

APPENDIX A

CITY OF REGINA

May 2013 (Council amended October 2013)

Comprehensive Housing Strategy IMPLEMENTATION PLAN

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LEGEND OF ACRONYMS

Neighbourhood Planning Branch (NPB)	Assessment, Tax & Real Estate (ATRE)
Current Planning (CP)	City Solicitor (CS)
Building Standards Branch (BSB)	Communications (C)
Long Range Planning (LRP)	Fire & Protective Services (FPS)
Regina Planning Commission (RPC)	Bylaw & Licensing Branch (BLB)
City Council (CC)	Transit (T)
Finance & Administration Committee (FAC)	

SECTION I. HOUSING STRATEGY BACKGROUND AND TIMELINES

1. Background

The Comprehensive Housing Strategy (CHS) has been in development since early 2012. SHS Consulting Ltd, a housing consulting group from Toronto, was contracted to lead this work. A cross-section of City staff and 19 housing sector stakeholders have been involved in the preparation of the strategy.

The CHS outlines the City's role in housing, five major housing issues, five goals to address those issues, and more than 30 strategies to positively impact the state of housing in Regina. The Strategy will enable the City to:

- Define and communicate the City's role in housing;
- Better align policies, programs and assets with current and future housing needs including new Official Community Plan policies currently being developed, new and refined housing policies, and alignment, where possible, with the programs of the Province of Saskatchewan; and,
- Define the best areas and methods to stimulate the housing market, within the City's role.

The CHS established the ground work for the Mayor's Housing Summit and Administration's Housing Strategy Implementation Plan.

As outlined in Administration's Recommendations, of the 36 Strategies suggested in *the Comprehensive Housing Strategy – Final Consultant's Report* (February 2013), Administration identified 29 for implementation, six for further consideration. One (Strategy 18) is deemed unfeasible. At the April 29th Council meeting, Council directed Administration to remove Strategy 15 until further consideration. Research and recommendations will be brought before Council on July 29th.

A full list of the 36 strategies is included in **Appendix 1**, page 71.

2. Implementation Plan

This Implementation Plan will establish the basic steps to implementation for Council's review and as a guide for Administration's workplan and staffing resources.

Section I of the Implementation Plan includes:

- A basic overview of Comprehensive Housing Strategy– consultant's report (February 2012) including issues, goals, guiding principles and the 36 strategies by timeframe from the Comprehensive Housing Strategy Timeline for implementation
- List of strategies requiring public consultation before implementation
- A score card to evaluate the strategies through the implementation
- Strategy timelines, consultation and anticipated results

Section II of the Implementation Plan includes:

- Individual 1-2 page work plans for each strategy including the strategy, brief background information, intent of strategy, steps to implementation and definitions (where relevant)

- For each work plan additional details will be added as implementation begins including **research findings, best practices and topic area reviews**. The work plans included here are meant to provide an overview of steps to implementation, background and intention as a framework for detailed implementation of each strategy.

3. Issues and Goals

The *Comprehensive Housing Strategy – Consultant’s Final Report* identifies five housing issues and subsequent goals for the City of Regina.

Issues	Goals
1. Inadequate Supply of Rental and Affordable Housing	1. Increase the Supply of Rental and Affordable Housing
2. Poor condition of Existing Housing Stock	2. Retain and Regenerate the Existing Housing Stock
3. Lack of Diversity of Housing Options, Including Housing for Distinct and Special Needs Groups	3. Increase the Diversity of Housing Options, Including Housing for Distinct and Special Needs Groups
4. Need to Create Complete Communities and Sustainable Neighbourhoods with Access to Services and Amenities	4. Address Housing Needs While Creating Complete Neighbourhoods and Sustainable Communities
5. Need to Address Housing Issues Immediately but with the Help of Federal and Provincial Governments as well as other Stakeholders	5. Implementation and Working Together

4. Intent of the Housing Strategy

The Guiding Principles of the *Comprehensive Housing Strategy* are used to define the overall intention of the City’s Housing Strategy:

- Increase the supply of well-built and well-maintained housing serving the full range of residents’ incomes and needs is vital to the interests of the City
- Help provide a safe, secure, affordable and well-maintained home for all residents
- Help people who are homeless, or at-risk of homelessness, is to quickly access safe, affordable, and stable housing
- Encourage property owners to keep all housing in Regina maintained and operated in a good and safe state of repair
- Ensure reinvestment in and regeneration in the housing stock to provide a full range of housing
- Use multiple approaches and solutions to address housing issues
- Develop policies and programs that promote social inclusion, (i.e. be inclusive of all people, regardless of their social, economic, or cultural affiliation)
- Aim policies and resources of government at areas where there are gaps in the private market’s ability to address housing needs. Namely, the needs of low and moderate income households, and the needs of homeless individuals should be prioritized.

- Address Regina’s housing needs through shared responsibility and collaboration, between three levels of government and in partnership with private and non-profit sectors
- Use the City’s role in housing to identify its actions
- Support housing initiatives of the City based on capacity and resources
- Use resources efficiently and effectively, and be fiscally responsible with public sector investments
- Establish an environment that allows the private sector to innovate and build affordably
- Monitor and evaluate the effectiveness of policies and programs on an ongoing basis and introduce changes needed

5. Time Frames

Strategies are divided into short, medium and long-term strategies. A few of the strategies are designated as a “Quick Start” meaning that implementation could begin immediately after the implementation plan is adopted. The time frames are defined as such:

Short	Immediate Start
Medium	Year 1-2 Start
Long	Year 3-5 Start

Table 2 in this document includes a **table summarizing Strategies by timeline identifying strategies requiring public consultation and when impacts of strategy will be anticipated. This information is further detailed in Section II, strategy implementation work plans.**

Due to the need to start the short-term strategies once Council has approved the Implementation Plan and provided direction, **more details in the work plans (Section II) have been provided for the short-term strategies.**

The implementation plan lays out a **five-year timeline for start of implementation**, realizing that many strategies will continue beyond this timeframe. The implementation plan and timelines are dependent on staffing requests as noted in the report to Council for June 10, 2013. Without additional staff, **implementation could be expected to take two to three times longer** – extending the timeline for full start of implementation by 5-10 years.

6. Public Consultation

Administration recommends that implementation of the following Strategies include consultation with the public on a case-by-case basis or site-by-site basis. This public consultation would provide opportunities for public outreach and consultation as per the normal public review process required for certain developments and Zoning Bylaw amendments, and in some instances, would be in addition to the required public review. This information is also included in **Table 2** below:

Short-term Strategies:

Strategy 2: Leverage the City’s land assets to increase the supply of rental, affordable and special needs housing, promote the diversity of housing, and support the creation of complete neighbourhoods

Strategy 3: Foster the creation of secondary suites

Strategy 5: Develop policies to support the use of alternative development standards

Strategy 25: Develop and promote prototypes and pilot initiatives of innovative housing forms

Medium-term Strategies:

Strategy 16: Facilitate the creation of additional apartment units through changes to the Zoning Bylaw

Strategy 30: Support the redevelopment of brownfields, greyfields and bluefields for affordable housing development

Strategy 33: Prepare educational materials and engage in educational outreach about the full range of housing and related funding programs available in Regina

Long-term Strategies:

Strategy 26: Support a community outreach initiative to demonstrate the benefits and opportunities of increased density and diversity

Pending “**Further Consideration**”, if Administration were to implement the following strategies, public engagement would be included:

Strategy 4: Establish an interim innovative affordable housing rezoning policy that allows for consideration of rezoning applications immediately in specific existing residential or mixed use areas. (Strategy requires further consideration before implementation.)

Strategy 8: Permit density bonusing and transfer of development rights with an aim of increasing the supply of affordable and special needs housing. (Strategy requires further consideration before implementation.)

Strategy 15: Revised Strategy (October 2013): Foster the creation of diverse and economical rental accommodations. ~~Foster the creation of temporary rental housing and rooming houses/ single room occupancies (Strategy has been pulled from the implementation plan until further study.)~~

7. Intended outcomes, Trends and Targets

The following 12 targets address the five housing goals, and ways in which these goals can be met and progress towards goals can be measured. An **annual review of Strategies using the score card** will be used to evaluate the effectiveness of programs and policies and will direct Administration to changes needed.

1. Increase in percentage of rental units created out of total starts. Housing starts should reflect the City’s target of 30% rental to 70% ownership as per the Comprehensive Housing Strategy – consultant’s Evaluation of Alternatives Report (October 2012) Section 20, pp 82-83.
2. Increase the number of multi-unit buildings as percentage of total housing starts to show a trends towards increasing multi-unit and semi-detached housing
3. Increase in vacancy (3% by 2017)
4. Evidence of reinvestment in existing housing stock
5. Fewer units reported as needing significant repair
6. Innovative housing and pilots projects
7. Better public understanding and support for housing density and diversity
8. Increase diversity of housing types throughout the City
9. Increased housing options for vulnerable population groups including Aboriginal, Homeless, Transitional and Special Needs

10. Align housing and other incentives to create complete neighbourhoods
11. Leverage of federal and provincial programs and resources
12. Provide educational materials to increase understanding of City's role in housing by residents, builders, developers, organizations and other levels of government and City's programs and policies

The **Score Card** (Table 1) on the next page includes more detail on how targets and progress toward goals will be measured including the Strategies addressed for each target.

TABLE 1: SCORE CARD The score card includes a balance of leading and lagging indicators to show background trends as well as future direction such as development starts (leading) vs. vacancy rate (lagging).

Issue/Goal	Strategies	Intended Outcome	Target	Progress towards goal
1. Inadequate Supply of Rental and Affordable Housing	Strategies 1, 2, 3, 4, 5, 7, 8, 9.	Increase in % of rental units of total created	<p>Increase percentage of rentals to 30% of total building starts</p> <p><i>Background: Purpose built rentals for 2011 and 2012 were 18% of total starts yet the split of rent to ownership tenure was 32% to 68% thus more rental units in proportion to total starts is needed</i></p>	<p>Purpose-built rentals as a percentage of housing starts (starting 2013, year 1)</p> <p>Increase or decrease from previous year (starting 2013, year 1)</p> <p>Rental units receiving incentives for at or below market rent (starting 2013, year 1)</p>
	Strategies 1, 2, 3, 4, 5, 7, 8, 9.	Increase # of multi-unit buildings as percentage of total housing starts (trend towards multi-unit and semi-detached)	<p>Multi-unit buildings make up 55% or more of all annual starts; multi-unit includes townhouses and other attached or semi-detached units.</p> <p><i>Background: 58% of starts were multi-unit in 2012.</i></p>	<p>Percentage of all new units were in multi-unit buildings including apartments, townhouses and other attached or semi-detached units (starting 2013, year 1)</p> <p>Large projects (over 25 units) with more than one housing type (starting 2014, year 2)</p>
	Strategies 1, 2, 3, 4, 5, 6, 7, 8, 9.	Increase in vacancy (3% by 2017)	<p>1.25% by end 2013</p> <p>1.75% by end 2014</p> <p>2% by end 2015</p> <p>2.5% by end 2016</p> <p>3% by end 2017</p> <p><i>Background: Vacancy rate was 1% in fall 2012. Vacancy is measured in spring and fall annually.</i></p>	<p>Percentage by fall 2013</p> <p>Percentage by fall 2014</p> <p>Percentage by fall 2015</p> <p>Percentage by fall 2016</p> <p>Percentage by fall 2017</p>

Issue/Goal	Strategies	Intended Outcome	Target	Progress towards goal
2. Poor condition of Existing Housing Stock	Strategies 10, 11, 12, 13, 14	Reinvestment in existing housing stock	Evidence of reinvestment in existing housing stock through referral to and uptake in applications to SHC rental repair program (RRAP program) Market solutions such as renovation of non-residential and heritage buildings	Units receiving SHC repair funding (starting 2014, year 2) Number of conversions and renovations of heritage properties for housing (Downtown or Warehouse District) (starting 2014, year 2)
2. Poor condition of Existing Housing Stock (con't)	Strategies 10, 11, 13, 14	Increase in renovations to existing residential buildings Fewer rental units reported as needed significant repair (current 1 in 10; <i>Stats Canada 2006</i>)	Increase in number of renovations year-over-year Decrease in percentage of rental units requiring significant repair, <i>Stats Canada 2011</i>	Increase in renovations of residential buildings (single-family and multi); ratio of renovations to new residential starts (source: Building Standards Branch) (starting 2014, year 2) Percentage of units described as needing major repair (<i>Stats Canada 2011</i>) Percentage compared to previous Census year (<i>Stats Canada 2006, 2011, 2016</i>)
3. Lack of Diversity of Housing Options, Including Housing for Distinct and Special Needs Groups	Strategies 15, 16, 19, 20, 21, 25, 26	Innovative housing models	New innovative housing projects and pilots	Number of innovative projects receiving development permits in a year. Innovative project is measured by use of Alternative Development Standards, Contract Zoning or Direct Control District or other standards not seen in as-of-right projects. Definition of innovative is qualitative. (starting 2014, year 2)

