



Realizing Housing Potential

Direction for future housing investment
in Alberta Avenue, Central McDougall,
Eastwood, McCauley & Queen Mary Park





The completion of the Realizing Housing Potential initiative and resultant neighbourhood housing roadmaps are the result of the insight, experiences and stories shared by a diverse range of residents, City of Edmonton staff, community groups and organizations, housing providers and support service agencies.

We would like to thank the community leaders and local organizations and agencies who participated in focus groups and meetings and provided their insights and experience. In particular, we would like to thank community residents who participated in our neighbourhood workshops or completed a survey to share their personal housing stories with us.

Together, these experiences and insights have contributed towards the development of a thoughtful collection of Housing Roadmaps to better meet the housing needs of residents.

Thank you.

July 2015



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Introduction



In 2009, some community members began to raise concerns over high ratios of low-cost housing (both market and non-market) in their neighbourhoods. Specific concerns were expressed over the condition of existing market housing, the presence of derelict buildings and vacant lots, ratios of non-market housing, and the location and operation of emergency shelters.

There was expressed desire for a coordinated approach to developing focused housing initiatives to address a wide range of neighbourhood conditions. In response, City Council committed to a number of key actions in 2012 to address these concerns, including the non-market housing investment pause, a three-year moratorium on City funding for new non-market housing in five central neighbourhoods. Another of the actions was to conduct neighbourhood-based analysis of housing conditions in the pause neighbourhoods in partnership with communities who opted in. This commitment became the Realizing Housing Potential initiative. Realizing Housing Potential conducted neighbourhood housing research and engaged with stakeholders to respond to community housing concerns which led to the application of the non-market housing investment pause.

The five neighbourhoods targeted by Realizing Housing Potential are all mature neighbourhoods with unique housing needs and opportunities. Located in central Edmonton, these neighbourhoods were some of the first to be developed to house families with children and included many schools. Over the last half century, the neighbourhoods experienced typical neighbourhood life cycle changes as families moved to newly developing suburbs, sparking a period of population decline in these areas alongside problems related to aging infrastructure.

Today, the perception of these neighbourhoods is changing. They are attracting new residents, drawn by the presence of community amenities, close proximity to transit options and a rapidly-developing downtown district. Already the focus of various revitalization investments, a housing focus has been a gap in previous initiatives in these neighbourhoods. Realizing Housing Potential addresses this gap through the complementary development of housing investment priorities and actions. These actions are focused on small-scale changes which will better use existing resources to achieve shared housing outcomes in the five neighbourhoods.



Realizing Housing Potential

The objective of Realizing Housing Potential was to allow residents, stakeholders and City staff to work together to identify specific housing policies, programs and pilot projects that will work towards positive change in the five project neighbourhoods of Alberta Avenue, Central McDougall, Eastwood, McCauley and Queen Mary Park.

These ideas and strategies are contained within Neighbourhood Housing Roadmaps developed for each area. Neighbourhood Housing Roadmaps consider issues and options related to all types of housing across the housing continuum, including both market and non-market housing. This continuum is represented below in Figure 1 as the Housing and Support Framework.

Working within a clearly articulated municipal vision and the strategic direction of The Ways plans, Neighbourhood Housing Roadmaps set in place a critical policy and program framework to act as a strong foundation for ongoing neighbourhood renewal and investment.

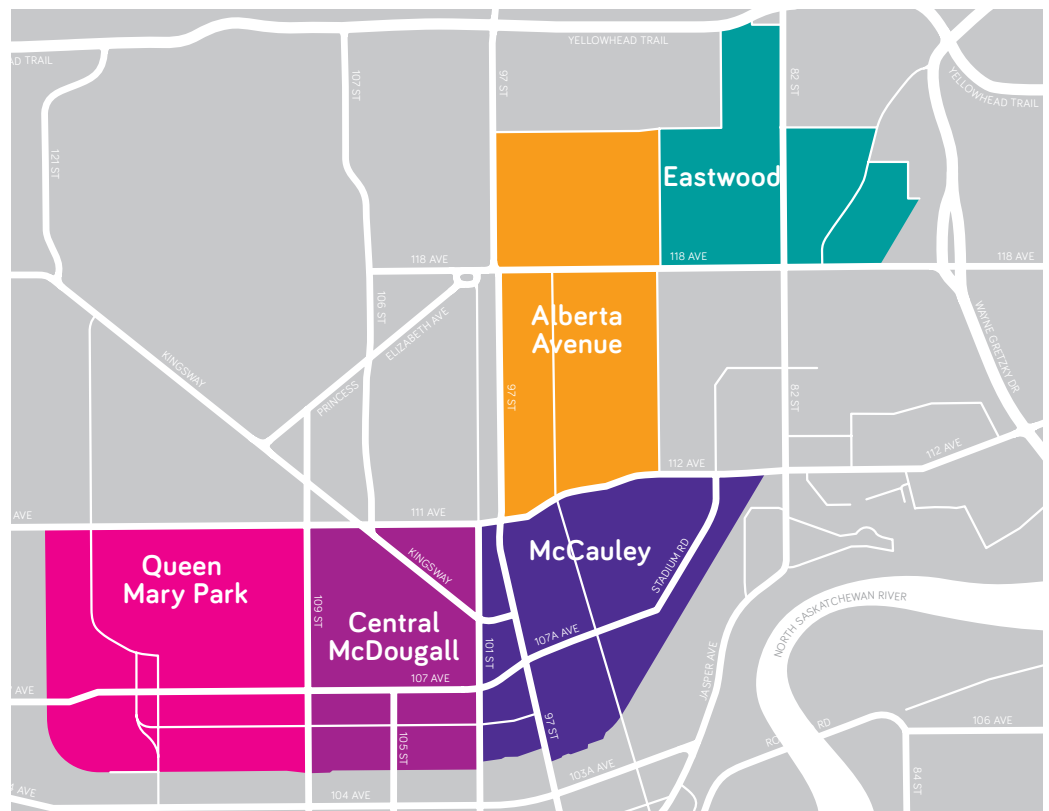


Figure 1.
Housing and
Support Framework

Non-Market Housing					Market Housing	
Non-permanent Accommodation		Permanent Housing			Permanent Housing	
Shelter Spaces	Short-Term Accommodation	Permanent Supportive Housing	Supported Housing	Affordable Housing	Market Affordable Housing	Market Housing
Emergency/ Overnight Shelter	Short-Term Accommodation for persons in transition	Congregate Living (four or more persons living in a building with shared facilities)	Independent Living	Housing Cost (capital/ operating) subsidized	Non-subsidy government incentives to build or purchase	Rental and ownership housing provided by the private sector

Project Process

Realizing Housing Potential is focused on actions that address the aspects of core housing need; housing adequacy, affordability and suitability. To help meet these needs, there are a number of municipal tools available. Out of scope for this initiative include land use or zoning changes and design standards.

