effective service today, and an environment for tomorrow, that fosters long term investment in our City.

Accountable and Transparent: We will make decisions based on clear and proactive criteria and we will provide information that is relevant, accessible, timely and accurate.

Strategic Goals and Priorities

Strategic goals are designed to help administration prioritize and adjust resources to make sure programs, projects and services are aligned serve Prince Albert and balance affordability with long term sustainability. The five strategic goals are based on areas that senior administration and City Council identified in order to realize the City's vision and accomplish the mission in the upcoming years. The five strategic goals are:

- 1) **Fiscal Management and Accountability:** The City strives to align priorities and initiatives to the corporate strategies and deliver municipal services in cost-effective ways.
- 2) **Active and Caring Community:** The City strives to provide high quality services to meet the dynamic needs and expectations of our citizens.
- 3) **Corporate Sustainability:** The City recognizes that a well-functioning organization needs to be clear on the roles and functions of Administration and Council, understand the core principles and behaviours of good governance, and commit to continued improvement in governance and organization.



Policy Direction

- 4) **Sustainable Growth:** The City will anticipate, encourage and prepare for growth and be responsive to the needs of our community.
- 5) **Infrastructure:** The City will create infrastructure that supports growth while planning for continuous improvement.

Building from the five goals, the strategic priorities represent the directions that the City will take in pursuing the goals identified in the plan and guide choices about which directions to pursue as a City. This provides context for considering further priorities around City programs and services, and around resource allocations. The priorities identified in the Strategic Plan reflect the City's commitment to doing business differently and identifying the activities that will make the City more collaborative, open, responsive and innovative. Official Community Plan The Prince Albert Official Community Plan (OCP), known as "Kistapinanihk-2035", Cree for the "Meeting Place", is a comprehensive policy framework that contains goals, policies and objectives guiding the growth and development of the City of Prince Albert. The main purpose is to guide the physical development of the City, but it is also a community-wide initiative that is inclusive of social, economic and environmental factors.

The City of Prince Albert OCP has established the following vision:

Prince Albert will be a sustainable, diverse and balanced community that recognizes the link between sustainable economic, environmental and social development and places a high priority on the quality of life for its residents

The goal of sustainability is present throughout the document and will be achieved by entrepreneurial actions, innovations, accountability and transparency. The focus is to achieve an active and caring community with sustainable growth.

The OCP also provides policies and direction on the future of housing, including a mandate on housing inventory to provide housing for the full continuum of housing needs from full market housing to transitional shelters. The OCP encourages complete communities using Smart Growth principles and diverse housing opportunities. The OCP emphasizes the use of design principles such as Crime Prevention Through Environmental Design to ensure that communities and neighbourhoods throughout the City are safe.

The OCP acknowledges that the population of Prince Albert is changing and growing more diverse, which will influence housing needs. The City recognizes that they must be ready to respond to increased and changing demands for housing based on the changing local and regional economy. According to the Prince Albert Economic and Demographic Profile (2006) Prince Albert is "younger" than most urban centres in Saskatchewan; this reflects the type of employment and the draw for Prince Albert for First Nations for work and schooling. The Prince Albert population shows a very high proportion of children and relatively few seniors. In addition to its "young" population, relative to other urban centres in Saskatchewan, Prince Albert has the second highest proportion of lone parent families. Section 6.4 of the OCP highlights the need for social and non-profit housing within the City to provide more options for this diverse population base.



Policy Direction

Prince Albert has a high proportion of people that live below the low income cut off as defined by Statistics Canada. There is a critical need for social, accessible, attainable and affordable housing. This also places priority on the development of walkable communities with a broad range of services located in the community. The OCP outlines that “adequate housing can stabilize neighbourhoods and enable the community to wrap services around individuals and families who require them”. Home ownership stabilizes a community and invokes pride of ownership. A successful community encourages a wide range of housing types in each neighbourhood in order to be inclusive and provide options while protecting unique residential characteristics.

In addition, the OCP looks at the intensification of existing communities to make better use of the existing infrastructure, in Section 6.3:

Strengthen and direct development towards existing neighbourhoods by permitting intensified land uses and infill development within the Urban Service Area supported by existing water and sanitary sewer services.

Section 6.3.1.2 includes policies on amenities and affordable housing and density bonusing. The OCP includes a table (Table 3 Provisions for Various Densities of Residential Development) that provides specific bonusing. The policies state the following:

- Utilize 'zoning for amenities and affordable housing' or 'phased development agreements' to include affordable non-market housing as an integral component in residential development;
- Promote the use of a wide variety of housing options that encourage affordability such as secondary residential suites in all residential zones;
- Develop parking bonusing through a comprehensive parking strategy that considers infill development, multi-modal transportation options and below grade or integrated parkades, including criteria listed on the next page for density bonusing;
- Consider bonus density based on Table 3: 'Provisions for Various Densities of Residential Development';
- Consider additional bonus density for sites in close proximity to other amenities such as schools, grocery stores and transit;
- The developer guarantees to restore and designate heritage property;
- Allow density or parking bonusing for any property designated Central Business District for mixed use developments with a residential component; and
- Permit conversion of previously occupied residential buildings to strata lots consistent with a defined policy. Zoning Bylaw.

At the time of preparing this report, the Zoning Bylaw was under review with an anticipated adoption date in the summer of 2017. The City is looking to use the Zoning Bylaw to implement many regulations that will allow for the increase of housing options through regulations including:

- Increasing density and setting density targets for neighbourhood plans;
- Inclusion of narrow lots;
- Support for Mixed Use Developments;



Policy Direction

- Allowing legal secondary suites in virtually all residential zones;
- Allowance to reduce or negotiate parking requirements for downtown and multi-family developments; and
- Consideration of allowing garden/carriage suites in specific zones.

All of these regulation changes will increase opportunities for housing that will satisfy the full housing continuum. This will potentially expand the opportunities for providing safe, secure, affordable, accessible and attainable housing for the residents of the City of Prince Albert.

3.2 Flood Plain

As with all river cities, there is a portion of the City of Prince Albert that is located within the flood plain. And again, as with many river cities, these lands often reflect the oldest development of the city including the downtown, industrial lands and residential communities. Regardless of what line on a map is used to identify the flood plain, development within the flood plain must meet certain criteria to ensure the health and safety of the residents of the housing in the flood plain. This Action Strategy suggests construction standards that would allow for accessible/attainable/affordable housing in the flood plain.

In addition, it is recommended that habitable space be constructed above or outside of the high water line of the flood plain. The purpose for this is for the safety of the residents. Other cities deal with development in the flood plain differently. For example, The City of Calgary, developed specific policies for the community of Inglewood¹:

Due to the proximity of the river, relative ground elevations and the potential for floodwater intrusion via utilities or groundwater, design conventions comparable to flood fringe building and land-use controls must be applied in the Plan Area. These include the following considerations:

- *all roads to be constructed with minimum elevations higher than the design flood levels;*
- *all buildings to have main floor elevations and primary electrical/mechanical features above design flood levels (permanently habitable buildings or suites should be avoided below the flood elevation level);*
- *buildings with foundations deeper than flood level to include adequate foundation drainage systems discharging to levels above the design flood levels;*
- *all buildings to be designed to preclude structural damage from floodwater or elevated groundwater; and*
- *minimum building opening elevations must exceed the 1:20-year flood level.*
- *controls for floodway areas apply (e.g., no regrading, no new buildings, only park and path development feasible).*

¹ City of Calgary, Inglewood Area Redevelopment Plan, Draft 2016



Policy Direction

Different municipalities also have different definitions of what habitable space is. A general definition includes: “space in a structure for living, sleeping, eating, or cooking. Bathrooms, toilets compartments, closets, halls, storage or utility space and similar areas are not considered habitable space”

Should residential development continue to be constructed in the flood plain, the following guidelines should be utilized in relation to all new construction:

- The top of the lowest floor must be elevated to or above the flood protection level. Elevation can be accomplished by elevating the home on: properly compacted fill; piles, posts, piers, or columns; or construction on a crawl space.
- An unfinished flood-resistant enclosed area below the lowest floor (or an attached garage below the flood protection level) may be considered if it is usable solely for vehicle parking, building access, or limited storage. This area must be properly vented to allow for equalization of hydrostatic forces.
- Any gas or liquid storage tanks, and any equipment servicing the building must be designed and anchored to prevent flotation, collapse, or lateral movement during the determined flood event. In addition to anchoring the building to its foundation, it is necessary to ensure that the foundation won't move (due to hydrostatic forces, hydrodynamic forces, or undercutting by erosion or scour).
- All parts of the building that are located below the flood protection level must be resistant to flood damage. This is generally accomplished by locating machinery, equipment, and other vulnerable components above the first floor. Those parts of the building located below the flood protection level (such as foundation elements, floor beams and joists, and utility equipment) must be made of flood-resistant materials and constructed using methods and practices that are resistant to flood damage. This does not allow living areas.



4.0 FUNDING OPTIONS

There are a number of funding options for housing in Saskatchewan through the province, the federal government (CMHC) and the City of Prince Albert. While these provincial programs are available, the City cannot control these programs or the allocation of the funds. So, while they are listed here for interest, the programs could be cancelled, changed or expanded at any time by the Province. It is recommended that the City of Prince Albert provide links on their web site to the provincial and federal programs.

4.1 Province

The Province of Saskatchewan currently provides the following programs to qualified persons that would apply to housing in the City of Prince Albert:

4.1.1 Adapt a Home for a Person Experiencing Disability

Low-income homeowners or rental property owners may receive financial assistance to make a home more accessible for a person with a housing related disability.

4.1.2 Emergency Home Repairs

The Emergency Repair Program offers financial assistance to help low-income homeowners complete emergency repairs to make their homes safe.

4.1.3 Organizations Repairing Emergency Shelters and Second-Stage Housing

The Shelter Enhancement Program – Renovation provides financial assistance to organizations to repair existing emergency shelters and second-stage housing for victims of family violence so that these projects meet health, safety, and security standards.

4.1.4 Development of Affordable Rental Housing

The Rental Development Program provides a forgivable loan to sponsors to assist in the development of affordable rental units for low- to moderate-income households.

4.1.5 Developers Building Entry-Level Housing

HeadStart on a Home is a provincial program that increases the availability of entry-level homes across Saskatchewan.

4.1.6 Developers Making Rent More Affordable

The Capital Rent Subsidy provides sponsors (owners/ developers) with a one-time forgivable capital loan to generate affordable housing.



4.1.7 Rental Housing for People with Low Incomes

The Social Housing Program provides safe and adequate housing to families, seniors, and people with disabilities who have low incomes.

4.1.8 Rental Support for Families and People with Disabilities

The Saskatchewan Rental Housing Supplement (SRHS) is a monthly payment that helps low to moderate income families and people with disabilities access quality and affordable rental housing.

4.2 Federal

The Federal Government has programs for first time homebuyers and landlords. Many of the programs listed below are actually administered by the Province of Saskatchewan. The following programs are included under the CMHC — Saskatchewan Agreement for Investment in Affordable Housing.

4.2.1 Programs to Increase the Supply of Affordable Housing

- Capital Rent Subsidy Program
Capital funding to create new affordable rental units. This program serves: **Renters**
- Rental Development Program
Capital funding to create new affordable rental units. This program serves: **Renters**
- Saskatchewan Secondary Suite Program
Financial assistance to homeowners or landlord to construct or renovate a secondary suite. This program serves: **Renters**

4.2.2 Programs to Renovate and Repair Housing

- Saskatchewan Home Repair Program — Homeowner Repair
Financial assistance to homeowners to undertake major repairs to bring their homes to minimum health and safety standards or to undertake emergency repairs. This program serves: **Homeowners**

4.2.3 Programs to Foster Safe Independent Living

- Saskatchewan Home Repair Program — Adaptations for Independence
Forgivable loans to undertake accessibility work to modify dwellings occupied by persons with disabilities. This program serves: **Persons with Disabilities**
- Shelter Enhancement Program (New)
Financial assistance to increase the number of emergency shelters and second stage housing units for victims of family violence. This program serves: **Victims of Family Violence**
- Shelter Enhancement Program (Renovation)
Financial assistance for necessary repairs to bring existing shelters and second stage housing for victims of family violence to an acceptable level of health, safety and security. This program serves: **Victims of Family Violence**



In addition, CMHC provides information on how seniors can safely age in place, accessible housing designs, fall prevention and garden suites.

4.3 Municipal

The City of Prince Albert has several programs to assist individuals in their search for rental and assistance in the purchase of housing. The following provides a summary of each project.

4.3.1 Housing Reserve

The City of Prince Albert's Housing Reserve was first adopted in 2010. The purpose of the Housing Reserve was to provide assistance towards City initiated affordable housing initiatives and, when participating in conjunction with Federal or Provincial programs. Funding of the reserve is done by allocating approximately four percent (4%) of taxes levied on affordable housing properties and, allocating approximately four percent (4%) of funds raised from the sale of City developed, residential land. This represents approximately \$70,000 per year. The City policy (Policy No. 68) states that only Council approved programs will be eligible. The policy also states that this money can be used for tax abatement and that it is only eligible for single housing initiatives. Applicants can include citizens, developers and incorporated organizations who want to create or gain access to social or attainable housing. The Housing Advisory Committee (HAC) is defined within the policy but the committee is not given any authority, responsibility or role in the assessment or allocation of the Reserve.

Currently, the Reserve has been collected for almost seven years, and it has accumulated approximately \$375,000. Only a small amount of funds have ever been allocated. While the Housing Reserve was originally collected with the intent of providing this money back to the not for profit organizations, this direction has since changed and this funding is available to private, public and not for profit projects.