Issue/Goal	Strategies	Intended Outcome	Target	Progress towards goal
3. Lack of Diversity of Housing Options, Including Housing for Distinct and Special Needs Groups (con't)	Strategies 23, 26	Better public understanding and support for housing density and diversity	Community engagement and outreach activities to demonstrate benefits of density and diversity	Number of community engagement activities Change in number of community outreach events year-over-year (starting 2014, year 2)
	Strategies 16, 17, 19, 20, 21, 22, 24, 25, 26	Diversity of housing types within new housing developments	Increase diversity of housing types within new housing developments; at least 50% of new developments are a housing type other than single-family detached (was 58% in 2012)	Percentage of new units that are a housing type other than single-family detached Change year-over-year (starting 2014, year 2)
	Strategies 19, 20, 21, 22, 23, 24, 25, 26, 27, 28	Housing options for vulnerable population groups including Aboriginal, Homeless, Transitional and Special Needs.	Encourage and increase housing to address vulnerable population groups including Aboriginal, Homeless, Transitional and Special Needs.	Number of development permits issued annually for projects serving vulnerable populations including Aboriginal groups, Homeless, Transitional and Special Needs Number of units receiving capital incentives for affordable units Change year-over-year (starting 2015, year 3)
4. Need to Create Complete Communities and Sustainable Neighbourhoods with Access to Services and Amenities	Strategies 1, 29, 30	Create complete communities across the City with access to services, amenities and public transit and mobility options	Strengthen Official Community Plan policies to create complete communities	OCP policy completion and one-year evaluation of policy for potential outcome to increase completeness of communities (e.g. transit service, services, age-friendly measures, etc.) (starting 2016, year 4)

Issue/Goal	Strategies	Intended Outcome	Target	Progress towards goal
			Increase or encourage mixed-use development	<p>Number of mixed-use projects receiving development permits (starting 2014, year 2)</p> <p>Number of mixed-use projects with affordable units funded through capital incentives (starting 2014, year 2)</p>
5. Need to Address Housing Issues Immediately but with the help of Federal and Provincial governments as well as other stakeholders	Strategies 31, 32, 33, 34, 35, 36	Bolster help of provincial and federal governments and agencies to address housing issue in Regina	Increase in uptake in federal and provincial housing programs	Increase in uptake in federal and provincial housing programs from previous year (number of applicants and funding amounts committed using SHC reporting) (starting 2014, year 2)
		Better public understanding of City's role in housing and city, provincial and federal programs to support	Educational materials to increase understanding of City's role in housing and other federal and provincial resources and help landlords to access funding sources	Creation of educational materials and distribution plan established (starting 2014, year 2)

TABLE 2: HOUSING STRATEGY: TIMELINES, CONSULTATION AND IMPACTS EXPECTED

Note: Based on the current review schedule, the short-term strategies could be expected to start in the fourth quarter of 2013, medium-term would begin in late 2014 - early 2015, and long-term in 2017.

The timelines as outlined below and in the implementation plan are dependent on additional staffing. If restricted to current staff, implementation could be expected to take two to three times longer – extending the timeline for full start of implementation by 5-10 years.

Goal	Strategy	Quick Start	On-going	Time frame (Start)			Consult Public	Results expected
				Short (Year 1)	Medium (1-2 Yrs)	Long (3-5 yrs)		
1	1. Refine current property tax and capital incentives to target the issue of insufficient supply of rental and affordable housing	✓						2014 +
1	2. Leverage the City's land assets to increase the supply of rental, affordable and special needs housing, promote the diversity of housing, and support the creation of complete neighbourhoods		✓				✓	2015 +
1	3. Foster the creation of secondary suites	✓					✓	2014 +
1	5. Develop policies to support the use of alternative development standards	✓					✓	2016 +
1	6. Implement a policy and process to prioritize affordable housing and special needs housing developments through the planning approval process	✓	✓					2013-2014
1	7. Work with the Regina Regional Opportunities Commission/regional partners to encourage major new developments/investments to prepare a housing plan	✓						2014-15
1	9. Advocate to federal and provincial governments for additional support for rental, affordable, and special needs housing	✓	✓					2015
1	11. Promote and assist landlords and others in accessing existing Provincial housing repair funding		✓					2014 +
1	25. Develop and promote prototypes and pilot initiatives of innovative housing forms		✓				✓	2014 +

Goal	Strategy	Quick Start	On-going	Short	Medium	Long	Consult Public	Results expected
1	31. Prepare an implementation plan for the Comprehensive Housing Strategy (CHS) and annual reports to monitor achievements and outline annual work plans		✓					2013 +
1	34. Update data in the CHS when the full 2011 Statistics Canada Census data is released, and adjust strategies as required		✓					2013
2	4. Establish an interim innovative affordable housing rezoning policy that allows for consideration of rezoning applications immediately in specific existing residential or mixed use areas						✓	Strategy needing further consideration
2	8. Permit density bonusing and transfer of development rights to increase the supply of affordable and special needs housing						✓	Strategy needing further consideration
2	10. Monitor changes to the existing rental housing stock		✓					2014 +
2	12. Advocate to the federal and provincial governments for additional support for the retention and regeneration of the existing housing stock		✓					2015-16
2	13. Develop a strategy for improving compliance with safety and property maintenance standards		✓					2015-16
2	15. Revised Strategy (October 2013): Foster the creation of diverse and economical rental accommodations Foster the creation of temporary rental housing and rooming houses/ single room occupancies						✓	Strategy revised October 2013
2	16. Facilitate the creation of additional apartment units through changes to the Zoning Bylaw						✓	2015-17
2	17. Establish policies in the Official Community Plan that specify housing targets by type/density, tenure, and affordability; an intensification target; and a rental housing vacancy rate target							Strategy needing further consideration

Goal	Strategy	Quick Start	On-going	Short	Medium	Long	Consult Public	Results expected
2	19. Encourage the creation of accessible housing through Official Community Plan policy changes							2015-16
2	20. In the Official Community Plan permit housing for persons with special needs, through a range of housing types, in all residential land use designations							Strategy needing further consideration
2	21. Add a policy to the Official Community Plan to consult and work with Aboriginal groups to develop affordable housing		✓					current
2.	22. Add a policy to the Official Community Plan to formalize the city's policy of discouraging down zoning to support an increased diversity of housing options							current
2	23. Define attainable and affordable housing in the Official Community Plan							current
2	24. Define an adequate land supply in the Official Community Plan							current
2	27. Continue to support housing and homelessness initiatives through the Community Investment Grants Program and identify ways to allocate funding for maximum community impact		✓					current
2	28. Continue to play a lead role in the federal government's Homelessness Partnering Strategy by preparing the Community Plan to Address Homelessness		✓					2014+
2	30. Support the redevelopment of brownfields, greyfields and bluefields for affordable housing development						✓	2016-17
2	32. Consolidate the City's housing functions, build the capacity of staff related to housing, and dedicate staff time to housing facilitation							Strategy needing further consideration
2	33. Prepare educational materials and engage in educational outreach about the full range of housing and						✓	2015

	related funding programs available in Regina							
Goal	Strategy	Quick Start	On-going	Short	Medium	Long	Consult Public	Impacts expected
2	35. Play a lead facilitation role in establishing and coordinating a housing and homelessness coalition of community stakeholders as a way of coordinating collaboration, engaging stakeholders, and obtaining advice							2014-16
2	36. Over time update long-range planning documents to be consistent with the Comprehensive Housing Strategy		✓					on-going
3	14. Explore the option of developing a Regina rental housing repair initiative that involves a revolving fund to provide loans for affordable rental housing repair, and exemptions on incremental taxes due to the repairs/improvements							Strategy needing further consideration
3	26. Support a community outreach initiative to demonstrate the benefits and opportunities of increased density and diversity						✓	2015-17
3	29. Strengthen Official Community Plan policies related to encouraging a mix of land uses, walkable neighbourhoods, and access to public transportation							2015-17

Strategies removed:

Strategy 15. Foster the creation of temporary rental housing and rooming houses/ single room occupancies. *Strategy has been removed from implementation to allow time for Administration to research issues and best practices and return to Council in July with a report, research and recommendations. Strategy revised and approved October 2013:* Foster the creation of diverse and economical rental accommodations.

Strategy 18. Add a policy to the Official Community Plan that neighbourhood level plans identify target percentages for different housing types and forms within the neighbourhood. *Strategy has been deemed unfeasible by Administration.*

SECTION II. STRATEGY WORKPLANS

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3.	Foster the creation of secondary suites	24
5.	Develop policies to support the use of alternative development standards	26
6.	Implement a policy and process to fast-track affordable housing and special needs housing developments through the planning approval process	28
7.	Work with the Regina Regional Opportunities Commission to encourage major new developments/investments to prepare a housing plan	30
9.	Advocate to federal and provincial governments for additional support for rental, affordable, and special needs housing	31
11.	Promote and assist landlords and others in accessing existing Provincial housing repair funding	32
25.	Develop and promote prototypes and pilot initiatives of innovative housing forms	33
31.	Prepare an implementation plan for the Comprehensive Housing Strategy (CHS) and annual reports to monitor achievements and outline annual work plans	35
34.	Update data in the CHS when the full 2011 Statistics Canada Census data is released, and adjust strategies as required	36

Part 2: Medium-Term Strategies

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8.	Permit density bonusing and transfer of development rights with an aim of increasing the supply of affordable and special needs housing	39
10.	Monitor changes to the existing rental housing stock	41
12.	Advocate to the federal and provincial governments for additional support for the retention and regeneration of the existing housing stock	42
13.	Develop a strategy for improving compliance with safety and property maintenance standards	43
15.	Revised Strategy (October 2013): Foster the creation of diverse and economical rental accommodations Foster the creation of temporary rental housing and rooming houses/ single room occupancies	44
16.	Facilitate the creation of additional apartment units through changes to the Zoning Bylaw	45
17.	Establish policies in the Official Community Plan that specify housing targets by type/density, tenure, and affordability; an intensification target; and a rental housing vacancy rate target	46
19.	Encourage the creation of accessible housing through Official Community Plan policy changes	49
20.	In the Official Community Plan permit housing for persons with special needs, through a range of housing types, in all residential land use designations	51
21.	Add a policy to the Official Community Plan to consult and work with Aboriginal groups to develop affordable housing	53
22.	Add a policy to the Official Community Plan to formalize the city's policy of discouraging down zoning to support an increased diversity of housing options	54
23.	Define attainable and affordable housing in the Official Community Plan	56
24.	Define an adequate land supply in the Official Community Plan	58
27.	Continue to support housing and homelessness initiatives through the Community Investment Grants Program and identify ways to allocate funding for maximum community impact	59
28.	Continue to play a lead role in the federal government's Homelessness Partnering Strategy by preparing the Community Plan to Address Homelessness	60
30.	Support the redevelopment of brownfields, greyfields and bluefields for affordable housing development	61

32.	Consolidate the City’s housing functions, build the capacity of staff related to housing, and dedicate staff time to housing facilitation	63
33.	Prepare educational materials and engage in educational outreach about the full range of housing and related funding programs available in Regina	64
35.	Play a lead facilitation role in establishing and coordinating a housing and homelessness coalition of community stakeholders as a way of coordinating collaboration, engaging stakeholders, and obtaining advice	64
36.	Over time update long-range planning documents to be consistent with the Comprehensive Housing Strategy	66

Part 3: Long-Term Strategies

No.	Strategy	Page
14.	Explore the option of developing a Regina rental housing repair initiative that involves a revolving fund to provide loans for affordable rental housing repair, and exemptions on incremental taxes due to the repairs/improvements	67
26.	Support a community outreach initiative to demonstrate the benefits and opportunities of increased density and diversity	68
29.	Strengthen Official Community Plan policies related to encouraging a mix of land uses, walkable neighbourhoods, and access to public transportation	69

LEGEND OF ACRONYMS
Neighbourhood Planning Branch (NPB)
Current Planning (CP)
Building Standards Branch (BSB)
Long Range Planning (LRP)
Regina Planning Commission (RPC)
City Council (CC)
Finance & Administration Committee (FAC)
Assessment, Tax & Real Estate (ATRE)
City Solicitor (CS)
Communications (C)
Fire & Protective Services (FPS)
Bylaw & Licensing Branch (BLB)
Transit (T)

Part 1: Short –Term Strategies

CITY OF REGINA HOUSING STRATEGY: DETAILED WORK PLAN

Strategy 1

SHORT-TERM STRATEGY

Refine current property tax and capital incentives to target the issue of insufficient supply of rental and affordable housing

Background

The City currently has a Housing Incentives Policy that offers tax and capital incentives. Capital incentives apply for affordable ownership and rental units; tax incentives apply for most new units in certain, existing neighbourhoods. Strategy 1 would revise the City’s Housing Incentive Policy to better address the need for rental and affordable units. The revisions to the current Housing Incentives Policy will come before Council in July.