The Realizing Housing Potential toolbox for housing change in the neighbourhoods includes:

- Incentives and grants to encourage certain types of desirable development;
- Neighbourhood housing investments; City-funded projects that will test approaches and meet identified neighbourhood priorities;
- Enforcement of regulations around safety, housing and property standards;
- Training and education programs;
- Coordination and advocacy activities with external partners to convey neighbourhood priorities; and
- Policy guidelines directing future priorities for City investments.

Figure 2.
Project Timeline



Building the Neighbourhood Housing Roadmaps

Building each Neighbourhood Housing Roadmap incorporates four key elements:

Considering the Current Policy Context:

Reviewing City policies relevant to the area ensures that the recommendations align with current direction from Council.

Engaging Communities:

Undertaking an inclusive public participation process improves decisions by providing a richer understanding of the local context, bringing diverse perspectives to the table and identifying critical issues.

Conducting Data Analysis:

Analyzing housing market conditions, current housing stock and demographic trends provides baseline data to understand local housing needs and how future interventions may impact a neighbourhood.

Making Connections with Existing Initiatives:

Understanding work already being done avoids duplication and helps to use resources efficiently.

The Neighbourhood Housing Roadmaps include the outcomes of all of these activities.



Role of Public Participation

Public participation was a key component of Realizing Housing Potential. The project team engaged with community leaders and local organizations early in order to shape the process going forward. Various methods of public participation were used, including large community meetings and workshops, small group interviews and online input booklets.

Realizing Housing Potential held a total of forty stakeholder meetings, workshops and interviews and provided two opportunities to provide online input at key project stages. These participation methods reached over 420 stakeholders throughout the entire project.

Additional Reports

Additional resources and achievements resulting from Realizing Housing Potential include the development of Neighbourhood Housing Profiles and Housing Snapshots which provide comprehensive analysis of housing indicators and demographics, and a What We Heard Report summarizing community input on housing challenges and opportunities in their neighbourhoods.



Policy and Planning Context

“A complete community offers housing choices, provides certainty for residents on the provision of amenities and services, optimizes the use of existing infrastructure and is supported by publicly built and operated infrastructure.”

- The Way We Grow

The City’s Municipal Development Plan (MDP), The Way We Grow, provides the overarching strategic goals and policies related to how neighbourhoods will grow and develop over the next ten years with specific direction for ensuring housing choice and housing affordability.

Key housing focus in the MDP is on providing broad and varied housing choice for various demographic and income groups in all neighbourhoods across Edmonton to create more socially sustainable communities. Direction is given to provide safe, accessible and long term affordable housing in all areas of the city with a focus on LRT stations and transit centres.

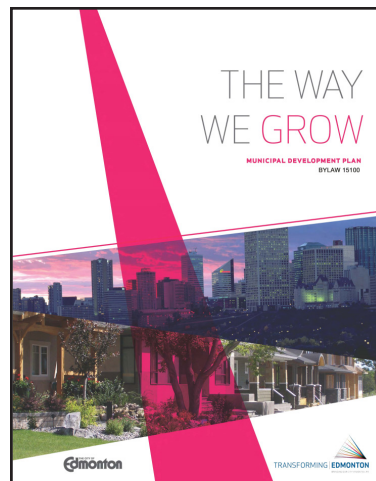
The City has been actively engaged in a range of initiatives to both meet the city-wide strategic goals of the MDP, and to improve and revitalize the Realizing Housing Potential neighbourhoods in particular.

City-wide policy developments and recommendations which affect the Realizing Housing Potential neighbourhoods include Elevate: The Report of the Community Sustainability Task Force, Edmonton’s Infill Roadmap and the City’s Affordable Housing Strategy (in development). Elevate recommends action for supporting and enhancing the viability of mature neighbourhoods, in particular supporting schools in light of demographic change. Edmonton’s Infill Roadmap works towards supporting more and better infill across the city and supporting new housing in established neighbourhoods. Edmonton’s new Affordable Housing Strategy will guide the City’s involvement in the affordable housing sector in order to take a coordinated approach to meeting the housing needs of our growing city.

Neighbourhood-specific investments include neighbourhood revitalization efforts encompassing the Central McDougall and Queen Mary Park and McCauley Revitalization Strategies and the Avenue Initiative in Alberta Avenue and Eastwood. The Neighbourhood Renewal Program, which focuses on infrastructure upgrades, will be implemented in Queen Mary Park in 2016, Central McDougall and Alberta Avenue by 2018 and Eastwood by 2022. McCauley underwent renewal in 2012. All Realizing Housing Potential neighbourhoods are home to a Business Revitalization Zone and supporting Business Association which works towards enhancing local commercial activity.

Policy and Planning Context (cont.)

Figure 3. City-wide and neighbourhood-specific policy initiatives and investments.



1. Elevate

Recommendations to support and enhance the viability of mature neighbourhoods.

2. Edmonton's Infill Roadmap

City's work plan to advance residential infill.

3. Affordable Housing Strategy

Guides the City's involvement in the affordable housing sector.

4. Realizing Housing Potential

Actions to improve housing conditions and direct future funding in target neighbourhoods.

5. Neighbourhood Revitalization

Community-based actions to revitalize specific neighbourhoods.

6. Business Revitalization Zones

Local businesses working together to enhance their area.

7. Building Great Neighbourhoods

Renewal of roads, sidewalks and streetlights.

"A variety of housing choices contributes to the long term stability of a neighbourhood and creates a varied built form which enlivens the physical and social character of the neighbourhood. A varied built form also provides flexibility for accommodating changing housing needs as the neighbourhood evolves through its lifecycle."

- The Way We Grow

Any future housing actions need to be complementary and supportive of other neighbourhood revitalization initiatives. Realizing Housing Potential seeks to contribute, not duplicate, other City initiatives already underway in the target neighbourhoods.

Each Neighbourhood Housing Roadmap works towards improving housing condition, stability and choice. Responding to community desires for focused housing initiatives to address a broad range of issues, including poverty reduction, school closures and infrastructure deficits, these roadmaps also seek to clarify opportunities for partnerships and connections with other initiatives.





Foundations for Housing

Principles for Realizing Housing Potential

Based on input provided by residents and stakeholders, four strategic priorities have been identified to guide future City housing investments and programs in the Realizing Housing Potential neighbourhoods:

1. Enhancing Housing Condition:
All housing should be safe and in good repair

The condition of housing is a concern across all neighbourhoods. Maintaining and also enhancing the existing stock to ensure it is adequate and safe is vitally important to realizing housing potential in the five neighbourhoods.

2. Creating Housing Choice:
Neighbourhoods should have a mix of housing type, tenure and level of affordability

A range of housing choices are needed to accommodate changing and diversifying housing needs. Options are needed for a range of households, including first-time homebuyers, families (couples, couples

with children, and single parents), seniors, students, and lower-income households as well as moderate and higher-income households.

3. Building Housing Stability:
Residents should have the opportunity for stable housing

Families and residents should have the capacity to maintain housing stability. Efforts to provide a range of supports can enable residents to live in secure environments.

4. Making Housing Connections:
Successful housing requires partnership and commitment

A strong commitment from various stakeholders (all levels of government, the private sector, local agencies, community groups and residents) is needed to realize the housing potential in each neighbourhood. Importantly, there is a desire from community members to be part of building their neighbourhoods. In addition, it is important that neighbourhood history, diversity and evolving character be celebrated and shared.