As part of this Action Strategy, the Housing Reserve was reviewed and it is recommended that the Housing Reserve Policy be revised as follows:

- Policy 1.01 be amended to reflect the original intent of the Housing Reserve's funding:
 - 1.01 City Council supports achieving attainable housing through the creation of a Housing Reserve. Funding is based on:
 - An amount equal to approximately 4% of taxes levied on affordable housing properties; and
 - An amount equal to approximately 4% of funds raised from the sale of City developed, residential lands.
- Policy 1.06 be deleted in its entirety. The intent of this is that any tax abatement or deferment will not be part of this program but will be considered a decrease in finances to the City for the allotted period of time.
- Policy 4.02 be added: The Housing Advisory Committee be delegated the responsibility to accept applications for allocation of the City of Prince Albert housing programs.



Funding Options

- Policy 4.03 be added: The City Council determine an annual budget from the Housing Reserve with the annual budget approval.
- Policy 4.04 be added: The City Council develop a program to provide a grant for up to \$4,000 to a private land owner to develop a legal secondary suite that meets all of the building code requirements and who signs a low rent contract with the City, which is registered on title for a period of 15 years to ensure that the unit is rented to low income tenants.
- Policy 4.05 be added: The City Council develop a program to provide a grant for up to \$2,500 for a private land owner or builder to include elements in new or existing housing to allow safe aging in place, and/or safe housing for people with disabilities.
- Policy 5.05 be amended to reflect funding strategy: Housing Reserve is a reserve in which money collected from taxes levied on affordable housing properties and the sale of City developed residential lands is allocated for housing initiatives.

The Housing Reserve Policy needs to be revised to clearly outline what the money can be spent on and who can apply for funding. In order to facilitate applications, the policy also needs to delineate the responsibility and give authority for reviewing the applications and distributing the Reserve funds.

It is also recommended that the membership of the Housing Advisory Committee (HAC) be reviewed and expanded to include individuals who do not have a specific or direct interest in a specific housing organization or company. It is also recommended that the terms of reference for the HAC be revised to clearly outline the role of the HAC as reviewing applications, allocating funding and improving the condition of all aspects of the housing continuum in Prince Albert. In addition the HAC should function as the working committee for any future Area Redevelopment Plans and Overlay Districts.

While these are the current programs being considered for this funding, the City may, from time to time, add or subtract programs eligible for the City's Housing Fund based on the market, demand and availability of funds.

In addition, it is acknowledged that the City can provide other financial incentives including relaxation of parking requirements, increase in density or building height, long term lease, donation of land or reduction in off-site lines. All of these incentives translate into financial benefit for the construction or renovation of affordable, accessible, and attainable housing.

4.3.2 HeadStart on a Home

The City of Prince Albert is registered in the Provincial HeadStart on a Home program. The group works with the City to review applications. Grant money is supplemented by providing additional support through income or monetary incentives to enhance the saleability of units to entry level purchasers. The target is for owner occupied homes but up to 25% may be non-owner occupied. The target price of the residential unit must have a target price at or below the average MLS sale price in the City.



Funding Options

Westcap Mangement Ltd. managed the process. The City will work with a developer/builder to complete the application form and if the application meets the criteria, Westcap will request more information and work with the developer/builder to further assess the eligibility and commercial viability of the project.



Figure 1: LivingSky Condos Prince Albert

According to the program website there is only one HeadStart on a Home project located in the City, called LivingSky Condos. This is a 63 unit apartment complex, made up of one and two bedrooms condos. The project has been approved to provide down payment grants to purchasers through HeadStart on a Home.

4.4 Not for Profit Organizations

There are a number of charitable or not for profit organizations that provide housing of various types in Prince Albert. While these are not specifically City programs, they could benefit from money from the Housing Reserve, availability of City land and other incentives that would reduce the cost of home construction.

4.4.1 Habitat for Humanity

Habitat for Humanity (Habitat) is an international organization that provides homes for qualified people in need. Their organizations vision is “A world where everyone has a safe and decent place to live.” Habitat mobilizes volunteers and community partners to build affordable housing and they promote home ownership as a means of breaking the cycle of poverty. They believe that access to safe, decent, affordable housing is a basic human right that should be available to all. Prince Albert Habitat for Humanity has completed 18 homes in Prince Albert since 1996.

Home ownership builds worth and dignity. To achieve this successfully, the future owners are involved in the construction of the home and understand the work that goes into it. It would be good for these people to also take a home ownership course. Habitat homeowners were surveyed



Figure 2: Habitat for Humanity Structure



Funding Options

and it was identified that the home improved their lives in many ways, including:

- 70% reported improved health;
- 31% reported less frequent visits to the doctor;
- 25% missed fewer days of work;
- 65% reported children's confidence improved;
- Children's participation in extracurricular activities increased; and
- 58% were better off financially after owning their own home.

Normal barriers to home ownership are reduced through the Habitat for Humanity process by:

- No down payment (families contribute a minimum of 500 hours instead);
- Zero percent interest mortgages (they must qualify for a mortgage);
- Payments set at 25% of gross income (including principal, property tax and insurances); and
- Habitat provides homeowner training and support services.

This program gives families access to affordable housing while helping them build equity for the future. This community support helps families escape the cycle of poverty and sub-standard housing. Families are grateful for that support and are more likely to contribute back to their own community and repay this by way of thanks.

Habitat reduces the cost of new homes by using:

- Modest designs;
- Donated materials;
- Volunteer labour;
- Minimal marketing expenses ; and
- All mortgage payments received by homeowners are reinvested back into the program, thus helping more families in the future.

4.4.2 Prince Albert Housing Authority

The Prince Albert Housing Authority (PAHA) manages 953 units on behalf of the Saskatchewan Housing Corporation. The affordable housing program transitioned over to the Social Housing Program effective March 1, 2015. This program is no longer offered to new applicants. These units will now be in the Social Housing Program. Simply by changing the name from affordable to social housing, the applicants have been put into a different category.

The City has well maintained rental housing consisting of apartments, row houses, townhouses, and fourplexes located throughout the city.

The PAHA provides two types of housing: Family and Senior. Both of these fall within the Social Housing Program where rents are based on gross household income. Priority for placement is determined on an assessed needs basis in accordance with Saskatchewan Housing Corporation guidelines. To qualify, an application must provide:



Funding Options

- Verification of all sources of current income;
- Most current income tax return or tax summary;
- Asset declaration form; and
- Landlord references.

The PAHA is overseen by a volunteer Board of Directors on behalf of the Saskatchewan Housing Corporation. Members of the Board of Directors are appointed by a selection committee made up by a representative of the Provincial Government and the City of Prince Albert.

PAHA does not provide emergency housing.

4.4.3 P. A. Community Housing Society

The P.A. Community Housing Society Inc. (PACHSI) is a private, non-profit corporation operating in PA since 1977. Their mandate is to provide affordable rental units for the Metis community. PACHSI currently owns and maintains 402 rental units which consist of 218 houses, 13 family fourplexes (one specifically for grandparents raising grandchildren), an 18-unit and a 12-unit senior home, one four-unit senior garden apartment, five duplexes, one triplex, one sixplex, an 18-unit family complex, four apartment blocks and a 10-unit apartment for persons with an acquired brain injury. PACHI has a land bank for future development.

PACHSI partners with Gabriel Dumont Institution for on the job training and the Carpentry Apprentice Program. They also partner with Riverbend Institution under their integration back into society program.

Safe, secure, affordable and well maintained rental units provide tenants with not only a place to be proud to call home, but also improved health, confidence, children who do better in school, and in many cases have successfully transitioned into home ownership.

4.4.4 River Bank Development Corporation

River Bank Development Corporation (RBDC) bought Cedar Brook Apartments in December 2003. The apartments feature 38 units in two buildings, including 16 two-bedroom suites, 12-2½ bedroom units, four one-bedroom apartments and six bachelor suites. Three units have since been converted into a daycare centre run by the Children's Choice West Day Care Co-operative, which has space for eight infants and 20 toddlers. One building also features a community room, which houses office space, tenant meetings and cooking classes focused on simple, affordable, nutritious meals.

Before purchasing Cedar Brook, RBDC conducted a survey which showed that affordable rental housing was a major issue in Prince Albert. The organization worked with the federal, provincial and municipal governments, along with other local and area groups, to buy the units, located along 15th Street West. Workers from the Habitat ReStore, another RBDC program, then worked to renovate and restore each apartment unit.



Funding Options

With its positive and sustaining influence on local residents and the larger area, Cedar Brook Apartments has won the respect of others in the community and helped the RBDC reach the goals set out in its mission statement.



RBDC also manages 13 duplexes and three rental houses in Prince Albert. The duplexes are located on infill lots in the West Flat, Midtown, Westview and East Flat areas of the city, while the rental houses are all in the West Flat area.

4.5 Northern Spruce

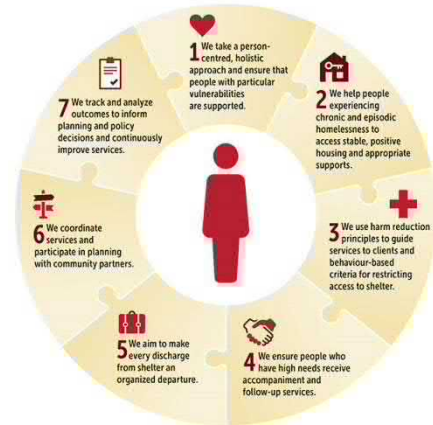
Northern Spruce Housing Corporation is a non-profit organization that provides rental housing for low income aboriginal parents who are working or going to school and have dependent children. Northern Spruce Housing project is currently a ten-unit affordable rental project located in the West Hill neighborhood of Prince Albert. It is an urban-infill situated on a former school yard, and was carefully designed to reference the surrounding heritage homes with large front porches and traditional architectural detailing. The project employs on-site bioswale water retention and preserved the existing elm trees.

4.6 YWCA

The YMCA in Prince Albert operates Our House, an adult shelter for both women and men. Our House functions as a crisis shelter, transitional shelter and a cold weather shelter.

Seven rooms on the second floor are designated as transitional housing where client may stay up to a year. One room is designated as a couples room. Vacancy runs at zero most of the year. In addition, during the winter months, Our House provides a 10 bed cot program on the lower level.

Other services include the provision of emergency hygiene supplies, access to education and learning, addition information, assistance accessing income support and housing, client support, sensitivity training, crafts and activities as well as the Homeward Bound Program.



4.7 Salvation Army

The Salvation Army provides emergency shelter services on an as needed basis. They also provide emergency shelters with information, evidence, and language they can use to inform their contributions to planning tables and negotiations with funders. The Salvation Army follows 7 guiding principles in the provision of services.

4.8 Canadian Mental Health Association

The Canadian Mental Health Association in Prince Albert currently owns two 8 unit apartment buildings with a third awaiting funding approval. Their vacancy rate is zero. CMHA works with the Health Region by screening and housing people who are transitioning out of approved housing (an supervised boarding house format) to their affordable rental units. The Association is looking to expand their programs to include developing a vocational construction program that would buy, renovate and repair and either sell the homes or add these homes to their housing inventory for affordable housing. Purchase of land is sometimes over 25% of the total construction cost. Any options to reduce the price of land, such as a 99 year lease from the City, or grants for secondary suite construction, would be extremely useful to the Association.



5.0 ENGAGEMENT

Stakeholders can provide valuable input at each step of the process, providing information about context and background from different perspectives. This helps to identify issues and needs associated with housing in the City of Prince Albert. As well, it provides information that can be used to inform the housing implementation plan and recommendations. Engaging stakeholders helps ensure that multiple perspectives can be brought into the housing action planning process.

The engagement strategy for this Action Strategy included both internal and external engagement. At the start of this project, the Housing Advisory Committee (HAC) provided input. As the project progressed, the municipal election occurred and the HAC was not reappointed. However, Dillon continued to liaise with the Committee Members. In addition, staff provided excellent knowledge and input to the Strategy based on consultation completed for the Zoning Bylaw review. To complement and support the internal engagement for the development of the Housing Plan Action Strategy, an external stakeholder engagement plan was developed. External stakeholder engagement included consultation of City-wide stakeholders through an Open House and Survey. This section provides a summary of the engagement and the highest ranking comments and suggestions. A full summary of the engagement completed for the Housing Plan Action Strategy has been included in **Appendix A** of this report.

5.1 Housing Advisory Committee

Early in the project process, the Dillon Team met with the HAC to discuss the issues, concerns and opportunities. The Committee included:

- Dan Yungwirth, Miller Contracting;
- Dave Deobald Prince Albert Housing Authority;
- Laura Van Schaick, Salvation Army;
- Donna Brooks, YWCA;
- Bahram Makari, Makari Lodge;
- Linda Boyer, Prince Albert Community Housing;
- Brian Howell, Riverbank Development Corporation; and
- Mayor Greg Dionne, City of Prince Albert.

Some of the key issues identified included: flood plain constraints on physically accessible housing, how to utilize city owned lots for affordable housing, what other city incentives could be provided, how to encourage people to legalize their secondary suites and how to provide safe housing for severely marginalized people.



5.2 Open House #1 and Stakeholder Survey

On December 1, 2016, the City and Dillon hosted an open house at the Gateway Mall. A series of display panels were presented, and staff and consultants were there to answer questions and administer a short survey. Fifty-seven people completed the survey. The general summary of the survey results were that people in general supported policies and plans to increase the accessible/attainable/affordable housing in Prince Albert. Some of the comments included:

- Need smaller units (under 400 sq. ft.);
- Build up not out;
- Re-introduce a grocery store downtown;
- Provide more public housing;
- Affordable housing near transit, shopping, schools and places of worship;
- Seniors Housing; and
- Inclusionary zoning to provide a mix of housing types.



Figure 3: Example of Open House Display Boards

A summary of the open House and survey is included in **Appendix A**. The comments from the open house were considered in the development of this Action Strategy.

