



Affordable Housing Strategy

2016–2025

Edmonton

Executive Summary

The City of Edmonton believes that safe, adequate and affordable housing is fundamental to the physical, economic and social well-being of individuals, families and communities. The City of Edmonton Affordable Housing Strategy will guide City involvement in affordable housing for 10 years (2016–2025).



The strategy establishes four goals to guide City of Edmonton actions:

- 1 Increase the supply of affordable housing in all areas of the city**
- 2 Maintain the supply of affordable and market rental housing**
- 3 Enable stable residential tenancies and transition people out of homelessness**
- 4 Anticipate, recognize and coordinate action to respond to housing and homeless needs**

Each goal has an associated set of objectives, strategies and implementation actions. See *Page 9* of the strategy for more details.



What's New in This Strategy?

The Affordable Housing Strategy establishes a bold new vision to guide City of Edmonton actions in affordable housing for the next 10 years. Guided by the Strategy, the City is taking a strong leadership role and using a full tool box comprised of funding, land, regulations, and policies to meet a wide range of affordable housing needs in all areas of the city.

Key Implementation Actions

The Affordable Housing Strategy identifies a range of specific initiatives and new programs to enhance City involvement in affordable housing. Specific program and project details, including budgets and project plans, will be developed during the implementation process. For more information, see Appendix 1: Implementation Road Map.

Priority implementation actions include:

- A comprehensive review of current City policies (the “C” policies) relating to affordable and social housing
- The development of a new housing investment plan, including a new set of housing grant programs intended to replace the Cornerstones program
- A review of the City's governance model for development and management of City-owned affordable and social housing units
- Several actions that enhance the City's role in homelessness prevention, including the development of an early warning system to identify high-risk eviction situations
- A review of land acquisition and dedication policies and procedures for affordable housing development





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Introduction

Purpose of the Affordable Housing Strategy

The City of Edmonton Affordable Housing Strategy describes the City's general role in affordable housing. The strategy also helps to define specific approaches for how the City is involved and for what purpose. The strategy will guide City involvement in affordable housing for 10 years (2016–2025).

The Importance of Affordable Housing

The City of Edmonton believes that safe, adequate and affordable housing is fundamental to the physical, economic and social well-being of individuals, families and communities. Safe and adequate housing has long been linked to improved individual health and well-being. Further, a sufficient supply of affordable housing helps to support a healthy labour market; it is also crucial to enable long-term financial stability for low-income households. A broad range of housing choice provided in all areas of the city helps to contribute to more inclusive communities, positive social outcomes, and the well-being of children, Aboriginal households and immigrants.

Why is the City of Edmonton Involved in Affordable Housing?

As of 2015, many Edmonton households are experiencing significant housing affordability challenges and are prone to housing instability and homelessness. While the private market is effective at providing housing for approximately 80% of Edmontonians, 20% of households do not have their needs met by private rental or ownership housing. In 2011, approximately 47,000 renter households spent more than 30% of their household income on shelter costs. Further, more than 24,000 renters spent more than 50%, meaning they experienced severe housing affordability issues. Many of these households require affordable housing and/or housing with supports.

The City believes the provincial and federal governments have an important role to play in addressing housing affordability needs in Edmonton. Increasing the supply of affordable housing requires dedicated, sustained sources of funding, which must be provided by the other orders of government. However, we also believe that municipal governments are best positioned to understand local housing needs. The City of Edmonton views the provision of affordable housing as a core municipal purpose and an important component of local infrastructure. As such, the City is committed to working proactively and in partnership to deliver programs to meet the affordable housing needs of Edmontonians.

Recent City of Edmonton Achievements

Since 2006, the City of Edmonton has created more than 3,000 affordable housing units through the Cornerstones programs. In 2009, the City endorsed A Place to Call Home: Edmonton's 10 Year Plan to End Homelessness. The Affordable Housing Strategy builds on the success of these initiatives and confirms our priorities for the next ten years.

How was the Strategy Prepared?

The Affordable Housing Strategy was prepared by the City of Edmonton Housing and Homelessness Section, and was completed between January and September 2015. Stakeholder engagement was an important component of the strategy and included interviews, focus groups, workshops and an online survey. In total, almost 500 Edmontonians contributed to the creation of the strategy. Stakeholders from a range of sectors contributed to the strategy, including representatives from the affordable housing sector, support services, private industry, community groups, government and the general public.