Neighbourhood Housing Roadmaps

When approaching the development of the neighbourhood housing roadmaps, emphasis was placed on treating each community as unique in its housing needs. Through neighbourhood research and community consultation, significant similarities in housing conditions, challenges and opportunities were observed. This has led to many of the proposed housing actions applied to multiple or all of the five neighbourhoods with a smaller number of actions applying to individual neighbourhoods.

The inclusion of separate roadmaps with a summary housing action table reflects Realizing Housing Potential's understanding of each neighbourhood as unique in character though sharing many of the same housing priorities. Highlighting each neighbourhood individually further works towards allowing easy reference by community members interested in understanding how their specific neighbourhood housing conditions are linked to the proposed actions.





Alberta Avenue

Neighbourhood
Housing Roadmap



Alberta Avenue Neighbourhood

Legend

- RF3
- RF5
- RF6
- RA7
- US
- DC2
- CNC
- CB2
- PU
- AP
- Parks
- Schools and Civic Use Buildings

Parks

- Alberta Avenue Park
- Norwood Child & Resource Centre
- Lorne Street Park

Schools and Civic Use Buildings

- Edmonton Islamic School
- Delton Elementary School
- Sprucewood Library
- Norwood Child & Resource Centre
- Edmonton Fire Station



Created July 2015. Zoning definitions explained at edmonton.ca/zoningbylaw.



Alberta Avenue Housing Actions

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 1 Housing Condition

Alberta Avenue is an older community with the majority of homes being built prior to 1960. Twenty-five percent of residents in Alberta Avenue reported that their home was in need of major repairs, compared to just 7 percent of residents in the city as a whole. Stakeholders are concerned with the costs associated with aging housing stock and the need for repairs. Emphasis from stakeholder input centred on the number of vacant, unfinished, and derelict properties.

Action 1*

Review the requirements for the Housing Opportunities Program for Edmonton (HOPE) and Curb Appeal grant program to ensure they are accessible for households in need and meet the goals of neighbourhood revitalization. Advocate for provincial funding to continue these programs.

Action 2

Develop a rental housing improvement program which provides financial assistance to repair or rehabilitate rental properties, and include regulations to ensure accountability on behalf of landlords. This program should include incentives for incorporating the principles of Crime Prevention Through Environmental Design (CPTED).

Action 3*

Facilitate a proactive property standards enforcement campaign to improve overall neighbourhood housing condition.*

Action 4

Investigate the feasibility of providing funding to assist low-income homeowners upgrade and enhance their residential properties within the potential Alberta Avenue heritage area. A future funding program should coordinate with existing heritage grant program requirements and processes.



Alberta Avenue Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 2 Housing Choice

Approximately three-quarters of the homes in Alberta Avenue are single-detached. Average monthly shelter costs for rented dwellings have risen significantly in the past decade, and at higher rates than the City as a whole. Almost half of all Alberta Avenue renters are spending 30 percent or more of their gross income on rent.

Stakeholders feel that there should be a variety of housing forms and types in Alberta Avenue, and that options for mixed-use development would help improve the economic stability of the neighbourhood. A range of housing type and tenure could contribute to affordability in the neighbourhood.

Action 1*

Investigate how to support an enhanced Development Incentive Program in order to encourage mixed-income/mixed-use development (i.e. retail/residential projects), in particular for 118 Avenue.

Action 2*

Investigate how to support aging-in-place initiatives within Alberta Avenue, such as incorporating universal design features in future projects and pilot home share or mixed-income seniors projects.

Action 3*

Review the current Secondary Suite grant program to identify opportunities to encourage more applicants (i.e. adjusting funding amounts available or eligibility requirements).



Alberta Avenue Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 3 Housing Stability

Though the number of households earning less than \$30,000 has decreased over the last decade, Alberta Avenue has a significantly lower average and median individual and household income than the City as a whole. Many residents are likely struggling with housing costs and may be at risk of losing their home.

Action 1*

Promote existing City housing resources (referral services, information workshops etc.) on landlord and tenant rights and responsibilities, and enhance services targeted for newcomers to Canada.

Action 2

Work with community-based partners to provide training and resources to first-time homebuyers.

Action 3*

Develop a housing stability program or link with a current initiative to provide assistance to residents at risk of losing their housing (assistance may include up to two months' rent and/or utility costs).*

Principle 4 Housing Connections

There is a desire from community members to be part of building their neighbourhoods. Alberta Avenue residents in particular feel that the image of their neighbourhood may be an issue that could be improved upon, and the history of the neighbourhood should be highlighted. Providing opportunities for residents and stakeholders to be engaged in neighbourhood housing, and encouraging new partnerships could lead to improved housing outcomes.

Action 1*

Promote and create greater awareness of existing City housing programs and resources.

Action 2

Complete ongoing monitoring of the housing mix and condition within Alberta Avenue while developing City housing projects and share this information with residents and stakeholders.

Action 3*

Support existing community groups' housing education events and initiatives through creating an enhanced housing facilitator position within the City.