5.3 Open House #2 and Comment Form

On January 26, 2017, a second open house was held at the Gateway Mall to present the immediate and short term action strategies as well as the results of first open house and survey. In similar fashion to the first open house, several display panels were presented and staff and consultants were on hand to answer any questions. The boards were designed for information purposes and there was a comment form available for participants to provide feedback. There were 14 responses to the survey form. In general, responses and participants were satisfied that their comments were incorporated into the action strategies and the direction the City is taking towards increasing housing options.

A summary of the second open house and comment form is also included in **Appendix A**.

5.4 Other Engagement

In addition to the open houses and the survey, other engagement was completed by contacting specific groups and individuals.



5.4.1 Community Networking Coalition

In November 2016, the Community Networking Coalition had a strategic session and identified several issues that needed to be addressed in relation to Affordable Housing. The following were the highlights of that session:

- Need broader access to public transportation, low cost housing, and educational opportunities;
- Improve access and awareness of ministry of social services, and support social services;
- Housing must be safe and affordable. Landlords must be held accountable. Possibility for licensing or regulation needs to be reviewed along with best practices;
- Children and family: early childhood council does a good job of this. Need more help and support for programming;
- Chart and identify the needs for daycare facilities in support of working parents especially later times and perhaps consider subsidized school programs that keeps youth occupied;
- Child security and safety within the community must be initiated to protect the community's future citizens;
- Pre/Post Employment assistance to be considered;
- Long-term job security and benefits instead of many temporary positions without benefits needs input and program assistance;
- Many success stories emerge from partners and we need to recognize work plans, data, achievements and outcomes;
- Inclusive community necessary. Champions could act as representatives and mentors;
- More interpretation services for non-English speakers;
- Help people through system navigators for newcomers (Starting point exists in newcomer's centre); and
- Early childhood education preparedness. Noted that 60% of students aren't prepared for kindergarten. Need to get kids ready for school.



6.0 STRATEGY

The purpose of this study is to develop an Action Strategy for the 2012 Housing Plan. Section 6.1 provides the strategy and the timing from the Housing Plan and provides the actions proposed to implement the strategy. In addition, the following chart divides the actions into immediate, medium term and ongoing actions. In an attempt to provide a concept of the cost of implementing these recommendations, the chart identifies an estimate of the staff person days to complete the task. Additionally, recommendations that suggest hiring an external consultant to complete the work, an estimate of consultant fees is included.

Immediate actions are considered to be completed in the 0 to 2 year timeframe, the medium term is considered to be in the 3 to 5 year time frame, and ongoing actions are presented as annual activities.

The objective is to maintain and grow the priorities and strategies from the 2012 report. As such, the Action Strategies presented in this report follow three priorities:

- 1) Support Increased Supply and Diversity of Housing;
- 2) Land Identification and Availability; and
- 3) Enhanced Capacity and Proactive Approach to Housing.

Using the priorities of the 2012 Housing Plan, this Strategy identifies a number of practical and achievable actions that will increase the supply and diversity of housing through the full continuum of housing throughout the City. It is noted that several of the actions overlap. For example, low cost housing can be tiny house bareland strata (condo), industrial/commercial conversion or secondary suites. Each action has been developed through consultation with staff, the Housing Action Plan Action Strategy Steering Committee and the community members who participated in the engagement programs. In addition to these Actions, areas for future planning were identified. These specific areas have unique needs and a consistent framework to guide the direction of the development. **Figure 4** below illustrates these areas within the City.

The 2012 Housing Plan included a strategy that truly functions as the overriding objective for this action plan:

Encourage and support an environment where the market is more likely to supply housing that is inclusive, innovative and integrated

In addition, this Action Strategy refers to accessible/attainable/affordable housing. It is not only important to ensure that there is affordable rental housing for low income groups including singles, students, families, and seniors, it is also critical that the City of Prince Albert has housing that meets the needs of the mobility challenged (universal access and adaptable) and those people trying to get into homeownership.

It is also recognized that accurate residential data and specific vacancy rates are lacking. While the federal census has the City population at around 35,000, it is the belief of City staff and Council that this is potentially 10,000



Strategy

below the actual number of people who live in the City at any given time. Anecdotally, it appears that there are between 200 and 300 illegal secondary suites in the City and that there are thousands of residents that do not identify the City as their permanent residence but may live here for more than six months of the year. This makes it very difficult to calculate housing needs. While social housing agencies have wait lists and have an understanding of how many people have put their name on the list, we are not fully aware of how many people are currently living in substandard conditions while they either wait for a better home or can only afford the substandard accommodation.

This Action Plan reflects the goals expressed by the Housing Plan Action Strategy Steering Committee, incorporates the comments received from the public through survey or attendance at community engagement events along with actions that would work to achieving the City of Prince Albert vision of being a sustainable City that is collaborative, inclusive and compassionate.

We believe that Action is what sets great plans apart. By categorizing the implementation strategies we are putting timeframes around our Actions. The strategies presented for immediate and short term action set-up the future of housing in Prince Albert. While benefits may not be realized immediately, these Actions lay the foundation for the next phases of Actions in Prince Albert.

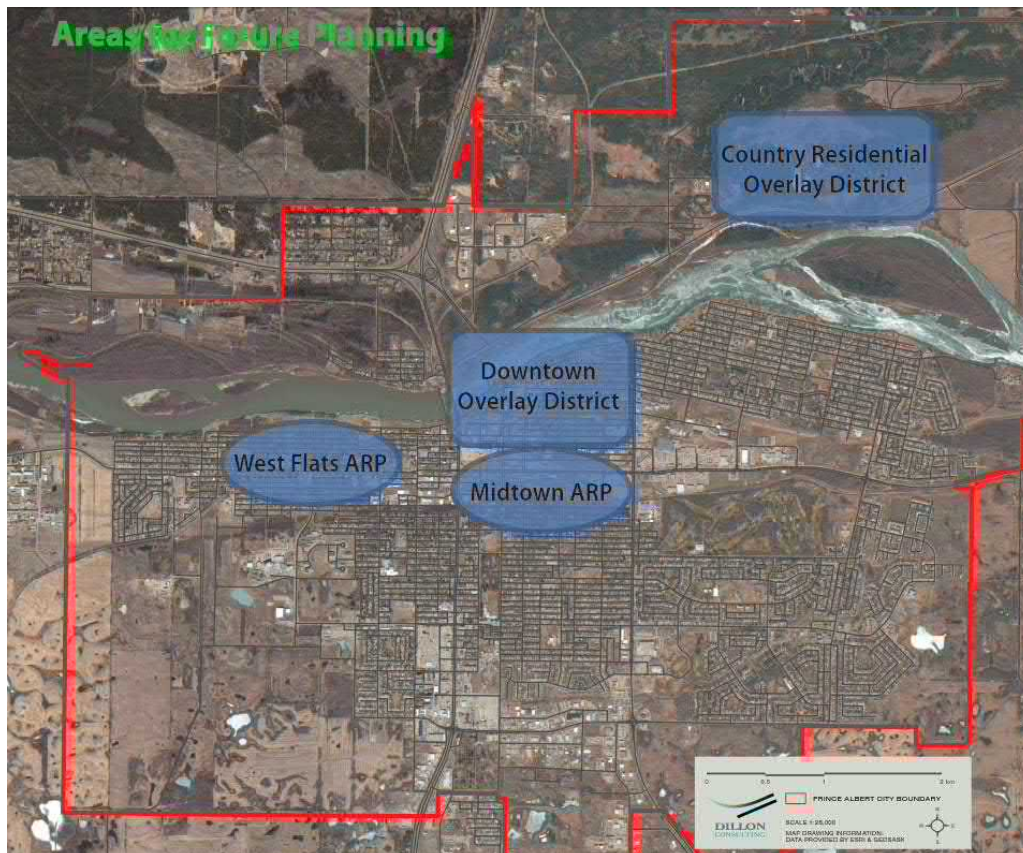


Figure 4: Areas for Future Planning



6.1 Housing Plan Action Strategies

Support Increased Supply and Diversity of Housing

		Short	Cost	Progress Update
Encourage the introduction of increased densities, smaller units and alternative forms of construction which may include modular and ready to move units	1	Add narrow lots as permitted uses in residential districts with a minimum lot frontage of 10 metres – City staff have recommended a Zoning Bylaw amendment that will allow narrow lots, which should provide a lower priced housing product due to the use of less land. <i>It is recommended that the City include narrow lots as a permitted use in all residential districts.</i>	Incorporated into the overall cost for the Zoning Bylaw Review	Anticipated Date: June 1, 2017
	2	Ensure that modular and moved on homes (with permanent foundations) are allowed in residential districts – homes constructed off site and moved on site often cost less than stick built/in place construction. In addition, they can be constructed slab on grade and avoid the issue of basements in the flood plain. These are not to be confused with mobile homes which are generally on wheels and moveable. These will be permanent homes, on permanent foundations (which can include basements outside of the flood plain) and will provide options for accessible/attainable/affordable housing. While the City Zoning Bylaw does not differentiate between on-site stick built and modular or moved on homes, the Building Department needs to ensure that the houses are constructed to meet code and all City regulations. <i>It is recommended that the City ensure that modular, move on and manufactured homes are defined appropriately and allowed in every residential district that allows single detached houses.</i>	Incorporated into the overall cost for the Zoning Bylaw Review	Anticipated Date: June 1, 2017
	3	Allow suites in all residential districts – currently, to increase accessible/attainable/affordable housing options, the City allows secondary suites in all Residential or Transition zones. Any suite must meet the requirements in both the Zoning Bylaw and the Provisions of the National and Provincial Building Codes. Building Permits are required and one on-site parking space is required for the secondary suite, in addition to those parking requirements for the primary residence. It is known that there are many illegal secondary suites in the City that do not meet the code. In addition, the City of Prince Albert will mandate that CO detectors be placed in every secondary suite. <i>It is recommended that the City provide a grant of \$4,000 to a home owner for the development of a suite or for the work to bring the unit into compliance with the Building Codes. Should a grant be issued, the owner of the home must, by contract with the City, maintain the unit as an affordable rental unit for a minimum of 2 years or the grant must be returned. Affordable rent will be determined as 30% or less of the tenants' gross annual income. Applications for the grant will be vetted through the HAC and unless otherwise authorized by Council for the HAC to make the final decision, the recommendation will come to Council for a final decision. It is suggested that the City accept up to 10 applications per year for a total grant issuance of \$40,000 which matches the current annual housing fund allocation.</i>	2 person days per application (prepare report for HAC, Building Inspector to visit home and report on what the application must cover)	Initiate program in summer 2017
		Medium	Cost	Progress Update
	4	Allow laneway housing on a site specific basis – this form of secondary suite has become popular in urban centres. These homes have both vehicle and pedestrian access off the rear lane. Often this is the source for servicing and makes the servicing of the laneway housing cost effective. The unit can be above a detached garage. As part of the criteria, it is recommended that corner lots be considered as the unit above the garage will have less impact on adjacent residential development (only one neighbor, closer to the road side yard). Additional criteria could include: width of the lane, current development on the lot to provide appropriate setbacks and heights and types of adjacent land uses to protect privacy, capacity in the servicing and other criteria related to built form, fire and safety regulations. All development would have to meet National and Provincial building codes. These units would not be subdividable but would be a second dwelling unit on the property. It is noted that the proposed Zoning Bylaw will allow this form of development in the Country Residential zone. Once this is approved in the Country Residential area, and the City is able to see what the uptake might be, the staff can assess whether this is a priority for the inner city. <i>It is recommended that the City consider laneway housing single detached residential districts with development regulations that would identify the criteria for the appropriate sites.</i>	5 person days to develop criteria and present to senior administration	Spring 2019
	5	Identify the current housing shortage and the projected shortage – using the information collected from the inventory of student housing, the projected enrollment figures and the consideration of where students currently live, it would be a benefit to identify how much student housing is needed, what the current short fall is and how the College and the City can facilitate the development of more student housing. It would be timely if	1 person day for PA staff and Saskatchewan Polytechnic staff time to	Fall 2017