Intent of Strategy

1. Use tax and capital incentives to address housing issues and adapt to need based on current housing context
2. Increase affordable and rental unit supply to address present (2013) need for rental and affordable units. Administration believes that tax incentives, which were originally aimed at getting home ownership units built in existing neighbourhoods for all income levels, have largely achieved that goal. Administration now agrees with consultant’s recommendation that tax incentives should be used for ownership units that meet affordability requirements, defined by the income of the purchaser, as well as increasing the supply of market and affordable rental units.
3. Continue policy that offers alternatives for the City’s investment: tax abatement and capital grants
4. Incentivize infill in existing areas and intensification potential such as secondary suites
5. Provide programs that are stackable with provincial programs including Rental Construction Initiative (RCI), Headstart on a Home (HSOH) and the Affordable Homeownership Program (AHOP)
6. Focus on larger projects for capital incentives establishing a minimum number of units for eligibility for private developers

Steps to Implementation	Time Frame
1. Internal stakeholder meetings and policy review sessions	Short
2. Evaluate policy outcomes to date (2009-2012)	Short

3. Revise the current Housing Incentive Policy (January 2012) to integrate feedback from stakeholders, consultant's recommendations and need to meet Comprehensive Housing Strategy goal of addressing insufficient supply of rental and affordable housing. High level changes include: <ul style="list-style-type: none"> • focus tax incentives on affordable ownership, and market and below market rental units • encourage rental units throughout the City • increase capital incentives to \$15,000 per unit due to construction cost increases • provide tax incentives for secondary suites in new or existing houses • focus on larger projects with a minimum unit number for eligibility for private developers; no minimum for non-profits • align policy and incentives with provincial funding programs to allow additional funding opportunities and affordability requirements to provide units for different income levels both rental and ownership and to align with provincial programs started in 2011 including Headstart on a Home (HSOH), Rental Construction Incentive (RCI) and Affordable Homeownership Program (AHOP) 	Short
4. Revise the application process and application forms.	Short
5. Policy revisions to Executive Committee and City Council for policy amendment	Short
6. Internal coordination among administrators, revisions to process and application forms. Creation of a process manual	Short
7. Educational materials for ease of use; update City's website to include revised policy, FAQ, policy and applications for download	Short
8. Administer new policy starting November 1, 2013 to accommodate application cycle for Tax Incentives of November 1 - October 31	Short
9. On-going tracking and monitoring. Evaluation will include areas of development, type of housing (form and tenure) and size of units (based on unit size of greatest need derived from vacancy rates). Evaluate the need for a "Made in Regina" definition for affordable homeownership rather than provincial Maximum Income Level (MIL)	Short
9. Review of policy every two years (spring 2015) to assess housing needs and revise policy as necessary; a more frequent review will be made if there are severe changes to the housing situation. Tracking and monitoring are done on an on-going basis	Medium
10. Research and review best practices in other jurisdictions for an affordable housing fund. Identify sources and processes for long-term funding of the Social Development Reserve to fund affordable housing including the sale or development of city-owned land or other means	Long

Definitions

Assisted Ownership Housing (program definition) - Assisted ownership housing is housing that is affordable to households within Saskatchewan Housing Corporation's Maximum Income Limit, where affordable means spending less than 30% of the household's income on housing. (In 2012 the Maximum Income Limit was \$66,500)

At or below market average rent (program definition) - Rental units with rents at or below market average rent as reported by CMHC

Branches involved - NPB, ATRE, BSB, CS

Evaluation - TRACKING AND MONITORING: SCORE CARD STRATEGY 1

Intended Outcome	Indicators and Targets	Progress towards goal
1. Increase number of rental units receiving tax incentives	Increase number of rental units receiving tax incentives by 10%	
2. Incentivize and monitor number of secondary suites built	Track creation of secondary suites. These are currently not included in vacancy rates.	
3. Maximize number of affordable units (ownership and rental) created using capital incentives (compared to 2009, 2010, 2011, 2012)	Maximize the number of below market units created using capital incentives (commit all program funding available for 2014)	
4. Increase the number of rentals as a higher % of tax and capital incentives compared to 2009-2011	Rentals make up a higher % of tax and capital incentives compared to 2009-2011	
5. Create educational materials about the City's housing incentives for property owners, developers, land owners and non-profit housing providers	Create educational materials about the City's housing incentives for property owners, developers, land owners and non-profit housing providers; survey users to see if materials and communications have helped with understanding and uptake	
7. Increase in vacancy rate	Move in a positive direction towards increasing the vacancy rate to 3% by 2017	
8. Affordable and rental units created throughout the City	Areas of rental and affordable unit creation (map)	
9. Ease of administration	a) Efficient and understandable monitoring and reporting process (internal) where no formal monitoring has previously existed. Monitoring will build off of the report completed in December 2012: <i>City Contributions to Housing</i> . B) Create a process manual for more efficient administrative process (internal)	

Strategy 2

SHORT to MEDIUM TERM STRATEGY

Strategy will include public consultation or outreach

Leverage the City’s land assets to increase the supply of rental, affordable and special needs housing, promote the diversity of housing, and support the creation of complete neighbourhoods

Background

The City owns land throughout the City and could use the sale and development of these properties towards the goal of increasing affordable and rental housing by specifying the type of development as a requirement of sale, or using revenue from sales to fund an affordable housing fund.

Intent of Strategy

1. Increase supply of land for rental and affordable housing
2. Use the City’s land assets to increase supply of rental and affordable housing, and diversity of housing types
3. Support creation of complete neighbourhoods and/or diverse housing types through RFP requirements on City-owned lands or alternative development standards (when appropriate)

Steps to Implementation	Time Frame
1. Analysis of city-owned lands for possible RFP issued sale with Council direction	Short
2. RFP for City-owned sites. RFP will outline the specifics of sale and development with emphasis on affordable housing	Short
3. Plan for development of Southeast lands will put a time frame for proceeds from development and replenishment of SDR funds owed from development of Windsor Park IV	Medium
4. Discuss viability of restrictive covenants with City Solicitor to support long-term affordability; determine legality and administrative commitment of agreements	Medium
5. Conduct an analysis of use of and appropriateness of Alternative Development Standards as per Strategy 5 . Information learned for analysis will be the basis of whether or not to apply alternative development standards in the development of the Southeast lands, CP lands and other City-owned properties	Medium
6. Consider implementing a Direct Control District (DCD), Contract Zone (CZ) or Alternative Development Standards to ensure alternate development strategies on City-owned properties meet standards set out by City for	Medium

innovative housing forms and complete neighbourhoods	
7. Use sale or development of lands as a partial funding source for the Social Development Reserve for capital incentives for affordable units	Long
8. Evaluate capacity of City to acquire abandoned properties for affordable housing development.	Long

Definitions

Alternative Development Standards (ADS) - Development standards put in place by a municipality to guide planning, design and construction of development – either in an area/neighbourhood, or on a specific subdivision, parcel or property. They can be used to determine the size of lots, parking requirements, location of buildings or utilities as well as development and building standards.

ADS allow a City to create unique or specific guidelines above and beyond Zoning codes to more creatively or proactively shape future development. They can also be used to establish density targets or housing diversity thus supporting the development of affordable housing. Alternative Development Standards can also be used for pilot projects to test new development criteria. See Strategy 25.

Direct Control District – As defined in the Zoning Bylaw 9250, the purpose of the DCD - Direct Control District is to identify areas of the City where sensitive control of the use, development, and location of buildings is necessary in order to establish, preserve or enhance:

- (a) a unique character;
- (b) a special environmental concern; or
- (c) a special historic, cultural, archaeological, natural, scientific or aesthetic site identified in any municipal, provincial or federal legislation.

Contract Zone - As defined in the Zoning Bylaw 9250, this zone is intended to permit a unique development opportunity and/or the development of parcels of land and/or buildings which, because of their shape, size, unique characteristics or some other unusual condition, may require special consideration to achieve the desired results consistent with the applicable land use category or the general intent of the zones in which they are situated.

Branches involved

NPB, LRP, CP, ATRE, CS, T

Discussion

Revenue from the future development of the Southeast lands will be used to replenish the SDR Fund in the amount of \$7.4 million to honour a former agreement with the Province that the development of the final phase of the Windsor Park development, Windsor Park IV, would be used to fund housing. The profit on the development of Windsor Park IV, in the amount of \$7.4 million, was used towards the purchase of the Southeast lands with the understanding that the city will over time apply this funding to housing programs through the SDR.

Once development of the Southeast lands occurs, the development can provide a source of funds for the SDR including the \$7.4 million that is committed to the SDR from Windsor Park IV agreement that was used for the purchase of the southeast lands.

In the interim (until the land is developed), funds from the General Fund Reserve will be transferred to the SDR as needed.

Going forward, Administration will establish a long-term plan for replenishing the SDR funds from land sales and development above and beyond the Southeast lands to ensure a long term sustainable source of funding for the SDR. Administration will also review and consider the practice of other municipalities in funding an affordable housing fund.

Strategy 3

SHORT-TERM STRATEGY

Strategy will include public consultation or outreach

Foster the creation of secondary suites

Background

As per the Zoning Bylaw, the City currently allows secondary suites in most residential zones, provided the suite is not more than 40% of the total building (house) area and is located in or attached to the existing home. This most often results in basement suites. Strategy 3 encourages the City to consider other types of secondary suites, such as suites over garages. This would be done on a case-by-case basis to examine the advantages and challenges of doing so. In the long-term, a Zoning Bylaw amendment would be necessary to allow new types of secondary suites as a permitted use.

Intent of Strategy Implementation:

1. Provide quick and cost effective way to increase housing stock
2. Provide rental units that by nature of construction and size are less expensive than other purpose-built rental units
3. Provide a program that can be stacked with provincial programs to offer additional incentives and funds for creation of secondary suites
4. Expand potential for more secondary suites throughout the city
5. Laneway and detached units would take advantage of existing services in neighbourhoods while not significantly altering the character of a neighbourhood

Steps to Implementation	Time Frame
1. Consider incentives for secondary suites with revision of Housing Incentives Policy for 2013-14	Short
2. Monitor number of secondary suites created and evaluate effectiveness of incentives	Short
3. Test and evaluate success of pilot project for laneway housing (Greens on Gardiner – spring/summer 2013)	Short
4. Work with development community to initiate laneway suite pilot project in other (existing) neighbourhood(s)	Medium
5. Evaluate pilot projects to develop criteria for laneway housing such as maximum floor area or height for compatibility with existing neighbourhoods	Medium
6. If evaluation of pilot project is positive, consider Zoning By law change to allow more diversity of secondary suites to include detached structure for laneway housing or accessory suite	Medium

Definitions

Accessory suite – Self-contained residential units with kitchen and bathroom facilities within other (accessory) buildings on a property such as laneway suites or suites over a garage.

Secondary suite – As per the Zoning Bylaw No. 9250, a secondary suite is a subordinate, self-contained dwelling unit within a detached dwelling.

Laneway housing - is a form of housing where dwelling units are built on pre-existing lots, usually in the backyard and opening onto the back lane, but detached from the existing main house on the same lot.

Branches involved

NPB, CP, RPC, CC, BSB

Strategy 5

SHORT to MEDIUM-TERM STRATEGY

Strategy will include public consultation or outreach

Develop policies to support the use of alternative development standards

Background:

Alternative Development Standards are put in place by a municipality to guide planning, design and development – either in an area/neighbourhood, or on a specific subdivision, parcel or property. Use of Alternative Development Standards in Strategy 5 would allow the City to encourage innovative affordable housing development designs.