Central McDougall

Neighbourhood
Housing Roadmap



Central McDougall Neighbourhood

Legend

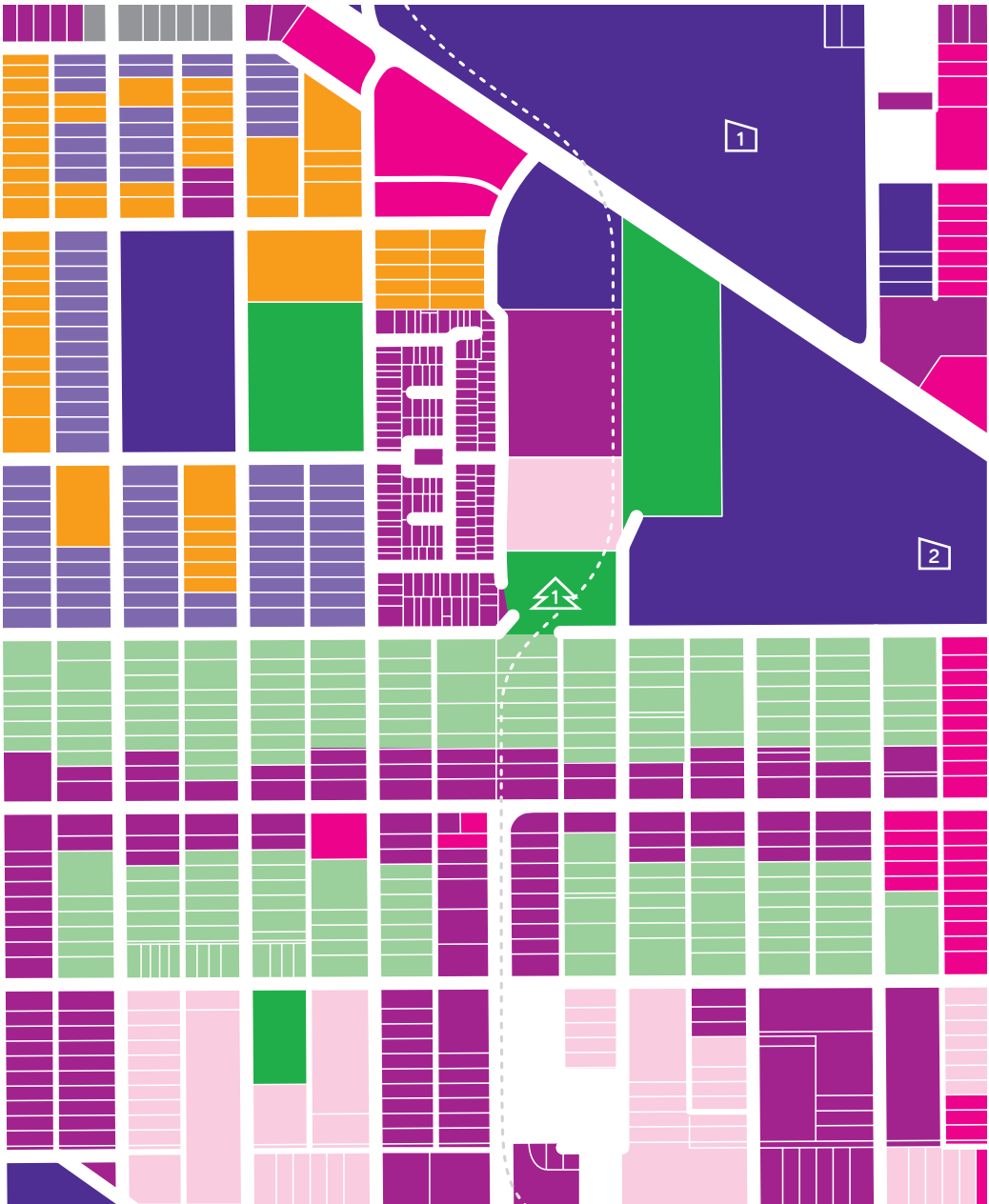
- RF1
- RF5
- RA7
- RA8
- US
- DC1
- DC2
- CB1
- CB2
- AP
- PU
- Parks
- Schools and Civic Use Buildings

Parks

- Princess Patricia Park

Schools and Civic Use Buildings

- Royal Alexandra Hospital
- Victoria School of Performing Arts



Created July 2015. Zoning definitions explained at edmonton.ca/zoningbylaw.



Central McDougall Housing Actions

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 1 Housing Condition

Two-thirds of the dwellings in Central McDougall were constructed prior to 1980. Fifteen percent of residents reported that their home was in need of major repairs, compared to seven percent in the city as a whole. Stakeholders were concerned with the aging and deterioration of much of the neighbourhood housing stock, in particular older walk-up apartments. In addition, there are a number of unoccupied dwellings adding to concerns of safety and overall neighbourhood appeal.

Action 1*

Review the requirements for the Housing Opportunities Program for Edmonton (HOPE) and Curb Appeal grant program to ensure they are accessible for households in need and meet the goals of neighbourhood revitalization. Advocate for provincial funding to continue these programs.

Action 2

Develop a rental housing improvement program which provides financial assistance to repair or rehabilitate rental properties, and include regulations to ensure accountability on behalf of landlords. This program should include incentives for incorporating the principles of Crime Prevention Through Environmental Design (CPTED).

Action 3*

Facilitate a proactive property standards enforcement campaign to improve overall neighbourhood housing condition.*



Central McDougall Housing Actions

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 2 Housing Choice

The vast majority of the housing in Central McDougall is comprised of rental apartments. In addition, most households are comprised of single individuals. While costs for housing may be lower than average, these costs are rising and vacancy rates remain low. A large percentage, 48 percent, of Central McDougall renters are spending 30 percent or more of their gross income on rent. Stakeholders highlighted the need for a greater diversity of housing types and forms within the Central McDougall neighbourhood to contribute to social sustainability.

Action 1*

Investigate how to support an enhanced Development Incentive Program in order to encourage mixed-income/mixed-use development (i.e. retail/residential projects), in particular for 107 Avenue and areas in the south end of the neighbourhood.

Action 2*

Investigate if there are potential sites within Central McDougall for an attainable home ownership program for first-time homebuyers and explore potential partnerships with community organizations.*

Action 3*

Review the current Secondary Suite grant program to identify opportunities to encourage more applicants (i.e. adjusting funding amounts available or eligibility requirements).

Principle 3 Housing Stability

A significant proportion of individuals and families living in Central McDougall are living in low-income according to Statistics Canada's after-tax low-income measure (LIM-AT). These households are likely facing housing affordability challenges and may be at risk of losing their homes. While the proportion of neighbourhood households earning less than \$30,000 has decreased over the last decade, it still comprises nearly half of all households.

Action 1*

Promote existing City housing resources (referral services, information workshops etc.) on landlord and tenant rights and responsibilities and enhance services targeted for newcomers to Canada.

Action 2

Work with community-based partners to provide training and resources to first-time homebuyers.

Action 3*

Develop a housing stability program or link with a current initiative to provide assistance to residents at risk of losing their housing (assistance may include up to two months' rent and/or utility costs).*



Central McDougall Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 4 Housing Connections

A significant proportion of individuals and families living in Central McDougall are living in low-income according to Statistics Canada's after-tax low-income measure (LIM-AT). These households are likely facing housing affordability challenges and may be at risk of losing their homes. While the proportion of neighbourhood households earning less than \$30,000 has decreased over the last decade, it still comprises nearly half of all households.

Action 1*

Promote existing City housing resources (referral services, information workshops etc.) on landlord and tenant rights and responsibilities and enhance services targeted for newcomers to Canada.

Action 2

Complete ongoing monitoring of the housing mix and condition within Central McDougall while developing City housing projects and share this information with residents and stakeholders.

Action 3*

Support existing community groups' housing education events and initiatives through an enhanced housing facilitator position within the City.*