		Medium	Cost	Progress Update
		this coincided with the adoption of the Brownfield Land Use Concept for the 15Street Site. <i>It is recommended that the City and the College complete projections for student enrollment and project student housing needs.</i>	prepare the projections and calculate the shortfall	
	6	Investigate the options for the College to construct student housing – if there is a significant unmet need for student housing, the City and the College can review options that might include a partnership with the City such as the City providing land for housing construction. <i>It is recommended that the City review student housing options with the College.</i>	1 person day for PA staff and Saskatchewan Polytechnic staff to prepare list of housing options	Fall 2017
	7	Create a full inventory of City owned lands – using the City’s GIS program, develop a full inventory of all of the land that the City currently owns and any financial liabilities attached to each individual property. Once the staff are fully aware of all of the properties, the zoning, the size, the pending taxes, the existing buildings, the City will be better able to develop a strategy for the use of these lands.	4 person days of PA staff to prepare the inventory. Ongoing staff time to assess the sites for specific programs	Fall 2017
Identify an opportunity to support housing in the community that offers life skills and homeownership training that helps individuals succeed and stay in Prince Albert. This housing could be catered to individuals transitioning from living on reserve to the City and could be connected to student housing initiatives	8	Identify locations for transitional housing – working with the social providers of transitional housing, the City can work to identify appropriate locations for transitional housing – this may include existing structures or land for construction. The options may also include reduced taxes and reduced infrastructure and levies costs. This development could be modelled after the Drop In Centre in Calgary or Our Place in Victoria where people stay on a temporary basis and “graduate” from shared accommodation to semi-independent living. This will require the partnership of a not for profit organization to fund raise, build and manage, but the City may be able to provide the site and property tax breaks to allow the facility to continue to operate. <i>Based on the land inventory, the City staff identify potential sites for transitional housing and work with the social agencies to zone the sites for these facilities.</i>	2 person days for PA staff	Spring 2018
	9	Increase the ability for private and residential care housing – successful private and residential care housing is generally located in residential communities and as such, they are located to blend with the neighbourhood. However, these uses are generally discretionary and are often opposed by the community. This type of housing should be permitted uses in residential districts and as such would not be open to community opposition. In addition, they could be included in other land use districts so that they could be included in light industrial areas or commercial areas. <i>Based on the land inventory, the City staff identify potential sites for private and residential care homes to increase the potential locations and establish definitive criteria that clearly outlines impacts and conditions.</i>	4 person days for PA Staff to meet with the social agencies and private providers to determine criteria	Ongoing
	10	Increase the amount of physically accessible and attainable housing – one of the concerns is the provision of good and affordable housing for people with physical limitations. This housing must be physically accessible. One of the concerns would be the provision of housing in the flood plain which would require the living space and mechanical and electrical services, to be elevated above the flood plain. This increases the need for ramps and potentially elevators (which reduces the affordability of the housing). It is critical that housing options are available throughout the City. <i>Based on the land inventory, the City staff identify potential sites for accessible housing and examine adaptable guidelines that could be established for all new housing.</i>	City staff and social agencies develop a set of regulations for physically accessible and attainable housing	2018
	11	Increase the locations for custodial homes – custodial homes are those residences that provide supervised housing for those people exiting the justice system and are often not supported in residential neighbourhoods. The City can work with the agencies to identify locations and put these uses in the zoning bylaw in specific areas. <i>It is recommended that the City review the zoning regulations for custodial housing to increase potential locations.</i>	Incorporated into the overall cost for the Zoning Bylaw Review	Summer 2017
Acknowledge the housing demands of targeted demographic groups and encourage the development sector	12	Increase opportunities for low income housing – there are many opportunities for the City to facilitate opportunities for low income housing. This includes offering City land to agencies, providing tax incentives, using the HAC to coordinate efforts and offering density bonus and parking relaxations. None of these have specific costs attached to them but require staff time and the involvement of the HAC to coordinate the site for development and make the series of specific recommendations to Council for approval. Once the City has prepared and mapped the full inventory of City owned property, HAC could take the lead on the review of the lands, development of criteria for low income housing locations and identifying	4 person days of PA staff and HAC meetings	2018

		Medium	Cost	Progress Update
to respond to identified needs through the Official Community Plan policies and zoning regulations		specific sites that may be considered for low income housing (both private and not for profit development). The criteria will include potential incentives to ensure that the development of low income housing is appropriately distributed throughout the city. <i>It is recommended that the HAC take the lead on the identification of sites and incentive packages and coordinate with an agency to construct or develop new low income housing project and make recommendations to Council for the implementation.</i>		
	13	Increase opportunities for seniors housing – similar to the increased opportunities for low income housing, the City and HAC can identify sites, and work with agencies and companies that develop and operate seniors housing. In this case the operation of the seniors housing will involve the provincial government. The City has land that could be dedicated or donated to the developer of seniors housing to partner for the development of more seniors housing in the best locations. <i>Once the City has completed that land inventory, City staff will meet with developers and operators of seniors housing, the Province and HAC to determine the criteria and the standards for the development of seniors housing.</i>	4 person days of PA staff to meet with the Province, and developers and operators of seniors housing	2018 and ongoing
	14	Draft a series of parking relaxation policies – in smaller cities the cash in lieu policy is less effective than in larger centres. In larger cities it is often utilized to construct large parking garages or purchase buses or LRT cars. Any cash in lieu collections must be identified for a specific use. However, the amount of money that the City of Prince Albert could collect would be small and would not make a significant contribution to the typical capital projects. Therefore, the cash in lieu options are not recommended for the City of Prince Albert. However, if a developer is proposing a development that will create more than eight units, or are asking for a significant parking relaxation, the developer may prepare a parking analysis and provide it to the City as evidence and support for the request for parking reduction. The developer may also offer to contribute to the City in other ways including parks and play equipment, bicycle racks and paths and trails. This would be particularly applicable to low cost, seniors and multifamily developments. Generally seniors and low income families own fewer vehicles and therefore have less demand for parking. The developer can do one of two or three options including: pay the cash in lieu, dedicate a unit for affordable housing or other significant donation or dedication to the community such as park and playground upgrades, developing paths and trails and /or upgrade to community buildings. <i>It is recommended that the City staff develop a parking relaxation strategy for adoption by Council as policy for all new development and that the Based on Transportation demand management principles that can be adopted in the zoning bylaw.</i>	Incorporated into the overall cost for the Zoning Bylaw Review	2017
Support housing which may be outside the conventional market, as well as working in a collaborative manner with the development community to ensure a range of suitable affordable housing is made available across the community in a choice of locations	15	Co-op housing – Co-op housing is a form of ownership. Any group of people can form a co-operative. The members own the co-operative and the co-operative provides a service they need. Since the 1930s, North Americans have been building and living in housing co-ops. The people who live in the housing are the co-op's members. They elect, from among themselves, a board of directors to manage the business of the co-op. Members work together to keep their housing well-managed and affordable. Over the years, federal and provincial governments have funded various programs to help Canadians create non-profit housing co-ops. The co-ops developed under these programs provide good quality, affordable housing. For example, there are more than 261 non-profit housing co-ops comprising more than 14,500 units in British Columbia. There are also many co-op housing developments in Saskatchewan including Connaught Village Housing Co-op in Prince Albert and Silverwood Estates Housing Cooperative in Moose Jaw as well as examples in both Saskatoon and Regina. Co-op Members form a community that works together to manage the co-op. The City could assist this process by providing land to the coop to ensure affordability. It may also require variance to zoning regulations to allow the number of units and the parcel size. While the co-op housing is privately developed, it is owned as a not for profit organization, controlled and regulated by the owners. <i>It is recommended that should a co-op housing project be proposed, the City develop a policy to support the development of co-op housing and model using examples from other CMHC funded locations.</i>	No action required	On going
	16	Tiny houses – there is a growing trend for tiny or mini houses. The definition varies. They are generally considered to be less than 700 sq. ft. in size, some with wheels, some on a concrete pad and some are converted busses. The support for tiny houses is generally smaller home equals lower construction costs and less land requirement. Many cities are accepting the concept of tiny houses but have concerns that a tiny house on wheels could be interpreted to be a mobile home. Seniors, young people, single people are all finding the need for space is less than what is generally considered required. Should Prince Albert determine that tiny/mini houses are appropriate in certain area, policies and guidelines must be developed. The placement of these homes on a lot would have to be regulated. Many of these units are smaller than the average garden shed. However, they must tie into municipal water and sewer, accommodate parking and meet building codes. The units are generally designed to be innovative, sustainable and	8 person days of PA staff to prepare the criteria and present to Committee	

		Medium	Cost	Progress Update
		affordable. These units could also be clustered on a lot to provide a tiny house bareland condo development. <i>It is recommended that the City prepare policies and regulations for consideration for the inclusion of tiny/mini houses either as a detached suite or in a bareland condominium form.</i>		
	17	Industrial conversion – the concept of converting vacant or underutilized buildings as been utilized in many cities. It appears there may be opportunities to consider the conversion of unused industrial buildings for a variety of housing options including transition housing, seniors housing, low income housing and mixed use in Prince Albert. However, they could also be used for upscale market loft housing. The issues related to the potential industrial conversion includes: the location of the site, the potential contamination issues from previous uses and building code requirements. The City is currently preparing a Brownfield Development Standards study. This should include the consideration of how to convert some of the sites for residential development. In some instances, that requires environmental cleanup and /or restriction of uses. It may also allow residential on upper storeys if any fumes or contaminant pathways are managed. The criteria for identifying the site would be on a transit route and less than 200 m from a stop, within 500 m of a grocery store, within 500 m of a school, within 200 m of a park or pathway system. The industrial building must be on the edge of the industrial area providing a transition between the industrial and adjacent uses. The site must be cleared of any contaminants. Based on the Brownfield Development Guidelines there may be more options for mixed use conversions. <i>It is recommended that the City identify potential light industrial and commercial sites and buildings that might meet the criteria for conversion for residential development and mixed development, and the City should consider contacting the owners and providing them with information regarding the potential incentives.</i>	5 person days of PA staff	

		Ongoing	Cost	Progress Update
Support innovate designs and construction methods which help to reduce the cost of the final housing product	18	CPTED – Crime Prevention Through Environmental Design principles should be incorporated into all new development in the City. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts – in simpler terms, it provides less areas for criminals and drug dealers to hide. Visibility is a key component. This does not mean that there cannot be landscaping, but it means that landscaping should be carefully sited not to make areas unsafe for walking or children playing. CPTED principles can be incorporated into all urban development. Specifically altering the physical design of the communities to deter criminal activity is the main goal of CPTED. CPTED principles of design affect elements of the built environment ranging from the small-scale (such as the strategic use of shrubbery and other vegetation) to the overarching design elements, including the building form of an entire urban neighbourhood and increasing the opportunities for "eyes on the street" by putting windows facing the street and rear lane. The principles of CPTED include: natural surveillance, natural access control, territorial reinforcement, and maintenance and management. <i>It is recommended that all new residential subdivisions and developments incorporate the CPTED Principles, particularly those that enhance natural surveillance and evaluate at least one ward per year using a CPTED audit framework.</i>	1 person day of PA staff to ensure the CPTED principles are included in the Sustainability Check List 5 person days per year to conduct an audit of a City ward for CPTED compliance	2017 Annual starting in 2017 to 2022
	19	LEED - Leadership in Energy and Environmental Design (LEED) is a rating system that is recognized as the international mark of excellence for green building. While LEED is not necessarily a requirement for housing in Prince Albert (as it generally increases the cost of construction and maintenance while reducing operating costs over a very long period of time), LEED Neighbourhood Design is a more applicable process for Prince Albert. There are six categories of consideration: Smart Location and Linkage, Neighborhood Pattern and Design, Green Infrastructure and Buildings, Innovation and Design Process, and Regional Priority. Many of these elements exist currently in the City's sustainability check list. However, this does not negate the overall benefits of incorporating elements of LEED into any new housing development that would reduce the operating costs such as energy efficiency, low water use, consider use of recycled materials and green roofs. <i>It is recommended that elements of LEED ND be incorporated into all new developments in the City of Prince Albert. It is also recommended that the City apply for a Federation of Canadian Municipalities grant or low interest loan to develop sustainability initiatives, using LEED ND or other similar framework.</i>	4 person days of PA staff to update the sustainability 5 person days of PA staff to investigate the potential of an FCM application	2017 2019
	20	Investigate construction techniques that may reduce the cost of housing construction or operation – while a good quality product is the goal in any housing development, accessible/attainable/affordable housing does not require the high quality finishes of higher end housing. Modular and moved on homes, built in a controlled environment and brought to a prepared site often provide a more affordable option. Cost saving elements could include: <ul style="list-style-type: none"> Select a pre-designed bundle plan that minimizes architectural fees and engineering requirements. Buy low-maintenance building material such as vinyl siding and metal roofing, for example. Even if they are somewhat more expensive at installation, they will pay for themselves in the long run as lifespan is much longer on these materials 	5 person days of PA staff and HAC to work with the Home Builders and Construction Trades to identify ways to reduce construction costs	2018

	Ongoing	Cost	Progress Update
	<ul style="list-style-type: none"> • Re-use materials from demolition sites. Materials from demolition sites can be repurposed at relatively low cost and can provide a unique feature within a home • Utilize passive solar design to take advantage of the local climate and sun. This can be accomplished by considering window placement and size, glazing type, thermal insulation, and shading. Materials can use solar energy for heat in the winter and reject heat in the summer • Consider heat pumps and on-demand hot water tanks • Keep total square footage of the home as low as possible and consider two-storey construction to achieve square footage rather than sprawling bungalow design • Minimize site preparation charges such as hauling in fill dirt, grading or clearing trees • Consider vinyl flooring. Vinyl makes a good underlayment for future changes or upgrades • Forego the double garage and utilize a single car garage <p><i>It is recommended that residential construction for accessible/attainable/affordable housing be kept under \$125 per square foot construction cost and consider a community energy plan with realistic pay back metrics.</i></p>		
21	<p>Develop housing construction standards for development within the flood plain – the City of Prince Albert is working to determine the appropriate flood plain mapping and should consider a set of requirements for residential development to be constructed in the flood plain, including the following guidelines:</p> <ul style="list-style-type: none"> • The top of the lowest floor must be elevated to or above the flood protection level. Any basement development that is below grade on all sides should ensure full flood proofing and water protection. Elevation can be accomplished by elevating the home on: properly compacted fill, piles, posts, piers, or columns; or construction on a crawl space. • An unfinished flood-resistant enclosed area below the lowest floor (or an attached garage below the flood protection level) may be considered if it is usable solely for vehicle parking, building access, or limited storage. This area must be properly vented to allow for equalization of hydrostatic forces. • Any gas or liquid storage tanks, and any equipment servicing the building must be designed and anchored to prevent flotation, collapse, or lateral movement during the determined flood event. In addition to anchoring the building to its foundation, it is necessary to ensure that the foundation won't move (due to hydrostatic forces, hydrodynamic forces, or undercutting by erosion or scour). • All parts of the building that are located below the flood protection level must be resistant to flood damage. This is generally accomplished by locating machinery, equipment, and other vulnerable components above the first floor. Those parts of the building located below the flood protection level (such as foundation elements, floor beams and joists, and utility equipment) must be made of flood-resistant materials and constructed using methods and practices that are resistant to flood damage. This does not allow living areas. <p><i>It is recommended that the City should develop “construction in the flood plain guidelines” to be applied to all new residential development or redevelopment in the flood plain and consider flood proofing prescriptions that reduce and standardize engineering costs.</i></p>	<p>4 person days of PA staff time to develop guidelines for the development of residential uses in the flood plain. Consultant to provide engineering input (\$20,000)</p>	