Intent of Strategy

1. Provide flexibility and alternatives for design of affordable housing
2. Create flexibility to encourage more efficient standards than possible with current zoning and conventional development requirements
3. Encourage development of a variety of housing types and mixed-use communities

Steps to Implementation	Time Frame
1. Ensure the Official Community Plan (OCP) includes provisions for Alternative Development Standards	Short
2. Define Alternative Development Standards with case examples and evaluate appropriate use in City of Regina	Medium
3. Evaluate use of Alternative Development Standards and test on a pilot project	Medium
4. Work with Current Planning on more broad-based Alternative Development Standards and/or develop a score card for developments to apply on a case-by-case basis	Medium
5. If deemed appropriate, consider Zoning Bylaw review or amendment with Current Planning (CP) and in line with review of the Zoning Bylaw for more broad use of Alternative Development Standards	Medium

Definitions

Alternative Development Standards (ADS) - Development standards put in place by a municipality to guide planning, design and construction of development – either in an area/neighbourhood, or on a specific subdivision, parcel or property. They can be used to determine the size of lots, parking requirements, location of buildings or utilities as well as development and building standards. Alternative development standards could also address issues of energy efficiency, passive solar design or greywater systems to encourage sustainable development standards.

ADS allow a City to create unique or specific guidelines above and beyond Zoning Bylaw to more creatively or proactively shape future development. They can also be used to establish density targets or housing diversity thus supporting the development of affordable housing. Alternative Development Standards can also be used for pilot projects to test new development criteria. See Strategy 25.

Branches involved

NPB, CP, BSB, RPC, CC

Strategy 6

SHORT to MEDIUM-TERM STRATEGY

Implement a policy and process to prioritize affordable housing and special needs housing developments through the planning approval process

Background

Administration has amended this strategy from “fast-tracking” of applications to prioritization to note that the application review process will not be shortened or removed. The strategy would establish a means of prioritizing applications for affordable housing developments and streamlining inter-departmental review and approvals for tax and capital housing incentive allocations where relevant. A prioritization system would also track the effects of affordable housing strategies and programs for evaluation and adjustments.

Intent of Strategy Implementation

1. Identify affordable projects so that all involved divisions are acting efficiently to provide permits, incentives and completion documents. *Prioritization does not mean skipping any required steps in the planning process including public review.*
2. Facilitate getting units approved and on the ground more quickly
3. Evaluate performance-based planning or a score card to establish standards for affordable housing projects

Steps to Implementation	Time Frame
1. Ensure the OCP process facilitates the prioritization of affordable housing developments	Short
2. Ensure that Current Planning (CP) and Building Standards Branch (BSB) have capacity and processes in place for prioritization of applications	Short
3. Establish method for prioritization involving CP, Neighbourhood Planning (NBP) and BSB	Short
4. Adjust the process as necessary to increase communication and efficiency	Medium
5. Test and monitor after year 1 of application; revise process as necessary	Medium
6. Once prioritization has been in place for one full year, explore Performance-Based Planning or a Development Score Card for affordable housing developments	Medium

Definitions

Performance-Based Planning - Performance-based planning identifies and prioritizes development policies, projects, and strategies based on the ability to meet goals and objectives.

Development Score Card – A list of priorities and goals used to evaluate a development based on its ability to achieve desired outcomes or meet goals in terms of housing need, affordability and sustainability.

Branches involved

NPB, CP, BSB

Strategy 7

SHORT to MEDIUM-TERM STRATEGY

Work with the Regina Regional Opportunities Commission (RROC) to encourage major new developments/investments to prepare a housing plan

Background

Economic activities are bringing temporary workers and immigrants to the area but there is a lack of housing to accommodate new workers. Strategy 7 would establish a way of working with RROC and other regional partners to identify new employers and their workers' housing needs and to create a housing plan that would not further deplete the existing housing stock or remove long-term rental units from the market.

Intent of Strategy

1. Evaluate and address the housing needs of businesses or new investments
2. Track the effect of housing needs of short and long-term workers and identify potential solutions for temporary workers' housing
3. Create a platform for discussion regarding provisions for affordable workforce housing
4. Establish partnerships with investor or employer to provide housing

Steps to Implementation	Time Frame
1. Work with regional partners like RROC, the RM of Sherwood, The White Butte Regional Development Group, and the Regina-Moose Jaw Industrial Corridor group to develop consistent policies and processes throughout the region	Short
2. Work with the province to align research and programs with housing plans developed through the Encouraging Community Housing Options (ECHO) Program's Housing Planning Component	Short - Medium
3. Identify and establish relations with new developments or businesses early in the development process	Short - Medium
4. Evaluate need for workforce housing or permanent housing for employees	Medium
5. Create partnerships to meet workforce housing need.	Medium
6. Collaborate with other municipalities on a regional scale	Medium

Definitions

Workforce housing – housing that is targeted to essential workers in a community whose housing needs might not otherwise be met by existing market housing options

Branches involved - NPB, CP, BSB, Legal, RROC, Rural Municipalities, regional Industrial Corridor Group

Strategy 9

SHORT-TERM STRATEGY

Advocate to federal and provincial governments for additional support for rental, affordable, and special needs housing

Background

The City can advocate, in collaboration with community and housing organizations, to ensure that affordable housing and special needs housing are recognized and addressed at the provincial and federal levels.

Intent of Strategy

1. Work with and encourage senior levels of government to support the creation of rental and affordable housing
2. Raise awareness of the need for affordable and special needs housing so that appropriate resources are made available
3. Support the creation of new affordable and special needs housing identified as a specific need in the goals of the Housing Strategy
4. Add voice to conversation to encourage public and private investment

Steps to Implementation	Time Frame
1. Initiate meetings with the federal and provincial governments to identify financial and other resources to address affordable housing and special needs housing. Conversations initiated at the Mayor’s Summit (May 2013)	Short
2. Consult with non-profits and other organizations to identify the types of affordable and special needs housing required in Regina to meet the needs of those in need including vulnerable populations and newcomers (Outcome: Needs assessment)	Short
3. Identify ways for the federal, provincial and municipal governments to pool their resources to increase affordable housing options	Short
4. Establish approaches to effectively advocate for changes to provincial and federal funding.	Short

Definitions

Special Needs Housing – A housing unit that is occupied by or is made available for occupancy by a household having one or more individuals who require accessibility modifications or some form of social as well as financial support in order to live independently.

Branches involved - NPB

Strategy 11

SHORT to MEDIUM-TERM STRATEGY

Promote and assist landlords and others in accessing existing Provincial housing repair funding

Background

The provincial government has rental repair programs that City of Regina landlords and property owners can tap into. The City can provide information on these programs and contacts for the province.

Intent of Strategy

1. Identify financial sources to keep and maintain existing building stock
2. Preserve existing building stock wherever possible and recognize as a valuable resource
3. Address the needs for affordable housing to vulnerable populations often provided in existing, but substandard housing stock to maintain the most affordable stock for those most in need
4. Identify program funding where City funding options do not apply
5. Ensure preservation of Heritage Buildings.

Steps to Implementation	Time Frame
1. Develop educational materials and engage in outreach available for repairs through the Province through the revised Rental, Homeowner, and Emergency Repair Programs (in coordination with Strategy 33)	Short
2. Help facilitate access to provincial repair funding	Short
3. Work with heritage conservation staff to preserve heritage buildings	Short-Medium
4. Enhance existing dialogue between Regina Landlord Association (RLA) and City of Regina to ensure awareness on all governmental repair programs	Medium

Definitions

None for this Strategy.

Branches involved

NPB, CP, C, CS

Strategy 25

SHORT to MEDIUM-TERM STRATEGY

Strategy will include public consultation or outreach

Develop and promote prototypes and pilot initiatives of innovative housing forms

Background

The City can work with the development community to develop prototypes and pilot projects. This allows the City to assess and re-evaluate initiatives before rolling them out on a broader, city-wide scale. It also allows people to see and comment on a new idea when it can be viewed as an actual project and within its surrounding land uses.

Intent of Strategy

1. Promote innovation but through a controlled and regulated process
2. Encourage partnerships between development community in the City to identify unique and innovative solutions and housing types
3. Test innovative projects and developments for wider applicability before initiating regulatory changes

Steps to Implementation	Time Frame
1. Mayor’s Housing Summit (May 13 and 14) provided a forum to learn about innovative housing solutions nationally and internationally and establish partnerships and contacts for test case examples	Short
2. Establish an internal working group to discuss and propose innovative housing forms and their applicability in the City of Regina including alternative tenure models such as cooperative housing	Short
3. Encourage or incentivize the development community to propose innovative projects and work with Planning Department and other relevant branches and departments on regulatory challenges and flexibility of standards for innovative but safe pilot projects.	Medium
4. Include public consultation in neighbourhoods where pilot projects are proposed	Medium
5. Initiate regulatory changes where necessary to implement pilot project on a larger scale, where relevant	Medium

Definitions

Cooperative housing – a type of housing tenure whereby housing is owned and maintained by a legal entity, usually a member-based corporation and consists of one or more residential buildings.

Membership is granted by way of a share purchase in the cooperative. Each shareholder in the legal entity is granted the right to occupy one housing unit.

Innovative projects – defined by, but not limited to, use of Alternative Development Standards, Contract Zoning or Direct Control District to allow an innovative solution, or a project dissimilar to as-of-right development projects. Definition of innovative is qualitative.

Branches involved

NPB, CP, BSB

Strategy 31

SHORT-TERM STRATEGY

Prepare an implementation plan for the Comprehensive Housing Strategy and annual reports to monitor achievements and outline annual work plans

Background

The City has prepared an implementation plan and annual work plans to outline in further detail when and how each strategy will be worked on, and using the categories of immediate, short, medium and long-term to prioritize each strategy.

Intent of Strategy

1. Monitoring techniques to test outcomes and revise as necessary
2. Overall research on housing trends and issues to see areas where goals are met and where attention can be shifted to other strategies.

Steps to Implementation	Time Frame
1. This document serves as the implementation plan. More detailed work plans for each strategy with deliverables, staff assignments will be developed for each strategy once Council approval received for Implementation Plan	Short
2. Use Score Card (included in Implementation Plan) established for the Housing Strategy to perform detailed analysis of strategies from Year 1 to evaluate progress towards goals	Short
3. If required, policies and programs to be adjusted to meet Housing Strategy goals	Short On-going

Definitions

None for this Strategy.

Branches involved

NPB

CITY OF REGINA HOUSING STRATEGY: DETAILED WORK PLAN

Strategy 34

SHORT-TERM STRATEGY

Update data in the Comprehensive Housing Strategy when the full 2011 Statistics Canada Census data is released, and adjust strategies as required

Background

The full 2011 Census data is anticipated in September 2013. This data will reveal some different trends since 2006. This new data should be used to update and adjust the strategies as required.

Intent of Strategy

1. Collect and provide updated information to assess Strategies with information from 2011 census that might suggest new trends in the housing market

Steps to Implementation	Time Frame
1. Update Comprehensive Housing Strategy background documents when 2011 Census Data is released in late 2013	Short
2. Evaluate programs and policies with new information and trends in housing available	Short
3. In collaboration with Strategy 31, continue to monitor and evaluate data and trends to assess and revise strategies and programs	Short - Medium Ongoing

Definitions

None for this Strategy.

Branches involved

NPB, LRP

Part 2: Medium –Term Strategies

CITY OF REGINA HOUSING STRATEGY: DETAILED WORK PLAN

Strategy 4

MEDIUM-TERM STRATEGY

Administration deems this strategy needing more consideration before implementation.

Strategy will include public consultation or outreach

Establish an interim innovative affordable housing rezoning policy that allows for consideration of rezoning applications in specific existing residential or mixed use areas

Background

In order to accommodate affordable housing, especially multi-unit buildings, Strategy 4 would facilitate rezoning of sites, where necessary, to accommodate affordable housing projects that the Administration deems appropriate to an area.