Eastwood

Neighbourhood Housing Roadmap



Eastwood Neighbourhood

Legend

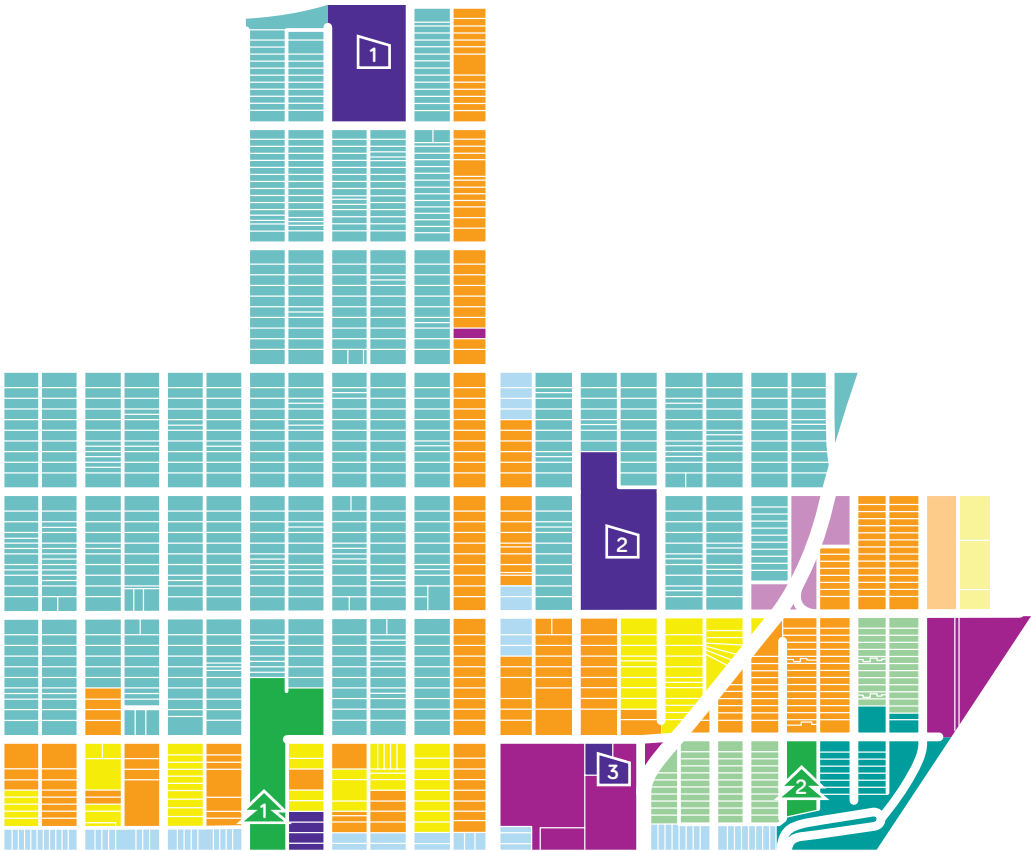
- RF3
- RF6
- RA7
- RA9
- US
- DC2
- CB1
- AP
- IB
- IM
- Parks
- Schools and Civic Use Buildings

Parks

- Eastwood Park
- James Kidney Park

Schools and Civic Use Buildings

- St. Gerald Catholic Elementary School
- Eastwood Elementary Junior High School
- Eastwood Police Station



Created July 2015. Zoning definitions explained at edmonton.ca/zoningbylaw.



Eastwood Housing Actions

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 1 Housing Condition

With about 80% of the housing stock at least 35 years old, the aging and deterioration of homes in the neighbourhood is becoming a concern. This can lead to increased maintenance and repair costs and ultimately affordability challenges for many households.

Action 1*

Review the requirements for the Housing Opportunities Program for Edmonton (HOPE) and Curb Appeal grant program to ensure they are accessible for households in need and meet the goals of neighbourhood revitalization. Advocate for provincial funding to continue these programs.

Action 2

Develop a rental housing improvement program which provides financial assistance to repair or rehabilitate rental properties, and include regulations to ensure accountability on behalf of landlords. This program should include incentives for incorporating the principles of Crime Prevention Through Environmental Design (CPTED).

Action 3*

Facilitate a proactive property standards enforcement campaign to improve overall neighbourhood housing condition.*



Eastwood Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 2 Housing Choice

Within Eastwood, the majority of housing is comprised of one to four storey apartments (45 percent) and single detached housing (37 percent). Residents are interested in further diversifying the housing stock and encouraging various forms of housing. About 60 percent of residents are renters. Average monthly shelter costs for rented dwellings and average house prices have risen in the past decade, and at higher rates than the city as a whole. Accordingly, affordability is an issue, as 45 percent of Eastwood renters are spending 30 percent or more of their gross income on rent.

Action 1*

Investigate how to support an enhanced Development Incentive Program in order to encourage mixed-income/mixed-use development (i.e. retail/residential projects), in particular for 118 Avenue.

Action 2*

Investigate how to support aging-in-place initiatives within Eastwood, such as incorporating universal design features in future projects and pilot home share or mixed-income seniors projects.

Action 3*

Review the current Secondary Suite grant program to identify opportunities to encourage more applicants (i.e. adjusting funding amounts available or eligibility requirements).

Action 4*

Investigate if there are sites within Eastwood for an attainable home ownership program for first-time homebuyers and explore potential partnerships with community organizations.*

Principle 3 Housing Stability

Eastwood has a lower average and median individual and household income than the city as a whole. While the proportion of neighbourhood households earning less than \$30,000 has decreased notably over the last decade, it still comprises a third of all households. These households may be at risk of losing their home.

Action 1*

Promote existing City housing resources (referral services, information workshops etc.) on landlord and tenant rights and responsibilities, and enhance services targeted for newcomers to Canada.

Action 2

Work with community-based partners to provide training and resources to first-time homebuyers.

Action 3*

Develop a housing stability program or link with a current initiative to provide assistance to residents at risk of losing their housing (assistance may include up to two months' rent and/or utility costs).*



Eastwood Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 4 Housing Connections

Residents understand their communities are evolving and want to be involved in that process. Eastwood residents feel that community events that bring the neighbourhood together would help improve neighbourhood condition and the image of the area. Providing opportunities for residents and stakeholders to be engaged, and encouraging new partnerships could lead to improved housing outcomes.

Action 1*

Promote and create greater awareness of existing City housing programs and resources.

Action 2

Complete ongoing monitoring of the housing mix and condition within Eastwood while developing City housing projects and share this information with residents and stakeholders.

Action 3*

Support existing community groups' housing education events and initiatives through the creation of an enhanced housing facilitator position within the City.