Land Identification and Availability

		Short	Cost	Progress Update
Plan for neighbourhoods that include ownership, rental and a mixed density of housing	22	Set density targets – many municipalities establish an overall density target to ensure that urban development reaches the appropriate density to support transit, schools and other services that require a certain number of users. Each municipality calculates this target differently (gross developable, net residential acres, etc.). The City of Prince Albert should establish density targets that are appropriate for the City. This may set an overall target for the entire City with specific targets for infill and greenfield development. A target should be established for community master plans that will require a mix of housing types to achieve the density. <i>It is recommended that the City of Prince Albert establish an overall density target of 10 residential units per net developable acre for greenfield development and ensure the OCP has a policy that encourages and prioritizes infill development before new greenfield lands are opened for development. This strategy may include density transfer mechanisms where appropriate.</i>	10 person days of PA staff to determine an overall density target and the cost of a public hearing to amend the OCP 2 person days of PA staff in excess of the normal Master Plan review time to consider and discuss the density targets with the developer	
	23	Incentivised housing development – while the concept of inclusionary zoning has not been fully embraced in Canada, there are many ways for a municipality to encourage the development of accessible/attainable/affordable housing units. It is recommended that Prince Albert gain housing units by providing a series of incentives to the developer through negotiation. These units, once constructed, are either donated to the municipal Housing Authority for a minimum of 15 years or to one of the other not for profit organizations for management. The dedication of these housing units cannot be onerous to the developer and cannot prevent the development of the residential development proceeding. Some of the suggested incentives could be accomplished through property tax reduction, reduction of tie in fees, parking relaxations, or allowance for additional height and/or density. While Inclusionary zoning may work in larger markets with faster absorption and larger scale development, it would be seen to be deleterious to the development of accessible/attainable/affordable housing in Prince Albert. It is felt that the same result can be achieved by incentivizing the inclusion of a/a/a units. <i>It is recommended that the City of Prince Albert develop a policy/program to work with developers to dedicate units to the City for sale or rent for accessible/attainable/affordable housing. Because it is being recommended as a policy and not actual zoning regulation, this could then apply to all development including greenfield and infill, single detached and multifamily developments and therefore create the full continuum of housing throughout the City.</i>	7 person days of PA staff to develop the policy 2 person days of PA staff for the negotiation with each developer	
	24	Partnerships with developers – Since the City is more suited to the role of managing the affordable housing than constructing the housing units, partnerships with the developers will be critical. The issue with private developers is that they are still motivated by profit. <i>It is recommended that the City investigate housing builders or developers that are less motivated by profit such as Habitat for Humanity and other not for profit organizations. The partnership could include participation by the City through reduced fees, free land, and other municipal staff assistance.</i>	Expand the role and responsibility of the Housing Advisory Committee	
	25	Consider 99 year lease as an alternative to selling land – rather than selling city owned property for the development of residential and commercial uses, the City should consider leasing the lands for minimal annual fees for a 49 to 99 year term. Banks and financial institutions recognize long term leases. Many communities are based on leased land arrangements (Banff, Jasper, most airports and companies like Remington Development Corporation) do not sell their land. They retain the asset to both leverage other projects and to retain undisputed control over the land and the development. Since it requires special approval to sell and at below market value, a municipality would do well to hold onto the land and lease it. This lease rate could be very low for not for profit housing projects. <i>It is recommended that the Planning and Finance departments work with the City Manager to develop a long term lease that could be offered to not for profit organizations for city lands for the development of accessible/attainable/affordable housing.</i>	5 person days of PA staff to draft a policy	2018
	26	Consider creating a Housing Corporation – if the City is to assist in the development of affordable housing projects, an entity will be required to prepare the agreements, register the caveats on title, apply for grants, work with the developers and manage the housing once it is available for	4 person days of PA staff from Planning and	

		Short	Cost	Progress Update
		habitation. Prince Albert Housing Authority is a provincially run organization. The Prince Albert Community Association is designed to provide Metis housing. The City of Prince Albert Housing Corporation would be a separate entity with autonomy from Council to increase the number of accessible/attainable/affordable housing units. If the creation of a new housing authority is considered to be cumbersome for the City or provide undue competition for existing non-profit groups, the City could partner with an organization to manage city owned homes or properties. <i>It is recommended that the City consider a means to own, build and manage housing.</i>	Finance to look at the feasibility 2018	
	27	Downtown overlay to identify the potential areas for infill and mixed use development – there are underutilized lots and buildings in the Downtown that could be identified for residential and/or mixed use development. The advantage of increasing residential development in the Downtown core is multi-faceted. It supports transit and the services, it encourages the commercial development and it increases the safety of the streets by putting people and eyes on the streets on a 24/7 basis. Depending on the height of the structures, the overlay can require podium development for the non-residential component and a “tower” for the residential component. Access to the residential must be separate from the commercial development. This would also consider the infrastructure and the capacity within the infrastructure to accept more development, the proposed upgrade plan for the infrastructure and the phasing of the higher density development. <i>It is recommended that the City prepare an overlay district for the Downtown in conjunction with the Downtown Master Plan that would allow for higher density, bonusing, residential and mixed use development, special height allowances for residential and mixed use development, parking relaxations, and open space strategy.</i>	An additional 10 person days of PA staff to preparing the overlay district in addition to the time commitment for the Downtown Master Plan	2017
	28	Prepare an overlay district for the country residential areas – the purpose of this overlay district is two phased. The first is to demonstrate interim higher density with the allowance of Carriage/Garden Suites in the CR areas (currently a proposed amendment to the current Zoning Bylaw anticipated for adoption in June 2017) and to located them in appropriate locations on site that will not impede any future re subdivision of the lot. The second phase of the overlay is to allow for and identify how the large lots could be resubdivided once piped servicing is available. This will allow for increased density and higher use of the CR lands. The overlay mapping would look at the existing location of houses, septic fields and significant vegetation and identify how the area could be subdivided to achieve urban density in the future. The overlay does not force the landowner to subdivide but provides the framework and the servicing strategy to accommodate it should they wish to. <i>It is recommended that the City work with the landowners and develop an overlay district to apply to the CR lands.</i>	10 person days of PA staff in addition to the Consultant contract (Consultant estimate, \$35,000)	2018

		Medium	Cost	Progress Update
Appropriately phase residential development to support an adequate supply and mix of serviced and appropriately zoned land to minimize development delays	29	Phase and monitor greenfield development plans – a City needs to ensure sufficient land supply within their boundaries to service the demand for housing and ensure competitive prices, without encouraging urban sprawl. The City should establish a monitoring system for monthly or quarterly updates to ensure that the City is aware of the amount of land in the city that is serviced for residential and monitor the applicable master plans to ensure density targets are met and a variety of housing styles and the full continuum of housing is provided in each master plan area. <i>It is recommended that the City calculate their 20 year land supply and consider future approval of new greenfield developments until there is less than a 20 year land supply available and only if they achieve the target density.</i>	2 person days of PA staff per month to track development	Ongoing
	30	Review the long range utility plans and identify the overall phasing for new development in the City – sustainable development uses resources wisely and as such it is important to understand what lands can be serviced most easily and determine if they match the development proposed in the OCP. This will guide the phasing for greenfield development and outline what capacity there might be for the older areas of the City. <i>It is recommended that while preparing the area redevelopment plans and the overlay districts, the long range servicing plans be considered to ensure the most cost effective servicing strategy. Update the OCP to reflect the latest infrastructure studies and master plans, including a development opportunities map with a diverse range of housing types.</i>	10 person days of PA staff to review and update the Master Servicing Strategy and prepare the OCP amendment and process	
	31	City initiated rezoning of land for residential and/or mixed use development – the City can take a proactive approach for the zoning of lands for residential development for lands owned by the City. This action demonstrates very strong support by the City for development and higher density and can be used as a marketing tool for the City and for development in general. <i>It is recommended that once the overlay districts, the area redevelopment plans, the land inventory for the City owned lands, the Brownfield Development Guidelines and the identification of appropriate industrial sites is complete, the City should consider rezoning specific lands for future infill residential development.</i>	8 person days of PA staff time per application	

		Medium	Cost	Progress Update
Establish an infill development program that identifies targeted objectives, incentives and initiatives that set the stage for enabling and encouraging infill	32	Municipal property tax incentives – the City has the ability to relax or forgive municipal property taxes in the case of a developer constructing infill housing that would meet the definition of accessible/attainable/affordable housing. The criteria for the tax incentive would be to include accessible/attainable/affordable housing within a market development project, development of mixed use building, reuse of an underutilized downtown structure or specific construction of accessible/attainable/affordable housing as an infill development. The tax incentive would be for a specified time period (potentially two years) and would be whole or part of the property taxes based on the size of the development (for example, development of one a/a/a unit might only achieve two months of reduced property taxes, where as a full infill development of 20 units might receive two years of waived property taxes). This is not specifically recommended for greenfield development because the property taxes pre developments are generally based on agricultural value and are extremely low. <i>It is recommended that the City develop a Municipal Property Tax Incentive Program to offer developers who include a/a/a units in their infill developments.</i>	The City staff time to prepare the incentive program and promote it. The lost revenue from the tax waivers	
	33	Area Redevelopment Plans – there were three neighbourhoods that were identified as the most appropriate communities for infill development, increasing the density and incorporating accessible/attainable/affordable housing: East Hill, West Flats and Midtown. The purpose of an Area Redevelopment Plan is to identify the policies and direction for the infill development. This would be the opportunity to ensure that any development would utilize CPTED principles, ensure complete streets, consider transit, ensure mixed use and encourage grocery stores and focus higher density on areas around schools and transit stops. These plans would be adopted by City Council and would include a community engagement program. The ARPs would guide new development and work with other agencies to identify locations for accessible/attainable/affordable housing. <i>It is recommended that Area Redevelopment Plans be prepared for the three identified communities of West Flats, West Hills and Midtown.</i>	12 Person days of PA staff to prepare each ARP and estimated Consultant costs \$50,000 per ARP	2018 - 2020
Discount or waive offsite levies for affordable/entry level housing	34	City policy to waive off site levies and reduce infrastructure costs for infill housing – off site levies, infrastructure tie in charges and other City charges add to the cost of development and while this is a critical source of revenue for the City, the City could consider a policy that would reduce these charges in an effort to provide a/a/a housing. Like property taxes, this should be done on a relative basis. The reduction in costs should be reflective of the amount of infill housing. <i>It is recommended that the City develop a program to offer developers a reduction in off-site levies and infrastructure costs when they include a/a/a units in their infill developments.</i>	The City staff time to prepare the program and promote it. The lost revenue from the waived off site levies and infrastructure costs	
Engage housing stakeholders, including the development sector, in comprehensive planning of community neighbourhoods	35	Mandate rough-ins for suites in new housing – one of the best times to ensure that the building code requirements for a suites or secondary suites are met is at the time of original construction. This would require all new single detached homes to include the requirements to meet the building codes for heating, ceiling height, escape windows, wired smoke detectors, fire rated separation walls, plumbing, etc. This would be included in the policies of the Master Plans, Area Redevelopment Plans, and Overlay Districts. The implementation of the “roughed in secondary suite” would be at the Building permit stage. This would ensure that in the future, the homeowner had a real, safe and approved legal secondary suite. This would reduce the increasing numbers of illegal suites and provide more protection for the future tenant. <i>It is recommended that all new single detached residential development include the full requirements to meet National and Provincial building codes for secondary suites and model this after other initiatives.</i>	2 person days of PA staff per master plan, to ensure the policies were addressed	

		Ongoing	Cost	Progress Update
Communicate availability of serviced land to builders and developers	36	Improve and populate the City web page - the City webpage is difficult to navigate and is missing a significant amount of information. For developers and residents to participate fully in housing, planning and land development projects, the information must be clear and easy to find and understand. The City webpage should list all financial assistance programs, maps with city lands available for sale or lease, a draft 99 year lease agreement, terms of reference for the HAC and any other policy, map or piece of information that would be of assistance to residents and developers. In addition, the City could post webinars about how to be a good tenant, what tenants’ rights are, what landlords are supposed to do, etc. <i>It is recommended that the City update the existing webpage to market the City lands and programs (as outlined in the report).</i>	2 person days of PA staff time	
Monitor changes in market conditions and community	37	Landlord education – some landlords are unaware of their tenants’ rights, their role and responsibility and the legal requirements for landlords. The City could partner with financial institutions, property managers and tenants associations to provide education. The City could work with the province of Saskatchewan to deliver these sessions. In addition, other jurisdictions charge a higher property tax to non-resident inhabited houses. The City	5 person days of PA staff time	2018