Intent of Strategy

1. Increase areas and sites for development of affordable housing
2. Identify and facilitate affordable housing on sites that might not otherwise be desirable or where current zoning or use is obsolete
3. Expedite the re-zoning process (if appropriate and possible) to achieve goal of additional affordable housing

Steps to Implementation	Time Frame
1. Work closely with Real Estate Division to identify city-owned properties (residential and institutional) that are developable for residential purposes. See also Strategy 2	Medium
2. Work closely with Current Planning (CP) and in consultation with Council and the community to consider the rezoning of properties to achieve desired outcomes	More consideration before implementation
3. If rezoned deemed appropriate, work closely with Current Planning (CP) to identify proposals for appropriate rezoning to residential or mixed uses, and develop a prioritization method similar to process applied for affordable housing applications, if possible and appropriate. See also Strategy 6	More consideration before implementation

Definitions

Contract Zone (CZ) - As defined in the Zoning Bylaw 9250, this zone is intended to permit a unique development opportunity and/or the development of parcels of land and/or buildings which, because of their shape, size, unique characteristics or some other unusual condition, may require special consideration to achieve the desired results consistent with the applicable land use category or the general intent of the zones in which they are situated.

Alternative Development Standards (ADS) - Development standards put in place by a municipality to guide planning, design and construction of development – either in an area/neighbourhood, or on a specific subdivision, parcel or property. They can be used to determine the size of lots, parking requirements, location of buildings or utilities as well as development and building standards.

ADS allow a City to create unique or specific guidelines above and beyond Zoning codes to more creatively or proactively shape future development. They can also be used to establish density targets or housing diversity thus supporting the development of affordable housing. Alternative Development Standards can also be used for pilot projects to test new development criteria. See Strategy 25.

Branches involved

NPB, CP, ATR

Strategy 8

MEDIUM-TERM STRATEGY

Administration deems this strategy needing more consideration before implementation.

Strategy will include public consultation or outreach

Permit density bonusing and transfer of development rights with an aim of increasing the supply of affordable and special needs housing

Background

Both density bonusing and transfer of development rights provide alternatives for developers to provide affordable or special needs housing by creating an incentive for doing so, either by allowing for additional density on a lot, or transferring density from a nearby lot where an existing building is not built to the full allowable density. Currently, there is not a provision for Transfer of Development Rights in the Planning and Development Act. The timing of this evaluation would coincide with a thorough review of the Zoning Bylaw anticipated for the City.

Intent of Strategy

1. For Density Bonusing, allow for more floor area or additional density than zoned on site to incentivize affordable housing or other benefit to the community
2. For Transfer of Development Rights, allow for additional density in an area while maintaining the character and low-density of existing properties
3. Increase supply of affordable housing through new planning tools
4. Increase densities where desired for intensification such as downtown

Steps to Implementation	Time Frame
1. Complete a review of current bonusing and incentives and evaluate density bonusing (DB) and transfer of development rights (TDR) for the City of Regina	Medium
2. Add Density Bonusing policy to the OCP if found appropriate for Regina or certain neighbourhoods	Medium
3. If found to be appropriate, work with Province to include provision for Transfer of Development Rights in the Planning and Development Act	Medium
4. Once reconciled with Planning and Development Act, add provisions for TDR to OCP for Regina or certain neighbourhoods	Medium
5. Prepare guidelines for DB and TDR with feedback and involvement of Current Planning staff	Medium
6. Provide training for Current Planning and Neighbourhood Planning Branch staff for these policies including skills in negotiation	Medium
7. Change to Zoning Bylaw to allow DB or TDR beyond neighbourhoods where currently permitted such as downtown and consider special needs housing	Medium

as a bonusable amenity.	
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Definitions

Density bonusing allows developers to add more floor area or additional density not permitted by zoning in exchange for advantages such as affordable housing (e.g. if affordable housing is built, extra floor area may be possible). This will be evaluated on a case-by-case basis.

Planning and Development Act, 2007 - the provincial Act that establishes Planning and Development for municipalities. The current Planning and Development Act was last updated 2 July 2012.

Transfer of development rights allows a developer to buy the development rights of an existing, neighbouring property (e.g. a single-storey building on a lot that would allow for higher density were it to be rebuilt). This allows for addition residential density on some lots but retains the community character and existing building stock of neighbourhoods – and also balances out a neighbourhood so that is it not all high density buildings. As with density bonusing this tool would be considered on a case-by-case basis.

Inclusionary housing requirements (mandated affordable housing) will not be considered.

Branches involved

NPB, CP, RPC, CC

Strategy 10

MEDIUM-TERM STRATEGY

Monitor changes to the existing rental housing stock

Background

Develop annual reporting on changes to the purpose-built rental housing stock, including conversions to condominiums, conversions of non-residential buildings to residential units, as well as demolitions.

Intent of Strategy

1. Monitor and address inadequate supply of rental and affordable housing to adjust policies accordingly
2. Monitor and address condition of existing housing stock
3. Balance the need for affordable, safe housing with the lack of available options to many low-income residents

Steps to Implementation	Time Frame
1. Track and report on changes to housing stock	Short-Medium
2. Develop monitoring system including rental starts, rental conversions to condominiums and demolitions	Medium
3. Track vacancy rate to anticipate condominium conversion potential as vacancy increases and adjust housing policies accordingly	Medium

Definitions

None for this Strategy.

Branches involved

NPB, LRP, CP, BSB, ATRE

Strategy 12

MEDIUM-TERM STRATEGY

Advocate to the federal and provincial governments for additional support for the retention and regeneration of the existing housing stock

Background

The City can advocate, in collaboration with community and housing organizations, to preserve and renew existing rental and affordable housing, and changes to tenant and landlord legislation in the area of recourse for damages.

Intent of Strategy

1. Identify and cultivate partnerships to expand funding for existing housing stock
2. Expand funding for home repair programs that are currently not sufficient for retention and regeneration of existing housing stock.
3. Preserve and protect, where possible, Heritage properties and encourage reuse of non-residential properties for residential conversion where possible.

Steps to Implementation	Time Frame
1. Identify community organizations, landlords, investors, and sector organizations as partners in collaborative advocacy to the provincial and federal governments for a strategy	Medium
2. Create communication matrix for strengthening funding streams	Medium
3. Address additional funding to preserve and renew existing housing stock	Medium
4. Ensure incentives and financial support for the conservation of Heritage properties are maintained and expanded	Medium

Definitions

None for this Strategy.

Branches involved

NPB, CP, C

Strategy 13

MEDIUM-TERM STRATEGY

Develop a strategy for improving compliance with safety and property maintenance standards

Background

Strategy 13 includes expanding efforts to encourage voluntary compliance; investigating the potential to audit and enforce maintenance of rental properties; support for a community outreach and education effort to help tenants and landlords learn their rights and responsibilities; and advocate for additional authority to inspect and enforce standards. Many of these issues will be detailed in the evaluation and recommendations for Strategy 15.

Intent of Strategy

1. Meet minimum conditions of safety
2. Understand appropriateness of complaints regarding landlord compliance
3. Create partnership to encourage voluntary compliance
4. Increase community outreach to help tenants and landlords understand rights and responsibilities.

Steps to Implementation	Time Frame
1. Strengthen collaborative team to enforce property maintenance standards including Bylaw Enforcement, Fire, the Office of Residential Tenancies (Rentalsman), Regina Landlord Association, Housing Standards Enforcement Team, residential property management companies and others	Medium
2. Expand efforts to work in partnership with the community to proactively initiate voluntary compliance	Medium
3. Work with the province to communicate the availability of a new web portal to receive applications to resolve disputes between landlords and tenants	Medium
4. Consider a strategy to audit and enforce maintenance of rental properties in greatest need	Medium
5. Support a community outreach and education effort to help tenants and landlords learn about their rights and responsibilities	Medium
6. Work with Housing Standards Enforcement Team and consider the need for additional authority to enforce standards	Medium
7. Consider changes to tenant/landlord legislation in the area of recourse for damages	Medium

Definitions

None for this Strategy.

Branches involved - NPB, BSB, CP, FPS, BLB, C

Strategy 15

MEDIUM-TERM STRATEGY

Strategy was removed until research, best practices and recommendations were brought to Council on October 15, 2013. The revised strategy is noted here. Strategy revisions included public consultation (June – July 2013)

Original Strategy: Foster the creation of temporary rental housing and rooming houses/ single room occupancies

Revised Strategy (October 2013): Foster the creation of diverse and economical rental accommodations

Background

Strategy 15 as outlined in the CHS was originally focused on the creation of purpose-built rooming houses and single room occupancy rental units throughout the City to accommodate temporary workers and others requiring temporary living accommodations. The release of the Comprehensive Housing Strategy and evaluation of this strategy brought attention to existing conditions in which single-family homes are rented to a number of related or unrelated individuals. The rental of single-family homes has shed light on the lack of rental options throughout the city. Therefore, Strategy 15 has been amended to address the need for a diversity of rental accommodations including provisions for small efficiency units for singles, as well as improved enforcement of health and safety standards in single detached dwellings.

Incentives for rooming houses and single-room occupancies as recommended in Strategy 15 c) and 15 d) and included in Strategy 1 c) and 1 h) have been dropped from the revised Strategy 15 and implementation plan for Strategy 1.

Intent of Strategy

1. Address the shortage of rental housing available due to economic growth and the influx of newcomers, temporary workers, students and others seeking low-cost accommodations
2. Research, evaluate and adapt to the housing needs of a changing population by working with partners such as the U of R, SIAST, Open Door Society, Saskatchewan Housing Corporation and others
3. Foster the creation of purpose-built, low-cost, flexible living accommodations in new and existing neighbourhoods including indentifying appropriate areas for these uses through the Comprehensive Housing Strategy (CHS) and Official Community Plan (OCP)
4. Strengthen a coordinated and efficient system for enforcement to ensure safe, healthy living environments for all residents in parallel with Strategy 13 in the CHS
5. Communicate regulations and standards for single-detached houses being rented to multiple tenants
6. Provide information and outreach opportunities to help tenants, property owners and residents understand housing standards and regulations as well as demographic and economic changes contributing to housing issues

Steps to Implementation	Time Frame
1. Study and evaluate other Canadian cities for case examples and best practices research including land use, licensing and parking requirements for the regulation of safe and healthy rental accommodations in existing detached dwelling units and single-family housing	Short
2. Study and propose changes to the Zoning Bylaw to accommodate safe, healthy living accommodations in existing housing stock and established neighbourhoods	Short
3. In combination with Strategy 9, consult with non-profits, special needs groups and provincial housing authorities to identify the housing needs of newcomers and vulnerable populations and propose new types of flexible housing options	Short
4. Increase coordination and efficiency between City branches and departments for reporting and enforcement of building and maintenance standards in parallel with Strategy 13. Priority will be given to health and safety issues	Short
5. Study and propose changes to the Zoning Bylaw to accommodate small, purpose-built efficiency rental units or flexible units for single individuals or households in medium and high-density zones in parallel with Strategy 16	Short-medium
6. Establish a communications strategy to help tenants, property owners and residents understand rules and regulations as well as demographic and economic changes contributing to housing issues	Medium

Definitions

New definitions will come forward with revisions to Zoning Bylaw following approval of strategy by City Council.

Detached dwelling - a building that contains only one dwelling unit and is not attached to another, adjacent dwelling unit. Where permitted, a detached dwelling unit may also contain a Secondary Suite subject to the regulations of *The Zoning Bylaw No. 9250*.

Purpose built rental unit – A rental unit that is designed and built for rental purposes and is not intended as an ownership unit.

Branches involved

Neighbourhood Planning, Current Planning, Building Standards Branch, Bylaw Enforcement and City Solicitor

Strategy 16

MEDIUM-TERM STRATEGY

Strategy will include public consultation or outreach

Facilitate the creation of additional apartment units through changes to the Zoning Bylaw

Background

A study of land uses throughout the City and specifically in areas where intensification is possible, would identify the most appropriate areas for multi-unit and apartment units. The zoning of properties could then be amended in areas identified as appropriate for multi-unit and apartment buildings to reduce the number of site-by-site, or “spot” rezonings. The Official Community Plan will define areas for growth and infill to provide a basis for study and analysis including information on servicing needs and costs.

Intent of Strategy

1. Expand areas for intensification
2. Simplify process for development community and ensure intensification is possible with zoned permitted uses

Steps to Implementation	Time Frame
Identify areas for intensification through the Official Community Plan	Short
Undertake a study to identify other appropriate areas for apartment units and appropriate criteria for higher density uses such as apartments to be permitted uses. The OCP growth plan will provide a basis for data and analysis	Medium
Work with Current Planning to revise the Zoning Bylaw accordingly to expand the areas where apartments could be permitted uses	Medium
Allow for rezoning of certain properties to permit higher density uses where appropriate	Medium

Definitions

None for this Strategy.

Branches involved

NPB, CP, RPC, CC

Strategy 17

MEDIUM-TERM STRATEGY

Administration deems this strategy needing more consideration before implementation.