McCauley

Neighbourhood Housing Roadmap

McCauley Neighbourhood

Legend

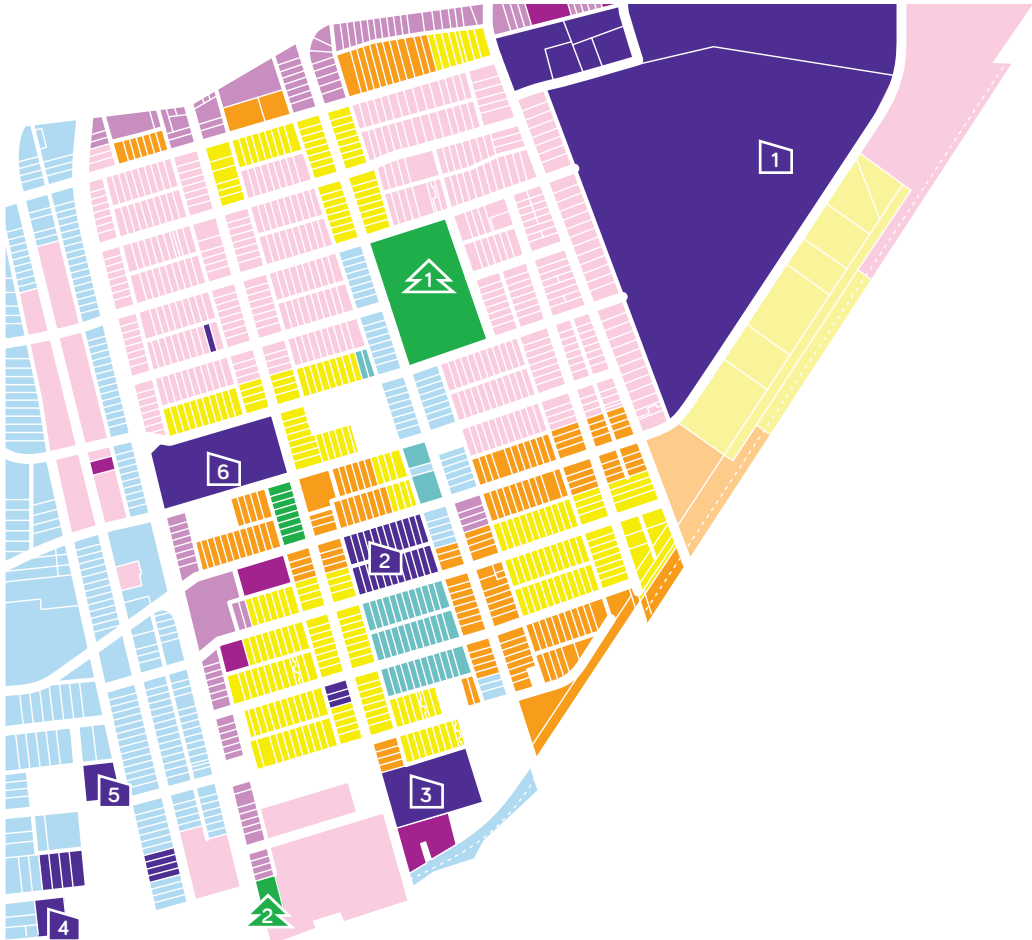
- RF3
- RF6
- RA7
- RA9
- US
- DC1
- DC2
- CB1
- CB2
- CCN
- AP
- IB
- IM
- Parks
- Schools and Civic Use Buildings

Parks

- Giovanni Caboto Park
- Mary Burlie Park

Schools and Civic Use Buildings

- Commonwealth Stadium
- McCauley Elementary Junior High School
- Canada Post
- George Spady Centre
- Hope Mission
- Inner City High School



Created July 2015. Zoning definitions explained at edmonton.ca/zoningbylaw.



McCauley Housing Actions

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 1 Housing Condition

With over half the housing stock built prior to 1960 and three-quarters built prior to 1980, the aging of the housing stock here is a concern. Sixteen percent of residents in McCauley reported that their home was in need of major repairs, compared to just seven percent of residents in the city as a whole. In addition to the potential for increased maintenance costs resulting from older housing stock, the neglect of some homes and abandoned properties are key concerns for residents. The number of vacant lots and derelict houses are a concern as they accumulate trash and contribute to a negative community image.

Action 1*

Review the requirements for the Housing Opportunities Program for Edmonton (HOPE) and Curb Appeal grant program to ensure they are accessible for households in need and meet the goals of neighbourhood revitalization. Advocate for provincial funding to continue these programs.

Action 2

Develop a rental housing improvement program which provides financial assistance to repair or rehabilitate rental properties, and include regulations to ensure accountability on behalf of landlords. This program should include incentives for incorporating the principles of Crime Prevention Through Environmental Design (CPTED).

Action 3*

Facilitate a proactive property standards enforcement campaign to improve overall neighbourhood housing condition.*



McCauley Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 2 Housing Choice

McCauley does have a diversity of housing types. Almost half of the dwellings are single-detached homes and another 25 percent are apartments in buildings less than five storeys. The average dwelling assessment, however, is lower than the city as a whole for single-family homes. The majority of housing is rental, and McCauley has a much higher proportion of one-person households than the city as a whole (66 percent compared to 29 percent.)

Affordability is a challenge in the neighbourhood, as half of McCauley renters are spending 30% or more of their gross income on rent. A large proportion of housing in the neighbourhood is non-market housing and shelter spaces; the neighbourhood is home to 84% of the City's total shelter spaces.

Action 1*

Investigate how to support an enhanced Development Incentive Program in order to encourage mixed income/mixed use development (i.e. retail/residential projects).

Action 2*

Investigate how to support aging-in-place initiatives within McCauley, such as incentives for universal design features, or pilot home share or mixed-income seniors projects.

Action 3*

Review the current Secondary Suite grant program to identify opportunities to encourage more applicants (i.e. adjusting funding amounts available or eligibility requirements); particularly within the amended DC1 zones where secondary suites are now a permitted use.

Action 4*

Investigate if there are potential sites within McCauley for an attainable home ownership program for first-time homebuyers and explore potential partnerships with community organizations.*

Action 5

Create a pilot incentive program to focus infill development on vacant, abandoned and decaying lots.



McCauley Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 3 Housing Stability

McCauley has over one-quarter of households living in low-income according to Statistics Canada's after-tax low-income measure (LIM-AT). This is more than double the City's proportion of households in low-income. The neighbourhood is home to a large number of emergency, transitional, and non-market housing units. Provision of assistance to individuals and families in need to create greater capacity for housing stability will help alleviate their struggle to meet the costs of daily living and maintain permanent homes.

Action 1*

Promote existing City housing resources (referral services, information workshops etc.) on landlord and tenant rights and responsibilities and enhance services targeted for newcomers to Canada.

Action 2

Work with community-based partners to provide training and resources to first-time homebuyers.

Action 3*

Develop a housing stability program or link with a current initiative to provide assistance to residents at risk of losing their housing (assistance may include up to two months' rent and/or utility costs).

Principle 4 Housing Connections

In addition to residents, improving housing conditions will require making connections with other stakeholder groups, City departments, initiatives and existing programs. Providing opportunities for residents and stakeholders to be engaged in neighbourhood housing, and encouraging partnerships could lead to improved housing outcomes.

Action 1*

Promote and create greater awareness of existing City housing programs and resources.

Action 2

Complete ongoing monitoring of the housing mix and condition within McCauley while developing City housing projects and share this information with residents and stakeholders.

Action 3*

Support existing community groups' housing education events and initiatives through the creation of an enhanced housing facilitator position within the City.