		Ongoing	Cost	Progress Update
demographics to appropriately respond to demands		should investigate options for ensuring that rental units are safe, adequate, healthy and fairly available. <i>It is recommended that the City liaise with the Province of Saskatchewan to develop educational sessions for landlords and to explore an increased property taxes on non-resident inhabited dwellings.</i>		
	38	Hire a summer student – using federal grants to hire students, a student could be hired to complete the inventories of industrial buildings for conversion, large old homes for conversion and assessment of City lots and the appropriate uses. This would supplement the City staff and use the student for the site work, leaving the skilled planning staff to complete the negotiations and policy preparation. There are several programs through the Federal government including Canada Summer Jobs (up to 50% of the salary), Career Connect CIT (wage subsidy), Student Summer Works (wage subsidy) or Youth Employment Program (financial assistance). The City should communicate with Sask Poly and promote the position with the local students in their GIS program <i>It is recommended that the City apply for student hiring programs to hire a summer student to complete inventories for potential a/a/a housing sites.</i>	4 person days of PA staff to hire a summer student utilizing a federal grant. Assuming \$2,000 per month for 4 months with 50% paid for = \$4,000	2017
Review enforcement of housing bylaws and commit resources to conduct inspections ensuring compliance with building standards	39	Non complaint driven Bylaw Enforcement – most municipal bylaw enforcement is complaint driven due to the restricted resources of most municipalities. The City Bylaw Enforcement staff does an exceptional job of monitoring various properties in the City. There is a new bylaw for Vacant and Derelict Buildings; there are bylaws that cover off unsightly properties, noxious weeds and maintenance. The Bylaw Enforcement officers often see problem properties before they get to a problem stage. There might be an opportunity to contact owners/tenants and advise them of the bylaw before enforcement actually has to occur. This could be accompanied with educational materials, web sites and other support that might help with the clean up before enforcement is required. This might be particularly important for seniors and other people who are physically unable to complete the house and lot maintenance. <i>It is recommended that Bylaw Enforcement staff, when possible, identify properties that are moving towards a bylaw offence and communicate with the owner/tenant prior to the need for enforcement.</i>	Additional City staff time if the non-compliant use was prosecuted	Ongoing
Support the development of affordable housing on underutilized sites, sites with deteriorating buildings and brownfield sites	40	Create an inventory of older larger homes that could be divided into suites – the City could complete an inventory of older homes that are currently run down, or under-utilized and approach the owners. The owners could apply for a grant of \$5,000 per suite from the Housing Reserve. The owners would sign a contract committing them to renting the new suite at an affordable rate for a minimum period of two years or the grant will be required to be paid back. The criteria for the identification of appropriate homes would include: focus on corner lots that could provide individual access to suites, consider multi storey homes, consider homes that are vacant or underutilized, prefer homes in Midtown and Downtown, select sites with sufficient lot to provide private amenity space and one parking space per suite. <i>It is recommended that the City complete an inventory of potential homes for suite conversion and contact the owners with potential City incentives. Conduct a property maintenance and management symposium or forum that focuses on proactive policies related to safety, maintenance and availability.</i>	2 person days of PA staff time to complete the inventory and contact the owners 4 person days to process up to 5 applications for \$7,500 each 6 person days of PA staff to deliver the Maintenance and Management Symposium	2018 and annually

Enhanced Capacity and Proactive Approach to Housing

		Short	Cost	Progress Update
Develop a new operational and organizational model for the Housing Committee including a business plan	41	<p>Improve the role of the Housing Advisory Committee - the current housing committee is made up of members who have an interest in the development of accessible/attainable/affordable housing. The membership is renewed each year by Council at the organizational meeting. The Committee makes recommendations to Council for initiatives and policies. However, the Committee has no responsibility or role other than reviewing and making recommendations. This Committee should be more functional and accomplish more and take a load of work off the Council. The membership of the Committee should include members with broader interests including a representative from Saskatchewan Polytechnic, people with planning or financial background. The City should revise the HAC Bylaw that identifies:</p> <ul style="list-style-type: none"> • The membership make up • The roles and responsibilities of the Committee <p>It is suggested that the Committee should be delegated the authority to accept applications for and allocate the Housing Reserve Fund based on the criteria set by Council, should function on the Steering Committees for the Area Redevelopment Plan process and work closely with developers to identify projects and make specific recommendations to Council on accessible/attainable/affordable housing. A clear "job description" would be prepared for the HAC members and training and coaching to ensure that the members are able to look beyond their own organization or self-interest and embrace the greater good of the entire community to provide accessible/attainable/affordable housing options in Prince Albert. <i>It is recommended that the membership of the HAC include a Saskatchewan Polytechnic representative and Council delegate the authority for the HAC to allocate and distribute the Housing Reserve Fund and work with staff on any long term policy documents such as Area Redevelopment Plans and Overlay Districts and develop a framework for application adjudication and recommendations.</i></p>	4 person days of PA staff	2017
Identify and invest in resources to support the Housing Committee	42	<p>Educational courses for tenants and first time home owners – the consultation process identified the need for education for both landlords and tenants. Landlord education is addressed previously in this action plan. However, tenants and people entering the housing market through an affordable or attainable option may not have any knowledge of the financing requirements and the day to day maintenance issues associated with a home. <i>It is recommended that the City work with other agencies, financial institutions and service providers, including the Province and the provincial legislation, to post and deliver the following courses:</i></p> <ol style="list-style-type: none"> 1. <i>Tenant Responsibilities</i> – this course would cover the role and responsibility of the tenant for notification, upkeep of the rental unit, payment of rent and utilities (if applicable), communication and any other items that might be identified. This would also cover tenants' rights and appeal routes. Taking this course would put people as a priority for City rental property waiting lists. 2. <i>First Time Homeowners</i> – this course would cover owner responsibility, general home maintenance (such as how to fix a running toilet and why it should be fixed, weed control, and weather stripping). This course could also provide people with information about who to contact for certain issues, not to dig without checking for utilities, not changing the drainage on the lot, etc.). A section on financing and mortgaging will be included here. People would not be considered eligible for grant or financial support until the course was completed. 3. <i>Financing</i> – The City could partner with a financial institute and provide courses on mortgaging and financing to first time home buyers. 	6 person days of PA staff to source and post appropriate webinars	2017
Increase the reserve fund for social housing	43	<p>Develop the criteria for utilizing the Housing Fund and delivery of other grants – the Housing Fund is topped up every year through general taxes and a percentage of all development fees; however, to date, it has not been used. It is the opinion of Dillon that the largest distribution of these funds will see the largest benefit to the community. Dillon is proposing two programs: suites and secondary suites upgrade to conform to building codes, and creation of new suites or secondary suites. The applicant would be required to have their unit inspected and the Building Inspector would identify all of the items that would have to be upgraded. This would form a list of mandatory upgrades that the Housing Fund would be used to complete. In addition, the City should develop a policy that deals with the applicant requirements. It is recommended that the Housing Reserve be utilized for up to 10 suite conversions /legalizations of \$4,000 each and up to five suite creation grants of up to \$7,500 each.</p> <p>Other incentives for creation of affordable housing units may include:</p> <ul style="list-style-type: none"> • Reduce infrastructure costs for infill residential and low cost residential development 	2 person days of PA Staff per application to include application review, house inspection and report a recommendation preparation.	

		<ul style="list-style-type: none"> • Reduced levies for infill residential and low cost residential development • Reduced property taxes by giving a landlord a reduction of property taxes for a period of time commiserate with the amount of affordable housing they are providing • Parking reduction for multifamily, multi-unit developments and mixed use developments if units are dedicated as a/a/a units <p>In addition, the City should consider long term leasing the City owned lands rather than selling them. This provides the developer and tenant will security, ability to obtain mortgages and maintains the land as an asset for the City.</p> <p><i>It is recommended that the City adopt a policy or series of policies regarding what projects the Housing Reserve will be allocated for (and allow the HAC to identify the projects) and policies for the incentives that can be provided for the developers of a/a/a housing.</i></p>		
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		Ongoing	Cost	Progress Update
Conduct public meetings and workshops to disseminate housing information regarding initiatives and incentives	44	<p>Ongoing Engagement – currently the City staff and Councilors have annual neighbourhood meetings. At these meetings the City is able to inform the community about City initiatives and hear their comments and concerns. The agenda is informal and people are encouraged to participate. These meetings will provide ongoing engagement and the ability for the residents to meet and speak to City staff and their Councilor. <i>It is recommended that the City continue with the neighbourhood meetings and determine if the frequency of the meetings can be increased.</i></p>	2 person day of PA Staff per neighbourhood meeting	Ongoing
Support the establishment of a housing and homelessness foundation	45	<p>City work with non-profit organizations to provide emergency housing – the development of a homeless foundation and the provision of shelters is better provided by the various not for profit organizations than the City. However, the City should be willing to assist the NGO's in whatever way possible. This might include notices on the web site, use of civic facilities for overnight emergency shelter, and waiving the need for permits for temporary emergency shelters and provide staff and materials for the set-up of emergency shelters. <i>It is recommended that the City work with non-profit organizations to support the establishment of a homeless foundation.</i></p>	4 person days of PA staff	2020
Investigate mortgage support programs that would assist individuals to enter into homeownership who otherwise could not afford the down payment	46	<p>Promote and support all funding sources that support the goals and the actions of this plan - including but not limited to:</p> <ul style="list-style-type: none"> • CMHC – first time home buyers • City of Prince Albert – HeadStart on a Home, Housing Reserve • Province - HeadStart, grants for conversion of secondary suites, seniors conversions • Not for profit organizations and their fundraising <p><i>It is recommended that the City promote and support all funding sources that support the goals and action of this plan.</i></p>	City staff time as needed	Ongoing

7.0 SUMMARY

This report identifies a number of practical and achievable Actions that will increase the supply and diversity of housing through the full continuum of housing throughout the City. Each Action has been developed through consultation with staff, the Housing Advisory Committee and community members who participated in the engagement program.

The categorized Action Strategies act as a guide for the City to evaluate housing in Prince Albert. As tasks or major milestones are completed, the City can revise and update the table. This will give the City and the citizens of Prince Albert a transparent understanding of the commitment the City has to increasing housing options for its residents. After the five year timeframe is completed, the City can undergo a subsequent comprehensive review of housing and create new Actions to continually improve housing in Prince Albert.



APPENDIX A

Stakeholder Engagement Report



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Attachments

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1.0 Stakeholder Engagement Overview

Stakeholders can provide valuable input at each step of the process, providing information about context and background from different perspectives. This helps to identify issues and needs associated with housing in the City of Prince Albert. As well, it provides information that can be used to inform the housing implementation plan and recommendations. Engaging stakeholders helps ensure that multiple perspectives can be brought into the housing action planning process.

To complement and support the development of the Housing Plan Action Strategy, an external stakeholder engagement plan was developed. External stakeholder engagement included consultation of City-wide stakeholders through an Open House and Survey. The results of the Housing Plan Action Strategy Open House and Housing Needs Survey are summarized in the following sections.

2.0 Mall Open House # 1 – December 1, 2016

As part of the stakeholder engagement process for the Housing Plan Action Strategy, an Open House event was planned and hosted in order to gather information from residents of the City. The Open House was held on December 1st, 2016 at the Gateway Mall in Downtown Prince Albert. The session was open from 2:30 pm to 8:00 pm.

2.1 Methodology

The Open House consisted of eight poster boards, four on each side of the mall hallway in order to attract traffic walking in each direction throughout the mall.

The purpose of the Open House was to gain a better understanding of the opportunities and constraints with housing in Prince Albert. In addition, the Open House was used to identify areas of the City would be better fit for certain types of housing.



Figure 1: Event Boards at Gateway Mall

Three members of the consultant team, as well as several members from the City of Prince Albert Planning Department were on hand to respond to any questions participants had.

At the Open House there was a short survey that participants were encouraged to fill out. There were 57 responses to the hard copy surveys, which gives an indication of the level of participation at the public event.

2.2 Key Findings from Poster Comments

Throughout the 5+ hour event, there were a number of good conversations regarding housing in the City of Prince Albert. This discussion was captured through notes posted on the poster boards during the event. The key findings are summarized by theme (Policy, Housing Type, Education, Landlord, and Funding). The raw comments written on the poster boards are also summarized in **Table 2, Attachment B** at the end of the document.

2.2.1 Policy Changes

Some of main comments which were related to policies from the government level included:

- Creating a Social Master Plan;
- Incentivizing redevelopment of existing housing;
- Recognizing the 1-500 year floodplain;
- Acting on “substandard housing”; and
- Making faster decisions on derelict and burned properties.

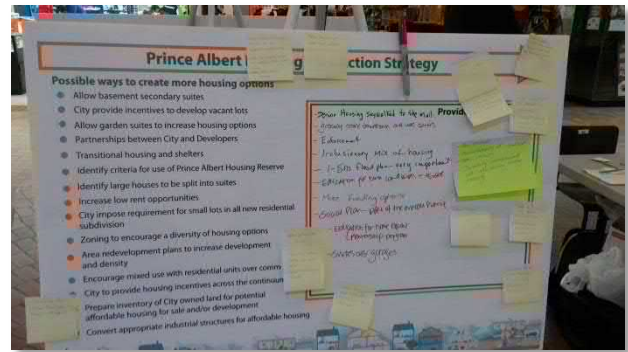


Figure 2: Comment Board at Event

In addition, the respondents were positive about the funding options provided by the City.

2.2.2 Housing Types/ Lot Size

After reviewing the comments it was clear that there were a number of comments related to specific housing types which participants would like to see in Prince Albert:

- Need smaller units (under 400 sq. ft.);
- Build up not out;
- Provide more public housing;
- Affordable housing near places of worship;
- Seniors Housing; and
- Inclusionary zoning to provide a mix of housing types.

During the event there was also conversation related to the current zoning bylaw update. People who were interested were encouraged to complete the zoning bylaw survey online to provide input into that planning process.

2.2.3 Education

Education emerged as a key theme from the poster comments. Participants identified a need for education on tenant rights and responsibilities.

In addition, there is a need for general awareness for different types of housing options in the City.

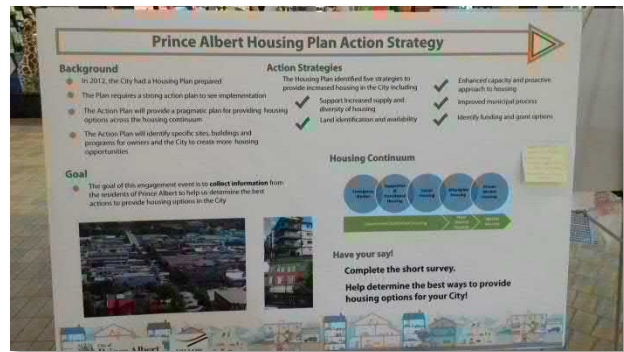


Figure 3: Project Information Board

Other suggestions included:

- Education for home repair (mentorship or courses);
- Education for landlords on their legal and legislated responsibilities;
- Education for tenants on their legal and regulatory rights and how to report or deal with landlords; and
- Education on what grants are available for mortgage assistance and home repair or upgrade.