Establish policies in the Official Community Plan that specify housing targets by type/density, tenure, and affordability; an intensification target; and a rental housing vacancy rate target

Background

Establishing density targets (number of units per unit of land) in the OCP will help guide housing development in new and existing neighbourhoods.

Establishing targets for the percentage of new housing units to be detached or multi-unit, and the percentage that should be rental and should be affordable would help the City target the type of housing to meet the needs of residents. Likewise, establishing an intensification target in the Official Community Plan for the percentage of new units in built-up areas would help communicate where the City would like to see new development. A target vacancy rate of 3% is considered a healthy vacancy rate. Progress towards this goal will be tracked each year and strategies adjusted accordingly.

Intent of Strategy

1. Help ensure that a diverse supply of housing stock is created to meet the needs of residents along the housing continuum.
2. Establish housing targets to communicate to stakeholders and developers the mix of housing that the municipality would like to see developed.
3. Establish targets for development in new versus existing neighbourhoods to communicate to stakeholders and developers where the municipality would like to see development happen.
4. Establish targets by tenure to help achieve goal of increased rental units and to increase vacancy rate
5. Establish targets as a benchmark for measuring progress towards housing strategy goals

Steps to Implementation	Time Frame
1. Ensure a process in the Official Community Plan (OCP) for considering city-wide density targets	Medium
2. Through OCP consider establishing a target for development in new versus existing neighbourhoods (infill) and tailor housing incentives to this goal	Medium
3. Through the OCP consider establishing a vacancy rate target	Medium
4. Consider amendment to the City’s Condo Conversion Policy to ensure availability of rental units in the long-term	Medium
5. Through the Official Community Plan (OCP) consider establishing a target for ownership versus rental housing and tailor housing incentives to this goal	More consideration before implementation

6. Through the Official Community Plan (OCP) consider establishing a city-wide target for multi-family versus single-family housing and tailor housing incentives to this goal	More consideration before implementation
7. Through the Official Community Plan (OCP) consider establishing a target for affordable units and tailor housing incentives to this goal*	More consideration before implementation
8. Establish a city-wide vacancy rate for rental housing and tailor housing incentives to this goal	More consideration before implementation

*** The City will not consider Inclusionary Zoning.**

Definitions

Density (or Housing Density) – The number of housing units per unit of land.

Density Targets – A target number of units per land (e.g. X units per hectare)

Housing Type – definition of the physical form of the housing such as multi-unit (several units to a building) versus single-family (single household unit).

Housing Tenure – Tenure refers to the arrangement under which a household occupies a housing unit referring either to ownership or rental of all or part of the housing unit.

Inclusionary Zoning – a housing policy requiring that a certain percentage of units be affordable housing for low-income families as a precondition of development.

Branches involved

NPB, CP, LRP

Strategy 18

MEDIUM-TERM STRATEGY

Administration deems this strategy unfeasible.

Add a policy to the Official Community Plan that neighbourhood level plans identify target percentages for different housing types and forms within the neighbourhood

Background

Administration does not recommend assigning targets by type and form at the neighbourhood level because this creates challenges in prescribing densities and housing type. With the variety of parcel types and permitted zoning, it would be difficult to create these targets without a thorough analysis of all potential sites, neighbourhoods, zoning requirements and current housing tenure and form. The Official Community Plan and Strategy 17 will provide guidance with city-wide density targets to guide development and the best use of city infrastructure and existing services including mixed-use development, but allows for flexibility at a city-wide scale.

Strategy 19

MEDIUM-TERM STRATEGY

Encourage the creation of accessible housing through Official Community Plan policy changes

Background

Barrier-free housing refers to housing built to eliminate physical barriers to use or visitation, so that it is accessible to anyone regardless of age or physical ability without a need for adaptation. The Official Community Plan should consider a policy to require that a portion of new multi-unit and single-unit developments be barrier-free. The province has established requirements for barrier-free units for multi-unit rental buildings and consideration could be given to extending this to ownership and low-density developments.

Intent of Strategy

1. Support and encourage accessible housing
2. Create clear and predictable criteria for accessible housing to encourage adaptation by development community
3. Link accessible housing to goals of the Official Community Plan

Steps to Implementation	Time Frame
1. Follow the provincial requirements for barrier-free units in multi-unit rental buildings as per <i>The Uniform Building and Accessibility Standards Regulations</i> and consider expanding to ownership multi-unit buildings requiring a percentage of barrier-free units	Short
2. Address need for barrier-free residential developments during the Official Community Plan (OCP) process	Short
3. Add a policy to the OCP to encourage a percentage of units in multi-unit ownership (condominium) residential developments to be barrier free	Medium
4. Add a policy to the Official Community Plan to encourage a percentage of single residential developments to be barrier free	Medium
5. Add a policy to the Official Community Plan to encourage age-friendly or universal design provisions for residential developments	Medium
6. Coordinate with Current Planning, Long-Range Planning and Neighbourhood Planning on all proposed requirements.	Medium

Definitions

Age-Friendly Communities – residential and mixed-use development guided by policies, services and structures in the physical and social environment designed to meet the abilities and needs of seniors to live safely, enjoy good health and stay involved.

Barrier-free housing - housing built to eliminate physical barriers to use or visitation, so that it is accessible to anyone regardless of age or physical ability, and without a need for adaptation

Universal design – design standards meant to create buildings and environments that are inherently accessible to people throughout the spectrum of age and physical ability.

Branches involved

NPB, CP, NPB, BSB, LRP

Strategy 20

MEDIUM-TERM STRATEGY

Administration deems this strategy needing more consideration before implementation.

In the Official Community Plan permit housing for persons with special needs, through a range of housing types, in all residential land use designations

Background

There is currently a separation distance related to special needs housing in the Regina Development Plan, and a regulation in the Zoning Bylaw to limit the number of group care facilities within a certain area.

Many municipalities use minimum separation distances as a way to control the “over concentration” of some types of housing within an area. A new policy in the Official Community Plan could remove this barrier and support special needs housing by enabling its development through a diversity of housing types and land use designations (zoning) that allow for housing diversity.

Intent of Strategy

1. Allow the development of special needs housing that is potentially limited by required separation distances or by a limit on number of group care facilities in a certain area.
2. Facilitate a diversity of housing types throughout the City, including housing for persons with special needs.

Steps to Implementation	Time Frame
1. Internal consultation with appropriate departments (Current Planning, Neighbourhood Planning, Building Standards Branch) and consider removing the separation distance requirements for special needs housing from the Official Community Plan and Zoning Bylaw and allowing group care homes in all land use designations, and review of implications of doing so	Medium
2. If consideration of changes necessary, draft changes to the Official Community Plan	Medium
3. Create Zoning Bylaw amendment; report for review by Regina Planning Commission and subject to approval by City Council	Medium
4. Work with collaborative partners to support special needs housing throughout the city	Medium

Definitions

Regina Development Plan (RDP) - A framework for land use and development decisions containing general development policies, implementation and detailed plans for active uses of change. The Regina

Development Plan was last updated in September 2012. The Official Community Plan due for completion in 2013 will take the place of the Regina Development Plan.

Official Community Plan (OCP) - Under provincial legislation, every community in Saskatchewan must have its own official community plan. This long-range plan maps out how the community will grow physically; how it will accommodate population growth; how it will manage issues such as the provision of city services and environmental impact; and even how it can enhance its social and cultural development.

An official community plan guides the policies, projects and programs the City of Regina develops on an ongoing basis. The Official Community Plan is due for completion in 2013.

Branches involved

NPB, CP, BSB, RPC, CC

Strategy 21

MEDIUM-TERM STRATEGY

Add a policy to the Official Community Plan to consult and work with Aboriginal groups and non-profit organizations to develop affordable housing

Background

Poverty is an issue faced by a disproportionately high percentage of Aboriginal people. As a result Aboriginal people are experiencing unique affordability challenges and should be one of several groups that the City works with to address affordable and social housing needs in partnership with others organizations and governments.

Intent of Strategy

1. Raise awareness of the unique challenges and needs faced by Aboriginal people
2. Acknowledge that Regina has strong and long-standing Aboriginal organizations delivering housing programs to Aboriginal people and they need to be involved
3. Coordinate efforts with the federal and provincial governments

Steps to Implementation (See Table S21-1 on next page)	Time Frame
1. Consult and partner with Aboriginal organizations delivering housing to Aboriginal people to identify the unique housing needs of Aboriginal people	current
2. Initiate meetings with federal and provincial departments involved with Aboriginal with housing issues to identify solutions	Medium
3. Consult with the Urban Aboriginal Strategy to identify solutions gathered during the Coffee House consultations	Medium
4. Develop a coordinated approach for maximum community impact	Medium

Definitions

None for this Strategy

Branches involved

NPB

Strategy 22

MEDIUM-TERM STRATEGY

Add a policy to the Official Community Plan to formalize the city’s policy of discouraging down zoning to support an increased diversity of housing options

Background

Down zoning is the reduction of density allowed for a certain property under zoning bylaws, such as residential high density to medium density. Allowing for down zoning to happen can have the effect of reducing the affordability and diversity of housing built such as limiting the number of multiple units or apartment buildings.

Intent of Strategy

1. Prevent reduction of permitted multiple units residential developments, by “zoning” them out.
2. Support diversity of housing options through a variety of land use areas allowing for differing housing densities.
3. Allow for discretion on a case-by-case basis where down zoning is appropriate.
4. Support increased density and promote transit-oriented development and the creation of complete neighbourhoods.
5. Provide an opportunity to increase the diversity of housing options and promotes social inclusion in existing neighbourhoods.
6. Facilitates the development of affordable and special needs housing.

Steps to Implementation	Time Frame
1. Applications for downzoning are few therefore Current Planning (CP) will continue current practice	current
2. If applications for down zoning were to increase, work with Current Planning would be needed to develop clear criteria under which to consider a down zone. Criteria would include the form of housing proposed, affordability, design and tenure	Medium
3. Work with CP to ensure criteria for down zoning is in compliance with residential development applications	Medium
4. Work with Long Range Planning and Current Planning to include a policy in the OCP for use of criteria to encourage a combination of densities within new neighbourhoods	Medium to Long

Definitions

Down Zoning – Act of applying to reduce density currently allowed for a certain property to something less than currently zoned. The result is development of few buildings or less density on a site than previously allowed.

Branches involved

NPB, NPB, RPC, CC

Strategy 23

MEDIUM-TERM STRATEGY

Define attainable and affordable housing in the Official Community Plan

Background

Definitions of these terms are included in the Glossary of the Comprehensive Housing Strategy – Consultant’s Final Report (February 2013). These definitions should be used in the OCP.

Intent of Strategy

1. Ensure consistent definitions and application in planning documents

Steps to Implementation	Time Frame
1. Use definitions of attainable and affordable housing in the Comprehensive Housing Strategy as definitions for terms in the Official Community Plan	Short
2. Review all planning documents to ensure consistent wording, definition and implementation of attainable and affordable	Medium
3. Update definitions as numbers or thresholds are revised for market average rent and maximum income level	Medium

Definitions

Definitions are adapted from the Comprehensive Housing Strategy – Consultant’s Final Report (February 2013). For more explanation see Consultant’s Report page 5.

Affordable Housing - is housing where the cost of which is less than 30% of the household’s income.

“Made in Regina” definitions (for program definition and eligibility)

Assisted Ownership Housing (program definition) - Assisted ownership housing is housing that is affordable to households within Saskatchewan Housing Corporation’s Maximum Income Limit, where affordable means spending less than 30% of the household’s income on housing. (In 2012 the Maximum Income Limit was \$66,500)

At or Below Market Average Rent - Affordable rental housing is housing with rents at or below market average rent.

Attainable Housing - The term attainable housing refers to a situation where households at various income levels can find and secure (attain) suitable, adequate, and affordable housing, and can move on to other options. The definition recognizes the housing needs of the full range of income groups and households.

Implicit in this usage of attainability is the idea that a range of housing options (type, accessibility levels, size, tenure, cost) exists in the local market.

Branches involved

NPB

Strategy 24

MEDIUM-TERM STRATEGY

Define an adequate land supply in the Official Community Plan

Background

The Official Community Plan (OCP) will evaluate expected growth and the land (new and existing vacant) to accommodate this growth.

Intent of Strategy

1. Evaluation of land needed to accommodate expected growth to guide planning and policy, and annexation.
2. Ensure transparency and some level of predictability for the development community.