Queen Mary Park

Neighbourhood
Housing Roadmap

Queen Mary Park Neighbourhood

Legend

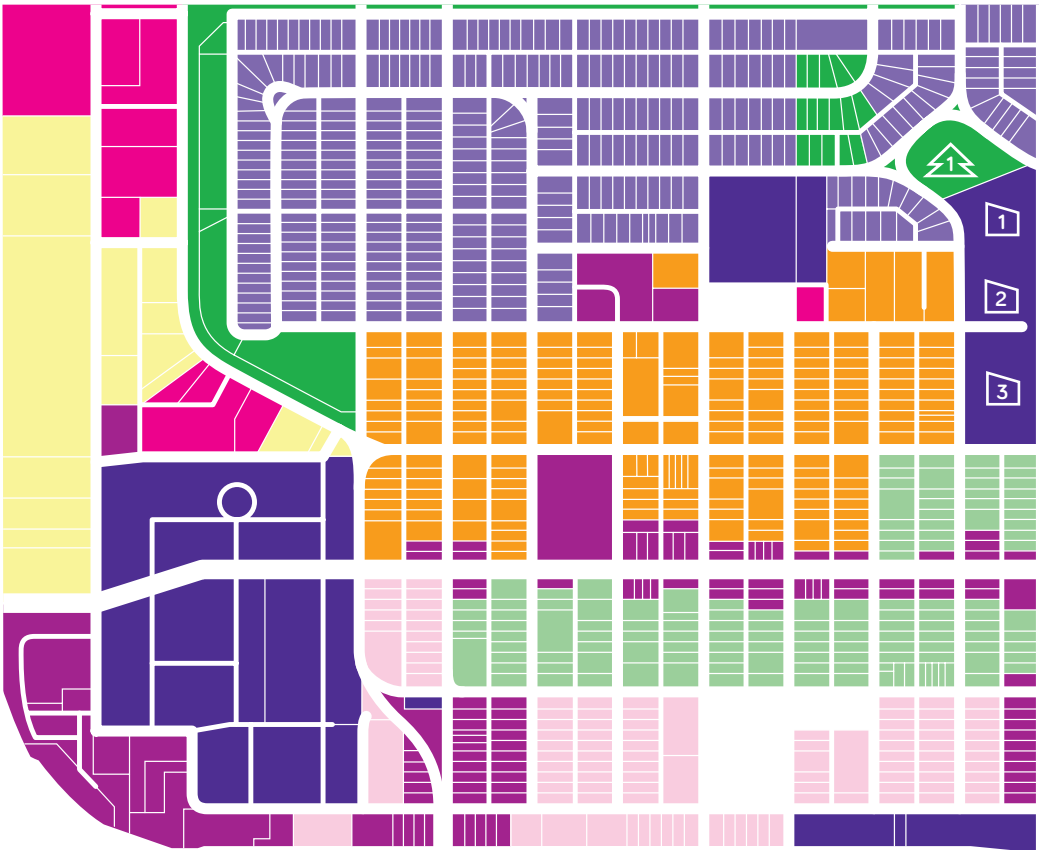
- RF1
- RF5
- RA7
- RA8
- US/U1
- DC1
- DC2
- CB1
- CB2
- CNC
- AP
- IB
- IM
- Parks
- Schools and Civic Use Buildings

Parks

- Queen Mary Park

Schools and Civic Use Buildings

- Queen Mary Park Elementary School
- St. Catherine Catholic Elementary Junior High School
- St. Joeseph High School



Created July 2015. Zoning definitions explained at edmonton.ca/zoningbylaw.



Queen Mary Park Housing Actions

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 1 Housing Condition

Approximately two-thirds of the dwellings in Queen Mary Park were constructed prior to 1980. The proportion of dwellings reported as in need of major repair is similar to the city's overall dwellings in need of such repair; eight percent in the neighbourhood compared to seven percent city-wide. Community consultation participants viewed the condition of walk-up apartments to be below average, and believed absentee landlords were the leading cause of derelict properties.

Action 1*

Review the requirements for the Housing Opportunities Program for Edmonton (HOPE) and Curb Appeal grant program to ensure they are accessible for households in need and meet the goals of neighbourhood revitalization. Advocate for provincial funding to continue these programs.

Action 2

Develop a rental housing improvement program which provides financial assistance to repair or rehabilitate rental properties, and include regulations to ensure accountability on behalf of landlords. This program should include incentives for incorporating the principles of Crime Prevention Through Environmental Design (CPTED).

Action 3*

Facilitate a proactive property standards enforcement campaign to improve overall neighbourhood housing condition.*



Queen Mary Park Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 2 Housing Choice

The vast majority of housing in Queen Mary Park is comprised of rental apartments (83 per cent). Stakeholders expressed interest in diversifying the housing mix to meet the needs of residents. In addition, while housing costs are below average, they are rising, and individual and household incomes remain well below average, with over 40% of renter households facing affordability challenges (spending more than 30% of their income on rent).

Action 1*

Investigate how to support an enhanced Development Incentive Program in order to encourage mixed-income/mixed-use development (i.e. retail/residential projects), in particular for 107 Avenue and areas to the south.

Action 2*

Investigate how to support aging-in-place initiatives within Queen Mary Park, such as incorporating universal design features in future projects and pilot home share or mixed-income seniors projects.

Action 3*

Review the current Secondary Suite grant program to identify opportunities to encourage more applicants (i.e. adjusting funding amounts available or eligibility requirements).

Action 4*

Investigate if there are sites within Queen Mary Park for an attainable home ownership program for first-time homebuyers and explore potential partnerships with community organizations.*



Queen Mary Park Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Principle 3 Housing Stability

According to Statistics Canada's after-tax low-income measure (LIM-AT), over one-quarter of households in Queen Mary Park are living in low-income, which is double the city's proportion of households in low income. Households living in low income are likely struggling with housing costs and may be at risk of losing their home.

Action 1*

Promote existing City housing resources (referral services, information workshops etc.) on landlord and tenant rights and responsibilities, and enhance services targeted for newcomers to Canada.

Action 2

Work with community-based partners to provide training and resources to first-time homebuyers.

Action 3*

Develop a housing stability program or link with a current initiative to provide assistance to residents at risk of losing their housing (assistance may include up to two months' rent and/or utility costs).

Principle 4 Housing Connections

Stakeholders are interested and involved in their neighbourhoods. They want to ensure that the housing mix meet the needs of current and future residents. Providing opportunities for residents and stakeholders to be engaged in neighbourhood housing, and encouraging new partnerships could lead to improved housing outcomes.

Action 1*

Promote and create greater awareness of existing City housing programs and resources.

Action 2

Complete ongoing monitoring of the housing mix and condition within Queen Mary Park while developing City housing projects and share this information with residents and stakeholders.

Action 3*

Support existing community groups' housing education events and initiatives through the creation of an enhanced housing facilitator position within the City.





Summary of Housing Actions

Summary of Housing Actions

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Legend

AA	Alberta Avenue
CM	Central McDougall
EW	Eastwood
MC	McCauley
QMP	Queen Mary Park

Housing Condition					
Actions	AA	CM	EW	MC	QMP
Review the requirements for the Housing Opportunities Program for Edmonton (HOPE) and Curb Appeal grant program to ensure they are accessible for households in need and meet the goals of neighbourhood revitalization. Advocate for provincial funding to continue these programs.*	X	X	X	X	X
Develop a rental housing improvement program which provides financial assistance to repair or rehabilitate rental properties, and include regulations to ensure accountability on behalf of landlords. This program should include incentives for incorporating the principles of Crime Prevention Through Environmental Design (CPTED).	X	X	X	X	X
Facilitate a proactive property standards enforcement campaign to improve overall neighbourhood housing condition.*	X	X	X	X	X
Investigate the feasibility of providing funding to assist low-income homeowners upgrade and enhance their residential properties within the potential Alberta Avenue heritage area. A future funding program should coordinate with existing heritage grant program requirements and processes.	X				



Summary of Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Legend

AA	Alberta Avenue
CM	Central McDougall
EW	Eastwood
MC	McCauley
QMP	Queen Mary Park

Housing Choice					
Actions	AA	CM	EW	MC	QMP
Investigate how to support an enhanced Development Incentive Program in order to encourage mixed-income/ mixed-use development (i.e. retail/residential projects).*	X	X	X	X	X
Investigate how to support aging-in-place initiatives within the neighbourhood, such as incorporating universal design features in future projects and pilot home share or mixed-income seniors projects.*	X		X	X	X
Review the current Secondary Suite grant program to identify opportunities to encourage more applicants (i.e. adjusting funding amounts available or eligibility requirements).*	X	X	X	X	X
Investigate if there are sites within the neighbourhood for an attainable home ownership program for first-time homebuyers and explore potential partnerships with community organizations.*		X	X	X	X
Create a pilot incentive program to focus infill development on vacant, abandoned and decaying lots.				X	



Summary of Housing Actions (cont.)