Alignment with Other Plans and Initiatives

The Affordable Housing Strategy is intended to replace the City's previous housing strategy, Building Together. The Affordable Housing Strategy aligns with and takes direction from a range of other policy documents. The strategy aligns with Edmonton's 10 Year Plan to End Homelessness and takes direction from The Ways plans, including The Way We Grow and The Way We Live. It also supports several goals identified in the Edmonton Area Community Plan on Housing and Supports: 2011-2015. The strategy also helps to define the City's role in achieving the affordable housing targets identified in the Capital Region Board Housing Plan.

The development of the strategy was also informed by the recommendations included in the EndPovertyEdmonton Strategy. These recommendations include the creation of a community development corporation to develop affordable and supportive housing throughout Edmonton, and advocate to the federal and provincial governments for increased funding for affordable housing and rental subsidy programs.

The strategy also clarifies the City's role in implementing the recommendations put forward by the Social Housing Regeneration Advisory Group (SHRAG). The strategy formalizes the City's role in creating the "Centre of Excellence" for social housing regeneration, and incenting regeneration activities for social housing projects on City land.

The strategy was prepared within the context of a changing environment for affordable housing development and program delivery. Several key initiatives, including the review of the *Municipal Government Act* and the Big City Charter discussions, could have an impact on jurisdictional responsibilities for affordable housing in Alberta.

Homelessness and Affordable Housing

In 2013, the Edmonton Homeless Commission, steward of Edmonton's 10 Year Plan to End Homelessness, was disbanded and replaced by a new administrative committee, the Edmonton Homeless Advisory Committee. The Affordable Housing Strategy acknowledges this change and enhances the link between homelessness and affordable housing initiatives within the City of Edmonton. The strategy also formalizes the City's role in delivering key components of the 10 Year Plan to End Homelessness, including:

- **Goal #2** Ensure an adequate supply of permanent, affordable housing with appropriate supports for people who are homeless
- **Goal #3** Ensure emergency accommodation is available when needed, but transition people quickly into permanent housing
- **Goal #4** Prevent people from becoming homeless



What do we Mean by Affordable Housing?

This Affordable Housing Strategy uses the term "affordable housing" in a generic sense that is inclusive of multiple housing types in the housing spectrum. For this Strategy, affordable housing is defined as rental or ownership housing that requires capital subsidies or capital subsidies plus ongoing operating subsidies. Affordable housing also has rents or payments below average market cost, and is targeted for long-term occupancy by households who earn less than median income for their household size. Market housing units and short-term accommodation are not included in this definition of affordable housing.

The Housing Spectrum

The housing spectrum consists of the range of housing options available to households of all income levels, extending from emergency shelters and housing for the homeless through to affordable rental, market rental, and homeownership. Through a range of activities, the City of Edmonton is involved in all housing types in the spectrum. The Affordable Housing Strategy guides City of Edmonton involvement at four key points along the spectrum: affordable, social, permanent supportive, and supported. City involvement in other housing types is directed by the 10 Year Plan, The Ways, and other regulations.

| NON-MARKET HOUSING | | | | | | MARKET HOUSING | |
|---|---|---|--|---|---|---|---|
| SHORT-TERM SUBSIDIZED ACCOMODATION | | AFFORDABLE HOUSING | | | | | |
|  |  |  |  |  |  |  |  |
| Shelter Spaces | Short-Term Accommodation | Supportive Housing | Supported Housing | Social Housing | Independent Living Affordable Housing | Market Affordable Housing | Market Housing |
| Emergency/ overnight shelter | Short-term accommodation for persons in transition | Seniors lodges, assisted living and enhanced living facilities. Supports are generally provided on site | Seniors self-contained apartments with daily living supports, Housing First. External or mobile supports are available | Community housing with rent geared to income | City Cornerstones, self-contained seniors units, Habitat for Humanity, Co-op housing | Housing that's modest in form and specification (first-time home buyers programs) | Rental and ownership housing provided by the private sector |