Steps to Implementation	Time Frame
1. Work within process OCP including urban structure schemes and growth strategy to achieve estimates of adequate supply of land, taking into consideration housing needs and areas most appropriate for housing development	Medium
2. In partnership with Strategy 2 , use City’s land assets to achieve some of desired housing development with attention to long-term needs and expected growth as outlined in the OCP	Medium

Definitions

None for this Strategy.

Branches involved

NPB, LRP, CP, ATRE

Strategy 27

MEDIUM-TERM STRATEGY

Continue to support housing and homelessness initiatives through the Community Investment Grants Program and identify ways to allocate funding for maximum community impact

Background

The City through its Community Investment Grants Program has supported the work of shelters, second stage housing, transitional housing and other housing support services. The City will continue to look for opportunities to fund and partner with organizations that align with the City’s objectives, have a clear community impact and respond to community need.

Intent of Strategy

1. Use the Comprehensive Housing Strategy as a guide to make decisions on initiatives to be funded
2. Identify opportunities to fund initiatives for maximum community impact
3. Recognize that housing and homelessness issues are a community priority at this time.

Steps to Implementation	Time Frame
1. The City has a number of programs in place to allocate funds on an annual basis to community based organizations and will continue to do so. Program funding for 2013 will be announced in May-June 2013	current
2. Work with housing strategy staff to consider a portion of grant allocations align with community housing needs and issues	Medium

Definitions

None for this Strategy

Branches involved

NPB

CITY OF REGINA HOUSING STRATEGY: DETAILED WORK PLAN

Strategy 28

MEDIUM-TERM STRATEGY

Continue to play a lead role in the federal government’s Homelessness Partnering Strategy by preparing the Community Plan to Address Homelessness

Background

Regina has a Community Plan to address homelessness. The Plan was developed by the Community Advisory Board of the Homelessness Partnering Strategy (an initiative of Service Canada). The best way for the City to address homelessness is to support the Homelessness Partnering Strategy. A new plan will be developed in 2013. Historically federal funds are available to support the Community Plan.

Intent of Strategy

1. Partner with the federal government to address homelessness
2. Avoid duplication of effort
3. Develop a new Community Plan on Homelessness based on extensive community consultation.

Steps to Implementation	Time Frame
1. Neighbourhood Planning Branch to take initiative on this Strategy and chair the Community Advisory Board of Homelessness Partnering Strategy in 2013	current
2. Lead the development of the new Community Plan	Medium
3. Advise City Council on the new Community Plan	Medium
4. Make recommendations on funding applications to support the new Community Plan	Medium
5. Identify the best ways to align City resources to support the Community Plan	Medium
6. Provide City Council with updates	Medium - Long-Term

Definitions

None for this Strategy.

Branches involved

NPB

Strategy 30

MEDIUM/LONG-TERM STRATEGY

Strategy will include public consultation or outreach

Support the redevelopment of brownfields, greyfields and bluefields for affordable housing development

Background

Work with federal and provincial governments to identify opportunities and funding for brownfields, greyfields and bluefields for affordable housing projects, and advocate for increased funding from these levels of government towards the remediation of sites to make development a more viable option (see definition of terms in this document).

Intent of Strategy

1. Encourage the use of existing funding opportunities that are available to make additional lands a more viable option for affordable housing
2. Identify and capitalize on opportunities for the redevelopment for affordable housing development
3. Make use of brownfields, greyfields and bluefields to help meet intensification and sustainability goals

Steps to Implementation	Time Frame
1. Identify lands for redevelopment and ensure strengthened collaboration with provincial and federal governments through increased communication and information sharing	Medium
2. Maximize the availability of funding by ensuring awareness of different programs available including funding sources such as the Green Municipal Fund	Medium
3. Work with Tax, Assessment and Real Estate to ensure a unified approach to dealing with brownfield developments	Long
4. Include section 10.1 <i>Reuse options for closed school sites</i> of the current Regina Development Plan in the new Official Community Plan and explore options for greater capacity to dedicate closed school sites for affordable housing development	Long
5. Involve community residents in development proposals and site alternatives	Long
6. Work with land-owners to target specific high-potential sites throughout the City for redevelopment	Long
7. Make strategic use of the Real-Estate Reserve to leverage funding from other levels of government for the remediation and development of brownfield, greyfield and bluefield sites	Long

Definitions

Brownfield – undeveloped or previously developed properties that may be contaminated. These are usually, but not exclusively, former industrial or commercial properties that may be utilized, derelict or vacant.

Greyfield – previous properties that are not contaminated. Usually, but not exclusively, former commercial properties that may be undervalued, derelict or vacant.

Bluefield – Refers to older, unused institutional lands or buildings.

Branches involved

NPB, LRP, CP, ATRE

Strategy 32

MEDIUM-TERM STRATEGY

Administration deems this strategy needing more consideration before implementation.

Consolidate the City’s housing functions, build the capacity of staff related to housing, and dedicate staff time to housing facilitation

Background

Consolidate the housing functions of the City that are undertaken by a range of departments, build the capacity of staff to achieve the goals of this Comprehensive Housing Strategy, communicate the role of the City and act as a key housing facilitator.

Intent of Strategy

1. Consolidate functions in City regarding housing for efficiency
2. Establish means of communication and collaboration to strengthen role of housing for City Administration

Steps to Implementation	Time Frame
1. Complete Comprehensive Housing Strategy and Implementation Plan	Short
2. Work collaboratively with different departments to ensure proper communication with key stakeholders	Short
3. Continue to work with internal partners to encourage affordable housing development wherever possible	Short
4. Determine the extent of the workload required to achieve housing objectives and action items	Short
5. Increase staff capacity accordingly	Short
6. Ensure that internal stakeholders are aware of the requirement for the City's role in housing	Medium
7. Consolidate City’s housing functions	More consideration before implementation

Definitions

None for this Strategy.

Branches involved

NPB

Strategy 33

MEDIUM-TERM STRATEGY

Strategy will include public consultation or outreach

Prepare educational materials and engage in educational outreach about the full range of housing and related funding programs available in Regina

Background

One of the ways of encouraging a more diverse housing supply and address the potential concerns of residents to certain types of housing, is to provide information on the advantages of and opportunities for increased density and diversity

Intent of Strategy

1. Help developers, builders and properties understand and access funding options.
2. Create communication between various levels of government so programs are complementary.
3. Eliminate some of the confusion and staff time spent explaining programs, access to documents and roles

Steps to Implementation	Time Frame
1. Work with internal departments to draft materials that include City program information	Medium
2. Work with Communications to ensure corporate procedures and templates are current and in line with our corporate objectives	Medium
3. Work with Communications to measure/gauge effectiveness of outreach strategies	Medium

Definitions

None for this Strategy.

Branches involved

NPB, C, ATRE

Strategy 35

MEDIUM-TERM STRATEGY

Play a lead facilitation role in establishing and coordinating a housing and homelessness coalition of community stakeholders as a way of coordinating collaboration, engaging stakeholders, and obtaining advice

Background

Community stakeholders indicated that there was a need for a coalition that would meet on a regular basis to share ideas, foster collaboration and engage in joint initiatives. This coalition would be comprised of a cross-section from the public, non-profit and private sectors with the City playing a lead facilitation role.

Intent of Strategy

1. Involve stakeholders in identifying solutions to Regina’s housing issues
2. Identify changes to local policies, programs, and initiatives to improve Regina’s housing situation
3. Encourage collaboration and joint initiatives as a way to increase housing options
4. Provide advice to the City on implementing the recommendations in the Comprehensive Housing Strategy.

Steps to Implementation	Time Frame
1. Meet with key stakeholders	Medium
2. Develop leadership and organizational structure for a coordinated response to Regina’s housing issues	Medium
3. Identify key community partners to bring on board for planning and implementation of a community response	Medium
4. Plan and undertake a needs assessment to identify issues requiring a coordinated response	Medium
5. Develop a plan aligning with federal and provincial funding and programs including the Housing First model	Medium
6. Mobilize the community to implement the plan	Medium

Definitions

Housing First – model for addressing homelessness that addresses the need for housing first, and moves a homeless individual or household immediately from the streets or homeless shelters into their own apartments.

Branches involved - NPB

Strategy 36

MEDIUM/LONG-TERM STRATEGY

Over time update long-range planning documents to be consistent with the Comprehensive Housing Strategy

Background

To support the successful implementation of the Comprehensive Housing Strategy it is important that the Official Community Plan and other long-range planning documents be updated to be consistent with the Comprehensive Housing Strategy.

Intent of Strategy

1. Ensure consistency and compliance between Comprehensive Housing Strategy and Long-Range Planning documents.

Steps to Implementation	Time Frame
1. Ensure that Long Range Planning is aware of the policy and action items associated with the Comprehensive Housing Strategy and establish a procedure for updating documents for compliance	Medium-Long On-going

Definitions

None for this Strategy.

Branches involved

NPB, LRP

Part 3: Long –Term Strategies

CITY OF REGINA HOUSING STRATEGY: DETAILED WORK PLAN

Strategy 14

LONG-TERM STRATEGY

Administration deems this strategy needing more consideration before implementation.

Explore the option of developing a Regina rental housing repair initiative that involves a revolving fund to provide loans for affordable rental housing repair, and exemptions on incremental taxes due to the repairs/improvements

Background

The Housing Strategy has identified the need to repair and maintain the existing housing stock. Strategy 14 would explore ways of encouraging and supporting the repair and maintenance of existing properties.

Intent of Strategy

1. Keep, restore and protect existing housing stock
2. Identify sources to support repair and renovation of existing buildings

Steps to Implementation	Time Frame
1. Since the City cannot offer loans to individuals or property owners (as recommended in the consultant’s report); investigate another funding model for a housing repair fund	Long
2. Investigate provincial programs for stackable or complementary programs or program gaps	Long
3. Investigate potential sites as test cases	More consideration before implementation
4. Create an awareness campaign for rental housing repair	More consideration before implementation
5. Explore tax incentive policy to evaluate potential tax incentives on properties participating in rental repair program and initiative to offer tax exemption for incremental taxes resulting from repairs	More consideration before implementation

Definitions

None for this strategy.

Branches involved

NPB, FAC, CC, ATRE, C

Strategy 26

LONG-TERM STRATEGY

Strategy will include public consultation or outreach

Support a community outreach initiative to demonstrate the benefits and opportunities of increased density and diversity

Background

Educational materials can help to dispel myths and misunderstanding about the impacts of affordable housing or new housing types on existing property values.

Intent of Strategy

1. Provide information about misunderstanding about the impacts of affordable housing or new housing types on existing property values.
2. Invite the public to be a part of the conversation on density and diversity in their neighbourhoods and city-wide.

Steps to Implementation	Time Frame
1. Bring in experts on the subject to help generate educational materials and host public events to address the advantages of increased density city-wide	Long
2. Work with Communications Branch to put together public educational materials for circulation	Long
3. Evaluate projects in the City of Regina to study effects of increased density and diversity through post-occupancy evaluations and create evaluation methods for future projects to mitigate concerns	Long
4. Continue the conversation on a neighbourhood-by-neighbourhood basis as new projects and project types are proposed	Long

Definitions

None for this Strategy.

Branches involved

NPB, C

Strategy 29

LONG-TERM STRATEGY

Strengthen Official Community Plan policies related to encouraging a mix of land uses, walkable neighbourhoods, and access to public transportation

Background

Official Community Plan (OCP) policies that encourage walkable neighbourhoods, a mix of land uses and access to public transportation will create more complete neighbourhoods with services and transportation options.

Intent of Strategy

1. Encourage development of housing in relationship to other services and amenities such as public transportation
2. Evaluate location of new housing development and need for additional services or amenities.

Steps to Implementation	Time Frame
1. Include language in the Official Community Plan under housing goals that includes provisions for housing as part of complete communities with a mix of land uses, walkable neighbourhoods and access to public transit and neighbourhood design that is appropriate for all ages and physical abilities. Define complete communities in the OCP	Short
2. Work with OCP to include a definition of complete communities that ensures access for people of all ages and abilities	Medium
3. Research different cities to determine best practices regarding mixture of land uses	Medium
4. Work with OCP research and growth plan to create a map indicating areas with affordable housing, rental housing and higher-density (multi-unit) housing to inform policy decisions	Medium
5. Work with Transit to ensure harmony with Comprehensive Housing Strategy in terms of efficient routes into new and existing neighbourhoods	Long

Definitions

Official Community Plan (OCP) - Under provincial legislation, every community in Saskatchewan must have its own official community plan. This long-range plan maps out how the community will grow physically; how it will accommodate population growth; how it will manage issues such as the provision of city services and environmental impact; and even how it can enhance its social and cultural development.