2.2.4 Provincial Regulation

During the event, there was also discussion on landlord responsibility for providing adequate housing. There was significant discussion regarding the quality and standards, the number of illegal suites and the inappropriate dealings between the landlord and the tenants. Participants identified a number of landlord specific opportunities for improvement including:

- Accountability;
- Responsibility;
- Eviction for both landlords and tenants; and
- Need to encourage landlords to maintain and upgrade housing.

2.2.5 Funding

A key theme related to housing options along the housing continuum was funding opportunities. The City, the Province of Saskatchewan and the Federal governments all currently offer a number of programs to help jump start housing ownership, home repair and upgrade and development of secondary suites. It was noted that many people are unaware of the programs that are available. However, participants identified some additional funding options, including:

- Global neighbours model;
- Incentivize redevelopment;
- Payment options based on income; and
- Transportation options near affordable housing.

2.3 Dot Exercise – Neighbourhood Housing Options

In order to engage attendees in the discussion on where affordable and accessible housing could be developed in the City of Prince Albert, there were two exercises as a part of the engagement event. The first exercise was to identify neighbourhoods which should have more housing options. The options were affordable housing, more rental units and housing mixed with commercial. **Table 1** shows the response at the neighbourhood level. There were 209 dots placed throughout the City. The neighbourhood of Westhill was identified as a neighbourhood which needed increased housing options.

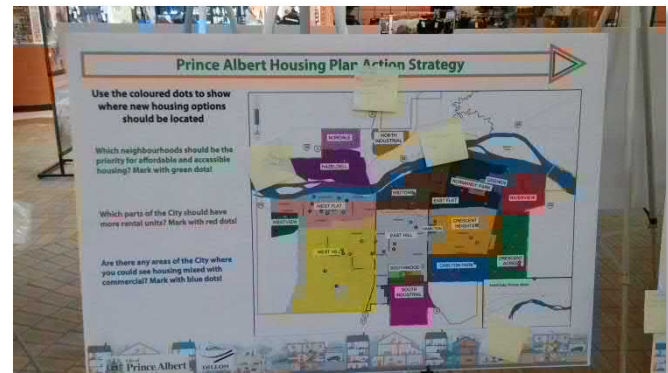


Figure 4: Neighbourhood Housing Options Board

The neighbourhood of West Flat was discussed extensively throughout the event as an area that could use a strategic plan to direct its future growth. West Flat is a community that has history, has community amenities such as parks and schools and has opportunity for new house construction on City owned lots and redevelopment and upgrade of the existing housing stock.

Table 1: Which neighbourhoods should have more housing options?

Selected Neighbourhood	Affordable Housing	More Rental Units	Housing Mixed with Commercial
Nordale	3	2	2
North Industrial	3	1	1
Hazeldell	7	4	4
West Flat	5	2	5
Westview	7	8	7
Westhill	9	7	10
Midtown	8	5	6
East Hill	6	4	1
Southwood	0	2	0
South Industrial	2	0	3
Goshen	3	0	1
Normandy Park	6	5	3
East Flat	0	3	0
Hamilton	4	4	3
Crescent Heights	4	5	3

Selected Neighbourhood	Affordable Housing	More Rental Units	Housing Mixed with Commercial
Carlton Park	5	6	1
Riverview	4	6	4
Crescent Acres	3	4	1
North East Prince Albert	0	0	1

2.4 Dot Exercise - Housing Typology

The second exercise was to determine which housing typologies participants wanted to see in their community. There were ten options highlighted on a poster board with imagery to depict the housing option.

Table 2 shows the distribution of the 79 dots posted during the housing option exercise. Voting was evenly distributed, with Narrow Lot housing being the most popular housing option, and splitting larger homes into suites being the least popular.

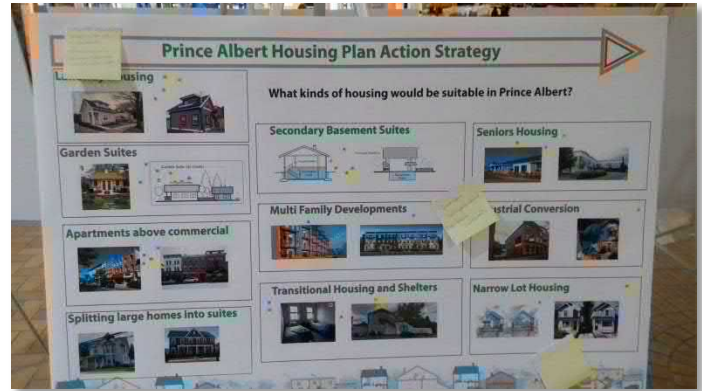


Figure 5: Housing Typologies Board

Table 2: What kind of housing would be suitable in Prince Albert?

Selected Housing Typology	Frequency
Laneway Housing	8
Garden Suites	8
Apartments above commercial	8
Splitting larger homes into suites	4
Secondary Basement Suites	8
Multi-Family Developments	8
Transitional Housing and Shelters	9
Seniors Housing	9
Industrial Conversion	6
Narrow Lot Housing	11

The review of the Land Use Bylaw has identified small or narrow lot development as a potential way of increasing density, increasing affordable housing and maintaining the single detached housing feel of a community. Garden suites or carriage houses, such as units above a detached garage are considered an appropriate use in the Country Residential zone. Secondary suites are considered appropriate in many areas if they meet the building codes.

3.0 Stakeholder Survey

For the stakeholder engagement process it was also identified that there should be a survey delivered at the Open House to gain more input on housing in Prince Albert.

The survey was designed in collaboration with the City of Prince Albert project team and Dillon Consulting Limited. The purpose of the survey was to solicit feedback from stakeholders regarding their housing experience in Prince Albert, information on housing prices, the potential market for developing secondary suites and the need for funding for mortgage assistance and home upgrades.

Attachment A includes the hard copy version of the survey. The survey distinguishes between whether participants rented or owned their housing.

A total of 57 people completed the survey. Seventy-seven percent (77%) of the respondents owned the home they lived in and 23% of the respondents rented their home.

3.1.1 Renting Survey

After determining that the participant was renting their home, a series of questions were asked to better understand the rental market and housing options in Prince Albert.

Table 3 indicates which type of housing participants were renting. The majority of respondents stated that they rent a whole house or part of a house.

Table 3: What type of housing do you rent?

Selected Response	Frequency	Percent
Whole House	5	41.7%
Part of a House	3	25.0%
Apartment	3	25.0%
Townhouse	1	8.35
Other	0	0.0%

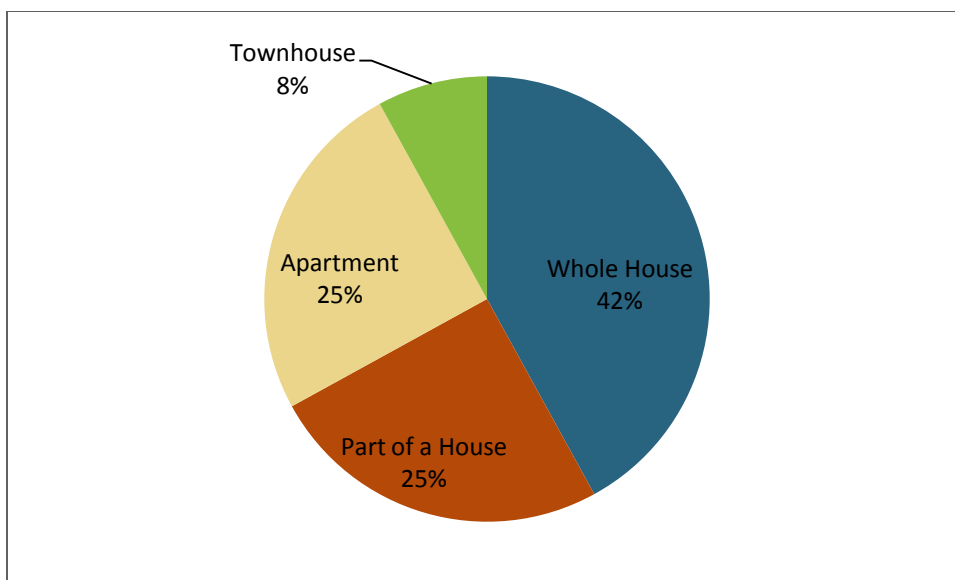


Figure 6: Type of Housing Rented

Table 4 highlights the number of bedrooms that respondents were renting. Most rentals had at least two bedrooms.

Table 4: How many bedrooms?

Selected Response	Frequency
One	2
Two	5
Three	3
Four	2

Table 5 shows the number of people living in their rental unit. This can be used as a measure of overcrowding. In three cases, respondents stated that there were over six people living in their rental unit.

Table 5: How many people live there?

Selected Response	Frequency
One	2
Two	2
Three	4
Four	1
Five	0
Six	1

Selected Response	Frequency
Seven	0
Eight	1
Nine	0
Ten	1

Table 6 looks at the how much money respondents pay for rent each month. The majority of respondents pay between \$500 and \$1,000 each month for rent in Prince Albert. This in itself does not reflect unaffordable housing, although the team heard anecdotal stories of people paying over \$1,400 per month for rent.

Table 6: What is your rent per month?

Selected Response	Frequency	Percent
Under \$500	2	16.7%
\$500 to \$750	6	50.0%
\$750 to \$1,000	3	25.0%
Over \$1,000	1	8.3%

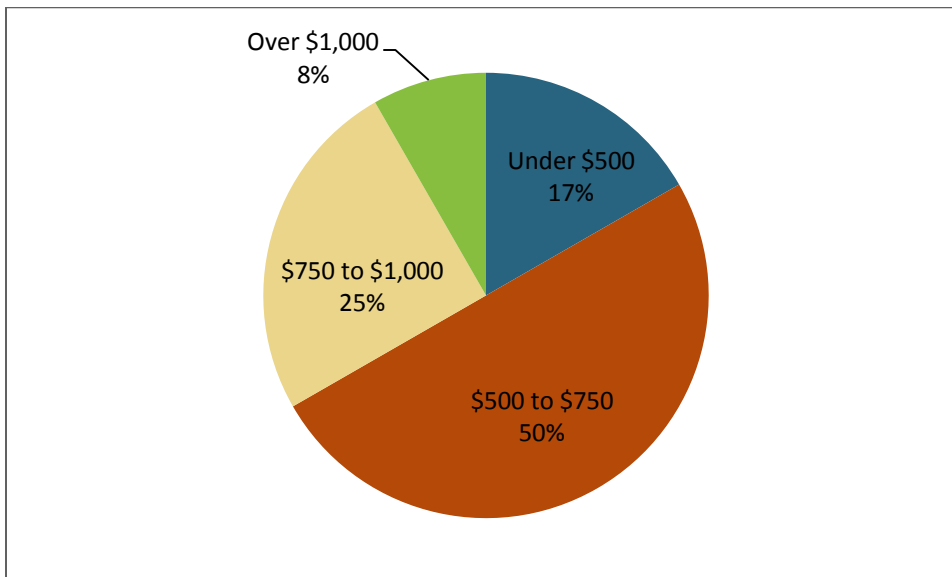


Figure 7: Average rent per month

Table 7 indicates whether renters would like to own a home in the future. While there were only 11 responses to this question, over 70% of respondents stated that they would like to own their own home.

Table 7: If you had the opportunity, would you like to own a home?

Selected Response	Frequency	Percent
Yes	8	72.7%
No	1	9.1%
Undecided	2	18.2%

Table 8 shows how many people would use financial assistance to help purchase a home. Of the eight people who said they would like to own their home, and two people who were undecided, the majority of respondents stated that they would use financial assistance, such as a grant, to assist with a down payment.

Table 8: If yes, would some form of financial assistance such as a grant to assist with a down payment, help your decision?

Selected Response	Frequency	Percent
Yes	9	90.0%
No	0	0.0%
Undecided	1	10.0%

Table 9 seeks to understand if respondents' current housing situation is adequate. The majority of participants believe that their housing is currently adequate.

Table 9: Do you consider your housing adequate?

Selected Response	Frequency	Percent
Yes	9	75.0%
No	2	16.7%
Undecided	1	8.3%

Table 10 indicates what participants would be looking for in future housing. While some participants stated that lower cost others suggested that more bedrooms were things they were looking for in future housing. In the "Other" category, the majority of respondents stated that they wanted all of the above when asked about housing options.

Table 10: What more would you want for your housing?

Selected Response	Frequency	Percent
Lower Cost	1	10.0%
More Bedrooms	1	10.0%
Different Neighbourhood	0	0.0%
Other (please specify)	8	80.0%

Table 11 indicates what respondents feel are key neighbourhood amenities which should be located near affordable housing. Many participants stated that affordable housing should be near all of the amenities listed. One respondent specifically stated that affordable housing should be near child care centres and two stated that affordable housing should be located near grocery stores.

Table 11: What are some of the neighbourhood attributes you think should be near affordable housing?

Selected Response	Frequency
Shopping	7
Medical	6
Transit	8
Social Services	7
Schools	8
Other	3

3.1.2 Home Ownership Survey

As previously mentioned, the majority of survey participants stated that they owned their own home. The results from the home owner portion of the survey as listed below. There were 44 participants who own their home.

Table 12 indicates which type of housing participants owned. Almost all of the participants stated that they owned a single detached house rather than a townhouse or apartment. One respondent indicated that they owned both a house and an apartment.

Table 12: What type of housing do you own?

Selected Response	Frequency	Percent
House	43	97.7%
Townhouse	0	0.0%
Apartment (Condo)	1	2.3%

Table 13 shows the number of bedrooms in each house by participant response. The majority of houses were two bedroom homes.