**Priority action (targeted for completion within the first two years of the five year implementation period)*

Legend

AA	Alberta Avenue
CM	Central McDougall
EW	Eastwood
MC	McCauley
QMP	Queen Mary Park

Housing Stability

Actions	AA	CM	EW	MC	QMP
Promote existing City housing resources (referral services, information workshops etc.) on landlord and tenant rights and responsibilities and enhance services targeted for newcomers to Canada.*	X	X	X	X	X
Work with community-based partners to provide training and resources to first-time homebuyers.	X	X	X	X	X
Develop a housing stability program or link with a current initiative to provide assistance to residents at risk of losing their housing (assistance may include up to two months' rent and/or utility costs).*	X	X	X	X	X

Housing Connections

Actions	AA	CM	EW	MC	QMP
Promote and create greater awareness of existing City housing programs and resources.*	X	X	X	X	X
Complete ongoing monitoring of the housing mix and condition within the neighbourhood while developing City housing projects and share this information with residents and stakeholders.	X	X	X	X	X
Support existing community groups' housing education events and initiatives through an enhanced housing facilitator position within the City.*	X	X	X	X	X





Next Steps



Specific housing action in the five Realizing Housing Potential neighbourhoods is couched within a broader view of ensuring that housing needs are met city-wide. These Neighbourhood Housing Roadmaps will guide City housing investments in the five neighbourhoods for the next five years with immediate priority actions targeted for action within the first two years.

The housing actions outlined in the roadmaps will coincide with the implementation of the City's new Affordable Housing Strategy. The roadmap actions will not contradict the goals or strategic direction of the strategy, and the strategy will provide an overarching policy direction for action in affordable housing city-wide, including the five Realizing Housing Potential neighbourhoods.

The implementation of the Neighbourhood Housing Roadmaps will be led by City of Edmonton staff with support from neighbourhood stakeholders. The first key step will be to develop a detailed implementation plan which identifies priorities, timelines, resources and lead departments. The implementation plan will further identify stakeholders and partners that should be involved throughout implementation.

Connections to other City initiatives will also be identified in order to avoid duplication of work and to support the partner best suited to implement specific actions. Importantly, continuing the dialogue with residents and local organizations and groups will be critical to the success of these housing actions throughout the five-year implementation period.





Glossary

**Accessory Suite**

A secondary, smaller, separate dwelling on a site that would normally only accommodate one principal dwelling.

Affordable Housing

Housing that requires no ongoing operating subsidies and that is targeted for occupancy by households who are earning less than the median income for their household size, pay more than 30 percent of that income for housing and require no in-situ support services.

Apartment Housing

A large building divided into several dwelling units that are arranged in any horizontal or vertical configuration. All dwelling units share a common entrance and hallway, but do not share any living facilities.

Basement Suite

An accessory suite located below the main floor of the principal dwelling. A basement suite has a separate entrance at the side or rear of the dwelling, or through a separate entrance in a common landing.

Congregate Living

Four or more individuals occupying sleeping units in a building where the occupants share access to facilities such as cooking, dining, laundry, or sanitary facilities.

Co-operative Housing

Co-op housing is collectively owned and managed by its members (the people who live there). Co-op members actively participate in decision-making and share the work involved in running the housing community. Members of a co-op must volunteer and take part in the management of the building.

Dwelling

A combination of rooms intended to be used as a place of residence exclusively by one household.

Established neighbourhoods

Neighbourhoods that are primarily residential, mostly planned and developed before 1995, and generally located within the Anthony Henday Ring Road.

Garage Suite

An accessory suite located above or attached to a detached garage. A garage suite has an entrance either from a common indoor landing or from the exterior of the garage.

Garden Suite

A single-storey dwelling detached from the principal dwelling. A garden suite has its own cooking facilities, food preparation, sleeping and sanitary facilities separate from those of the principal dwelling.





Healthy Communities

A community that is continuously creating and improving those physical and social environments and expanding those community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential.

Intensification

The development of a site at a higher density than currently exists. Intensification can be achieved through: redevelopment (including brownfield and greyfield sites), development of vacant/underutilized lots, the conversion of existing buildings or through infill development in previously developed areas.

Livability

The environmental and social quality of an area as perceived by residents, employees, customers and visitors. This includes safety and health (traffic safety, personal security, and public health), local environmental conditions (cleanliness, noise, dust, air quality, and water quality), the quality of social interactions (neighbourliness, fairness, respect, community identity and pride), opportunities for recreation and entertainment, aesthetics, and existence of unique cultural and environmental resources (e.g. historic structures, mature trees, traditional architectural styles).

Mature Neighbourhoods

Mature neighbourhoods in Edmonton are generally those completed before 1970. There are 107 mature neighbourhoods in Edmonton.

Non-market Housing

Housing that is operated and funded or created through direct government subsidies and includes different categories of housing based on the associated services needed by the clients.

Permanent Supportive Housing

Housing for individuals and families that include integrated supports and services and no length-of-stay duration. Services depend on clients' needs, and are provided to help residents maintain independence and stability to promote social inclusion.

Residential Infill

New housing in established neighbourhoods. It includes new secondary suites, garage suites, duplexes, semi-detached and detached houses, row houses, apartments, and other residential and mixed-use buildings.

Secondary Suite

An accessory suite to a principal dwelling that has its own cooking, food preparation, sleeping and sanitary facilities physically separate from those in the principal dwelling. Secondary suites have entrances separate from the entrance to the principal dwelling.





Single-detached Housing

An individual building containing one principal dwelling, which may also contain a secondary suite. This form of housing is often referred to as a house, or a single-family house.

Supported Housing

Primarily rental housing for which ongoing operating subsidies are provided to increase affordability for residents, but where residents receive outreach support services to enable them to retain their occupancy. Examples include Housing First and seniors self-contained housing, where residents receive home care supports.

Transitional Housing

Housing facilities that provide services beyond basic needs and that, while not permanent, generally allow for a longer length of stay than emergency housing facilities (up to three years). These facilities offer more privacy to residents than emergency housing, and place greater emphasis on participation. This is targeted to those in need of structure, support, and/or skill-building to move from homelessness to housing stability, and ultimately to prevent a return to homelessness.





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