An official community plan guides the policies, projects and programs the City of Regina develops on an ongoing basis. The Official Community Plan will replace the existing Regina Development Plan and is due for completion in 2013.

Complete communities – definition forthcoming with Official Community Plan

Branches involved

NPB, LRP, IP

APPENDIX 1

36 Strategies from the Comprehensive Housing Strategy – Consultant’s Final Report (Feb 2013)

- Strategy 1: Refine current property tax and capital incentives to target the issue of insufficient supply of rental and affordable housing:
- Strategy 2: Leverage the City’s land assets to increase the supply of rental, affordable and special needs housing, promote the diversity of housing, and support the creation of complete neighbourhoods
- Strategy 3: Foster the creation of secondary suites
- Strategy 4: Establish an interim innovative affordable housing rezoning policy that allows for consideration of rezoning applications immediately in specific existing residential or mixed use areas
- Strategy 5: Develop policies to support the use of alternative development standards
- Strategy 6: Implement a policy and process to fast-track affordable housing and special needs housing developments through the planning approval process
- Strategy 7: Work with the Regina Regional Opportunities Commission to encourage major new developments/investments to prepare a housing plan
- Strategy 8: Permit density bonusing and transfer of development rights with an aim of increasing the supply of affordable and special needs housing
- Strategy 9: Advocate to federal and provincial governments for additional support for rental, affordable, and special needs housing
- Strategy 10: Monitor changes to the existing rental housing stock
- Strategy 11: Promote and assist landlords and others in accessing existing Provincial housing repair funding
- Strategy 12: Advocate to the federal and provincial governments for additional support for the retention and regeneration of the existing housing stock
- Strategy 13: Develop a strategy for improving compliance with safety and property maintenance standards
- Strategy 14: Explore the option of developing a Regina rental housing repair initiative that involves a revolving fund to provide loans for affordable rental housing repair, and exemptions on incremental taxes due to the repairs/improvements

- Strategy 15: Foster the creation of temporary rental housing and rooming houses/ single room occupancies (revised October 2013: Foster the creation of diverse and economical rental accommodations.)
- Strategy 16: Facilitate the creation of additional apartment units through changes to the Zoning Bylaw
- Strategy 17: Establish policies in the Official Community Plan that specify housing targets by type/density, tenure, and affordability; an intensification target; and a rental housing vacancy rate target
- Strategy 18: Add a policy to the Official Community Plan that neighbourhood level plans identify target percentages for different housing types and forms within the neighbourhood
- Strategy 19: Encourage the creation of accessible housing through Official Community Plan policy changes
- Strategy 20: In the Official Community Plan permit housing for persons with special needs, through a range of housing types, in all residential land use designations
- Strategy 21: Add a policy to the Official Community Plan to consult and work with Aboriginal groups to develop affordable housing
- Strategy 22: Add a policy to the Official Community Plan to formalize the city's policy of discouraging down zoning to support an increased diversity of housing options
- Strategy 23: Define attainable and affordable housing in the Official Community Plan
- Strategy 24: Define an adequate land supply in the Official Community Plan
- Strategy 25: Develop and promote prototypes and pilot initiatives of innovative housing forms
- Strategy 26: Support a community outreach initiative to demonstrate the benefits and opportunities of increased density and diversity
- Strategy 27: Continue to support housing and homelessness initiatives through the Community Investment Grants Program and identify ways to allocate funding for maximum community impact
- Strategy 28: Continue to play a lead role in the federal government's Homelessness Partnering Strategy by preparing the Community Plan to Address Homelessness
- Strategy 29: Strengthen Official Community Plan policies related to encouraging a mix of land uses, walkable neighbourhoods, and access to public transportation
- Strategy 30: Support the redevelopment of brownfields, greyfields and bluefields for affordable housing development

- Strategy 31: Prepare an implementation plan for the Comprehensive Housing Strategy and annual reports to monitor achievements and outline annual work plans
- Strategy 32: Consolidate the City's housing functions, build the capacity of staff related to housing, and dedicate staff time to housing facilitation
- Strategy 33: Prepare educational materials and engage in educational outreach about the full range of housing and related funding programs available in Regina
- Strategy 34: Update data in the Comprehensive Housing Strategy when the full 2011 Statistics Canada Census data is released, and adjust strategies as required
- Strategy 35: Play a lead facilitation role in establishing and coordinating a housing and homelessness coalition of community stakeholders as a way of coordinating collaboration, engaging stakeholders, and obtaining advice
- Strategy 36: Over time update long-range planning documents to be consistent with the Comprehensive Housing Strategy

APPENDIX 2

DEFINITION OF TERMS USED IN IMPLEMENTATION PLAN

Accessory suite – Self-contained residential units with kitchen and bathroom facilities within other (accessory) buildings on a property such as laneway suites or suites over a garage.

Affordable Housing – Housing that is adequate in its state-of-repair and is affordable in that the cost of housing is less than 30% of the household’s gross income

Age-Friendly Communities – residential and mixed-use development guided by policies, services and structures in the physical and social environment designed to meet the abilities and needs of seniors to live safely, enjoy good health and stay involved.

Alternative Development Standards (ADS) - Development standards put in place by a municipality to guide planning, design and construction of development – either in an area/neighbourhood, or on a specific subdivision, parcel or property. They can be used to determine the size of lots, parking requirements, location of buildings or utilities as well as development and building standards.

ADS allow a City to create unique or specific guidelines above and beyond Zoning codes to more creatively or proactively shape future development. They can also be used to establish density targets or housing diversity thus supporting the development of affordable housing. Alternative Development Standards can also be used for pilot projects to test new development criteria. See Strategy 25.

Assisted Ownership Housing (program definition) - Assisted ownership housing is housing that is affordable to households within Saskatchewan Housing Corporation’s Maximum Income Limit, where affordable means spending less than 30% of the household’s income on housing. (In 2012 the Maximum Income Limit was \$66,500.)

At Or Below Market Average Rent (program definition) - rental housing with rents at or below market average rent

Attainable housing – The term attainable refers to a situation where households at various income levels can find and secure (attain) suitable, adequate and affordable housing.

Barrier-free housing - housing built to eliminate physical barriers to use or visitation, so that it is accessible to anyone regardless of age or physical ability, and without a need for adaptation

Bluefield – Refers to older, unused institutional lands or buildings.

Brownfield – undeveloped or previously developed properties that may be contaminated. These are usually, but not exclusively, former industrial or commercial properties that may be utilized, derelict or vacant.

Complete Communities – *Definition forthcoming once the Official Community Plan is complete.*

Contract Zone - As defined in the Zoning Bylaw 9250, this zone is intended to permit a unique development opportunity and/or the development of parcels of land and/or buildings which, because of their shape, size, unique characteristics or some other unusual condition, may require special consideration to achieve the desired results consistent with the applicable land use category or the general intent of the zones in which they are situated.

Cooperative housing – a type of housing tenure whereby housing is owned and maintained by a legal entity, usually a member-based corporation and consists of one or more residential buildings. Membership is granted by way of a share purchase in the cooperative. Each shareholder in the legal entity is granted the right to occupy one housing unit

Development Score Card – A list of priorities and goals used to evaluate a development based on its ability to achieve desired outcomes or meet goals in terms of housing need, affordability and sustainability.

Density (or Housing Density) – The number of housing units per unit of land.

Density bonusing - Allows developers to add more floor area or additional density not permitted by zoning in exchange for advantages such as affordable housing (e.g. if affordable housing is built, extra floor area may be possible). This will be evaluated on a case-by-case basis.

Density Targets – A target number of units per land (e.g. X units per hectare)

Detached dwelling unit - a building that contains only one dwelling unit and is not attached to another, adjacent dwelling unit. Where permitted, a detached dwelling unit may also contain a Secondary Suite subject to the regulations of *The Zoning Bylaw No. 9250*.

Direct Control District – As defined in the Zoning Bylaw 9250, the purpose of the DCD - Direct Control District is to identify areas of the City where sensitive control of the use, development, and location of buildings is necessary in order to establish, preserve or enhance:

- (a) a unique character;
- (b) a special environmental concern; or
- (c) a special historic, cultural, archaeological, natural, scientific or aesthetic site identified in any municipal, provincial or federal legislation.

Greyfield – previous properties that are not contaminated. Usually, but not exclusively, former commercial properties that may be undervalued, derelict or vacant.

Housing First – model for addressing homelessness that addresses the need for housing first and moves a homeless individual or household immediately from the streets or homeless shelters into their own apartments.

Housing Tenure – Tenure refers to the arrangement under which a household occupies a housing unit referring either to ownership or rental of all or part of the housing unit.

Housing Type – definition of the physical form of the housing such as multi-unit (several units to a building) versus single-family (single unit for a single household).

Inclusionary Zoning – a housing policy requiring that a certain percentage of units be affordable housing for low-income families as a precondition of development.

Innovative projects – defined by, but not limited to, use of Alternative Development Standards, Contract Zoning or Direct Control District to allow an innovative solution, or a project dissimilar to as-of-right development projects. Definition of innovative is qualitative.

Laneway housing - is a form of housing where dwelling units are built on pre-existing lots, usually in the backyard and opening onto the back lane, but detached from the existing main house on the same lot.

Market Average rent – the average rent for an area (City of Regina) as reported by the Canada Mortgage and Housing Corporation and updated annually.

Micro-suites – Purpose-built rental units that are small, self-contained dwelling units with a sleeping and living area, kitchenette and bathroom. Micro-suites are primarily rented as a permanent residence for single individuals or couples.

Official Community Plan - Under provincial legislation, every community in Saskatchewan must have its own official community plan. This long-range plan maps out how the community will grow physically; how it will accommodate population growth; how it will manage issues such as the provision of city services and environmental impact; and even how it can enhance its social and cultural development. An official community plan guides the policies, projects and programs the City of Regina develops on an ongoing basis. The Official Community Plan will replace the existing Regina Development Plan and is due for completion in 2013.

Performance-Based Planning - Performance-based planning identifies and prioritizes development policies, projects, and strategies based on the ability to meet goals and objectives.

Planning and Development Act, 2007 - the provincial Act that establishes Planning and Development for municipalities. The current Planning and Development Act was last updated 2 July 2012.

Purpose built rental unit – A rental unit that is designed and built for rental purposes and is not intended as an ownership unit.

Regina Development Plan - A framework for land use and development decisions containing general development policies, implementation and detailed plans for active uses of change. The Regina Development Plan was last updated in September 2012. The Official Community Plan due for completion in 2013 will take the place of the Regina Development Plan.

Secondary suite – As per the Zoning Bylaw No. 9250, a secondary suite is a subordinate, self-contained dwelling unit within a detached dwelling.

Secondary rented units - Refers to a residential property where the registered owner rents a unit to a tenant or tenants who are not registered as owners on the property title. Secondary Rented Units are not purpose-built rentals but intended as owner-occupied units or investor-owned properties and include condominiums, single family homes or town homes.

Single Room Occupancy (SRO) (*further defined with Strategy 15 research and recommendations*) – purpose-built, multi-tenant building that houses one or two people in single-room dwellings. Depending

on the design, each dwelling unit may include a kitchenette, bathrooms or half-baths, or bathrooms and/or kitchens may be shared by several tenants. SROs are primarily rented as a temporary residence.

Special Needs Housing – A housing unit that is occupied by or is made available for occupancy by a household having one or more individuals who require accessibility modifications or some form of social as well as financial support in order to live independently.

Transfer of development rights - allows a developer to buy the development rights of an existing, neighbouring property (e.g. a single-storey building on a lot that would allow for higher density were it to be rebuilt). This allows for addition residential density on some lots but retains the community character and existing building stock of neighbourhoods – and also balances out a neighbourhood so that it is not all high density buildings. As with density bonusing this tool would be considered on a case-by-case basis.

Transit-oriented development - Development in proximity to transit that is of higher intensity with design qualities that encourage the use of transit, such as a high quality pedestrian environment and a mix of uses.

Transitional housing - The temporary or interim accommodation (in the form of multi-unit apartments, single room occupancies, scattered site apartments, shelters, group homes, etc.) [which may or may not be] combined with case managed support services, aimed at helping people make the transition to long-term and permanent housing, self-sufficiency and independence.

Universal design – design standards meant to create buildings and environments that are inherently accessible to people throughout the spectrum of age and physical ability.

Workforce housing – housing that is targeted to essential workers in a community whose housing needs might not otherwise be met by existing market housing options.