Table 13: How many bedrooms?

Selected Response	Frequency
One bedroom	1
Two bedrooms	32
Three bedrooms	5
Four bedrooms	2

Selected Response	Frequency
Five bedrooms	2

Table 14 provides an understanding of how many people are living in one dwelling unit. The number of people living in the homes matches the number of bedrooms stated in the previous question. This is an indication that there is less overcrowding in owned homes when compared to the same statistics for rental units.

Table 14: How many people live there?

Selected Response	Frequency
One person	1
Two people	32
Three people	5
Four people	2
Five people	2

Table 15 shows the estimated value of each of the respondents' homes. The average value of home varies with over 50% of homes valued at over \$275,000. There were only two participants who stated their home was worth less than \$150,000.

Table 15: What is the estimated value of your home?

Selected Response	Frequency	Percent
Under \$150,000	2	4.5%
\$150,000 to \$275,000	17	38.6%
\$275,000 to \$350,000	11	25.0%
Over \$350,000	14	31.8%

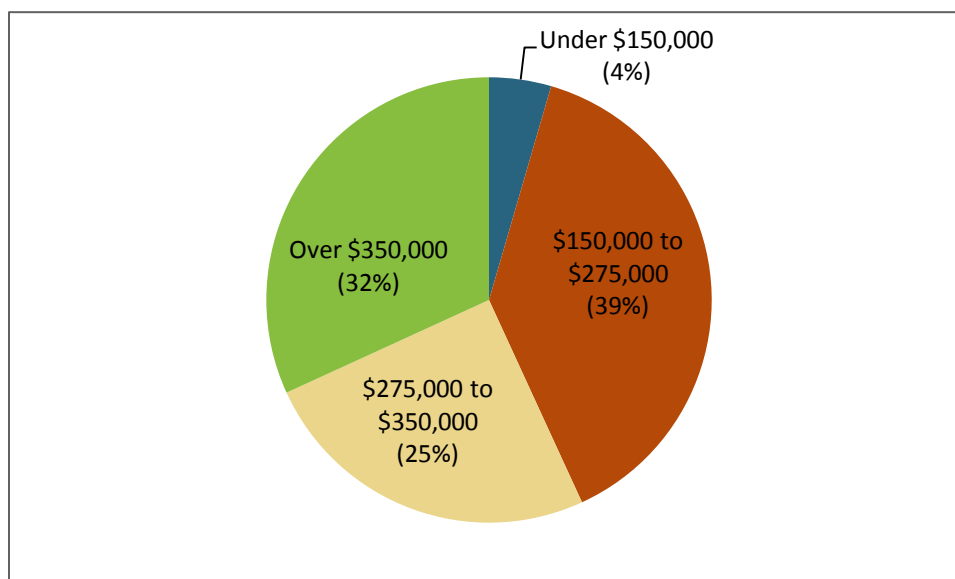


Figure 8: Estimated home value

Table 16 indicates whether or not the home was purchased in the price range that the buyer was looking for. Overwhelmingly, respondents indicated that the home was purchased in the range that was expected. It should be noted that most of these homeowners have owned their homes for over a decade. The respondents who stated “No” were asked a follow up question to better understand where compromise was made. They stated that the price was higher than expected.

Table 16: Was the home that you purchased in the price range you were looking for?

Selected Response	Frequency
Yes	34
No	3

Table 17 highlights if respondents were interested in supplementing their income by developing a rental unit. The responses were almost identical, with the majority of people being not interested in developing a rental unit to supplement their income.

Table 17: Have you ever thought of supplementing your income by developing a rental unit?

Selected Response	Frequency
Yes	20
No	23

Table 18 indicates whether participants would consider developing a rental unit if there was an incentive available. Participants were slightly in favour of developing a rental unit if there was an incentive to develop the unit.

Table 18: If there was a grant or tax incentive available, would you consider developing a rental unit?

Selected Response	Frequency
Yes	22
No	18

Table 19 indicates whether respondents thought that the provision of affordable housing should be a priority for the City of Prince Albert. The majority of respondents stated that it should be a priority for the City. Those that did not or were undecided felt that it should be a Provincial responsibility.

Table 19: Do you think the provision of affordable housing should be a priority for the City?

Selected Response	Frequency
Yes	37
No	4
Undecided	3

Table 20 determines which neighbourhood amenities should be located near affordable housing. Similar to the same question asked to renters, there is a relatively even split between each of the amenities. Thirty-one (31) participants stated that affordable housing should be located near transit. Other responses included near parks and open space, secure playgrounds, and churches. In addition, grocery stores were specifically mentioned outside of the shopping category as a key neighbourhood amenity near affordable housing.

Table 20: What are some of the neighbourhood attributes you think should be near affordable housing?

Selected Response	Frequency
Shopping	22
Medical	20
Transit	31
Social Services	13
Schools	25
Other	14

4.0 Mall Open House # 2 – January 26, 2017

On January 26, 2017 a second open house was held at the Gateway Mall to present the immediate and short term action strategies of the Housing Plan Action Strategy. The open house session was held from 2:30 pm to 7:30 pm. There were ten display boards, five panels on each side of the mall hallway to capture the attention of shoppers passing by in either direction. The City of Prince Albert project team as well as Dillon project staff were on hand to present information and answer questions regarding the Action Strategy.



Figure 9: Poster Boards Presented at Open House # 2

The boards for this open house were designed for information purposes and therefore did not include any participatory activities. At the second open house there was a comment form available to participants. Fourteen participants provided comments at the open house.

5.0 Comment Form

The comment form was designed to be a simple form to gather anonymous feedback on the draft Action Strategies and the stakeholder engagement process throughout the project. It is important to understand if the public stakeholders feel as if their feedback is incorporated into the overall project outcome.

General comments from the comment form were positive and emphasized the necessity for more housing options throughout the City. Some participants pointed out interventions in the community such as garbage removal or suggested general property maintenance to increase community pride and sense of ownership.

The results from the comment form are highlighted below. Additionally, the comment form is attached in **Attachment C**.

Table 21 shows the number of participants who attended the first open house. There were only four participants at the second open house who attended the first open house.

Table 21: Did you attend the first open house on December 1st?

Selected Response	Frequency
Yes	4
No	8

Table 22 seeks to understand if participant comments from the first open house are included within the draft strategy. Two participants stated that their comments were not included while one participant stated that they did not leave comments.

Table 22: If yes, were your comments incorporated into the draft Action Strategy?

Selected Response	Frequency
Yes	1
No	2
Other	1

Table 23 shows if participants think the Action Strategies presented reflect the needs of Prince Albert. Nine out of 11 responses to this question felt that the strategies reflected the needs of Prince Albert. Two other comments suggested a program to remove bed bugs and that there needs to be cheaper lots to build within the City.

Table 23: Do you think that the strategies presented in the draft Action Strategy reflect the needs of Prince Albert?

Selected Response	Frequency
Yes	9
No	0
Other	2

Table 24 shows additional commentary on potential strategies that could be used to create more housing options within Prince Albert. A number of the suggestions were captured in the first survey and open house and have been incorporated into the Action Strategies.

Table 24: Please comment on any additional strategies that can be used to create more housing options in the community.**Response**

We need a strategy to increase more amenities.

Doesn't believe condos are the way – need smaller, 1 storey bungalows for seniors.

With down payment assistance – could afford something in the \$100,000 - \$120,000 range.

Drop City lot prices to make it more affordable and not only for rich people.

Response

Need more Jack Matteson Cres. Or Delorme Bay prices for lots.

Incentivize development of vacant lots.

More single housing for single people.

Continue helping people and the city!

Create self-sustaining communities with civic pride i.e. community gardens.

Table 25 highlights how the feedback was documented by project staff during the event. Five of seven participants stated that they felt their comments were heard by project staff during the open house.

Table 25: Do you feel your feedback was heard by the project staff today?

Selected Response	Frequency
Yes	5
No	0
Undecided	2

Table 26 shows the additional comments received at the second open house. In general comments were positive and excited about the future of housing in Prince Albert.

Table 26: Please provide any additional comments

Response

Barriers to small houses (building code etc) does not have flexibility for new technologies.

Biggest problem in Midtown is community garbage cans.

Mark schools on City Maps!

Build affordable housing not expensive condos.

Need to convert buildings in downtown to residential housing.

Thank you for thinking and caring about others. Really would like the City to be bigger and safer for the future.

Build more houses, lower the rent – affordable price.

Ensure that we have adequate transportation if we increase density.

Create self-sustaining communities with civic pride i.e. community gardens.

6.0 Stakeholder Engagement Summary

The stakeholder engagement strategy was designed to gain information about housing options in Prince Albert from residents and stakeholders.

Throughout the two open house sessions there were a number of good conversations about housing in Prince Albert. The dot exercises show which areas of the City residents feel would be better suited for different housing options. In addition, participants were able to show which housing typologies they wanted to see within the City. It is clear that the people of Prince Albert care about providing affordable housing options.

The survey facilitated at the first open house was an opportunity to gather more information about housing options in Prince Albert. There were 57 responses to the survey during the first event and 14 responses during the second event. The majority of respondents were satisfied with housing options in the City, but it was identified that enhanced incentives and increased accountability would be a mutual benefit for residents and the City. In all, respondents were very positive about the future of housing in Prince Albert and valued the chance to provide input into the process.

Attachment A

Survey

Prince Albert Housing Plan Action Strategy - Community Engagement Survey - December 1, 2016

Do you own or rent your home?	
Rent	Own
Do you rent a: a) Whole House b) Part of a House c) Apartment d) Townhouse d) Other	Do you own a: a) House c) Apartment (condo) b) Townhouse d) Other
How many bedrooms?	How many bedrooms?
How many people live there?	How many people live there?
What is your rent per month a) Under \$500 b) \$500 to \$750 c) \$750 to \$1,000 d) Over \$1,000	What is the estimated value of your home? a) Under \$150,000 b) \$150,000 to \$275,000 c) \$275,000 to \$350,000 d) Over \$350,000
If you had the opportunity, would you like to own a home? a) Yes b) No c) Undecided	Was the home that you purchased in the price range you were looking for? a) Yes b) No If no, what did you have to compromise on?
If yes, would some form of financial assistance such as a grant to assist with a down payment, help your decision? a) Yes b) No c) Undecided	Have you ever thought of supplementing your income by developing a rental unit? a) Yes b) No
Do you consider your housing adequate? a) Yes b) No c) Undecided If No, Why:	If there was a grant or tax incentive available, would you consider developing a rental unit? a) Yes b) No
What more would you want for your housing? a) Lower cost b) More bedrooms c) Different neighbourhood d) Other	Do you think the provision of affordable housing should be a priority for the City? a) Yes b) No c) Undecided
What are some of the neighbourhood attributes you think should be near affordable housing? a) Shopping b) Medical c) Transit d) Social Services e) Schools f) Other	What are some of the neighbourhood attributes you think should be near affordable housing? a) Shopping b) Medical c) Transit d) Social Services e) Schools f) Other

Attachment B

Poster Comments

Table 1: Raw Sticky Note Comments from Open House Event**Sticky Note Comments**

Incentives should be for areas that specifically need it (targeted)

Need smaller units 400 sq. ft.

Take the profit out of construction costs

Global neighbours model

Better options for low income

Security entrance ways on multi-unit complexes

Better monitoring of tenants

Make housing more attainable by building up not out

Revitalization Levy!

Student (Senior Housing - What they are doing in Holland)

Social Master Plan! Connect with housing and alcohol strategy

Raise standards

Accountability of landlords

Better profit

Incentify redevelopment and refurbishing existing housing

Public housing

Encourage people in west for PAW small business

Cap salary \$1100 = \$0 payment on housing

Increased payments based on income increases

People not investing in PA downtown because of fear

Affordable housing near places of worship

Let people know about grants that are available

Need to encourage landlords to maintain/ upgrade homes i.e. mould

Should engage unemployed in some way to provide skills based training in exchange for services

Transitional housing people coming out of treatment or correctional facilities

Homeward bound is over capacity

More allocated funds

More affordable units

Senior Transit - fixed income

Transportation affordable/ senior housing/ apartments downtown

Transportation corridors

Small lot development

Have garage access off of street

City to not allow building permits for low quality housing

More housing building programs such as habitat for humanity

More housing for homeless

Use empty buildings

Regina Model for Affordable housing oversight

Table 2: Raw Notes Written on Posters during Open House Event**Poster Notes**

Senior Housing sky walked to the mall
Grocery store downtown are for seniors
Enforcement
Inclusionary mix of housing
1-500 floodplain - very important
Eviction for both landlords and tenants
More funding options
Social Plan - part of the overall planning
Education for home repair (mentorship)
Suites over gorges?
Reduce parking requirements for multi- housing
More shops in west flats
Tax breaks as incentive
Allow sufficient parking for businesses/ developers
Allow neighbourhood pubs
Act on slum housing
Faster decisions on derelict + burned properties
More seniors housing
More low income housing for families
Have a berm/dyke installed to mitigate risk for 1-500 flood zone -- very important 2500 houses affected
Keep housing trust intact for non-profit affordable housing providers to build more units
Low income vs. affordable
Need more trees In new developed areas....incentive for homeowners to plant trees
Mixed housing types
City contributions to social housing
Housing targeted to people with disabilities
Addictions that require 'in house' support

Attachment C

Comment Form

Comment Form

Did you attend the first open house on December 1st?

- a) Yes
- b) No

If yes, were your comments incorporated into the draft Action Strategy?

- a) Yes
- b) No
- c) Other:

Do you think that the strategies presented in the draft Action Strategy reflect the needs of Prince Albert?

Please comment on any additional strategies that can be used to create more housing options in the community?

Do you feel your feedback was heard by the project staff today?

- a) Yes
- b) No
- c) Undecided

Please provide any additional comments:



Housing Plan Action Strategy