-  = Focus of Edmonton's Ten Year Plan to End Homelessness
-  = City involvement guided by the Affordable Housing Strategy
-  = City involvement directed by internal processes and regulations

Edmonton's Affordable Housing Sector

There are a wide range of organizations active in affordable housing in Edmonton. The City values working with a range of partners to achieve common objectives. Active players in the housing sector include (but are not limited to):



Community Partners & Private Industry

Capital Region Housing
Canadian Home Builders Association
Edmonton Coalition on Housing & Homelessness
Edmonton Inner-City Housing
Edmonton Social Planning Council
Greater Edmonton Foundation
Homeward Trust
Métis Capital Housing
Urban Development Institute
Many other housing providers & advocacy groups

City of Edmonton

Sustainable Development
Community Services
Edmonton Police Service
homeEd
Homeless Advisory Committee

Other Orders of Government

Government of Canada
Government of Alberta
Capital Region Board
Treaty 6 Nation
Métis Nation of Alberta

The City's Roles in Affordable Housing

There are nine major roles that the City of Edmonton plays in affordable housing.

- 1 Planning, research and policy development
- 2 Acquiring and making financial resources available
- 3 Advocacy and education
- 4 A strong leadership role
- 5 Establishing and enforcing regulations
- 6 Program development, delivery, monitoring and evaluation
- 7 Providing information, advice, mediation services and referrals
- 8 Property management of the City housing portfolio
- 9 Development of affordable housing projects

Edmonton Housing Affordability Snapshot

This profile provides an overview of housing affordability trends in Edmonton. This information was collected in support of the City of Edmonton Affordable Housing Strategy project.

Definition of Affordability

A commonly accepted guideline for housing affordability is that housing costs should not exceed 30% of a household's annual income.



Many Edmonton households have challenges with housing affordability.

Approximately 41% of Edmonton renter households live in unaffordable housing—meaning they spend more than 30% of their income on housing costs.

In 2011, **47,055** renter households spent more than 30% of household income on housing costs

In 2011, **24,770** renter households spent more than 50% of household income on housing costs

The Rental Market

How much does it cost to rent?

Average Market Rent (October 2014):

\$1,002 for a one-bedroom apartment

\$1,224 for a two-bedroom apartment

Annual income required to afford a rental apartment:



one-bedroom
\$40,080

two-bedroom
\$48,960

Who can't afford to rent a one-bedroom apartment in Edmonton based on a single income?

People in a range of occupations, including:



Restaurant servers



Retail clerks



Hairstylists and barbers

Home Ownership

How much does it cost to own?



Average cost of a single-detached house (2014)

\$402,000



Average cost of a condominium (2014)

\$233,000

Minimum income required to qualify for a mortgageⁱⁱ

Single-detached house: **\$84,100**

Condominium: **\$46,400**

Who can't afford to purchase a single-detached house in Edmonton based on a single income?

People in a range of occupations, including:



Nurses



Plumbers



Dental hygienists

i List of occupations collected from: ocinfo.alis.alberta.ca/ocinfopreview/info/browse-wages.html

ii Qualifying income collected from: RBC Housing Affordability Report, Q3 2014. rbc.com/newsroom/_assets-custom/pdf/20141126-HA.pdf

Who Struggles With Housing Affordability?

Household types

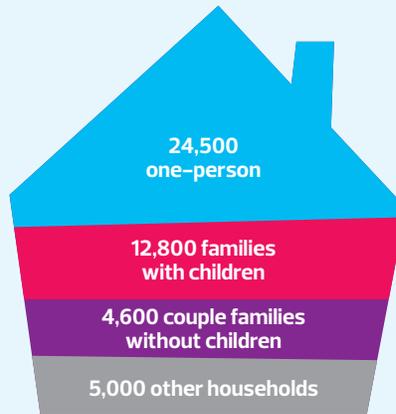
In 2011, renter households of all types struggled with housing affordability, including:

24,500 one-person households

12,800 families with children

4,600 couple families without children

5,000 other households



More About Rental Housing

Rental vacancy rate is low

October 2014: 1.7% – well below 3%, which is considered to be a balanced rental market.

Average rent is increasing

Average rent for a two-bedroom apartment:



2,307

Homelessness

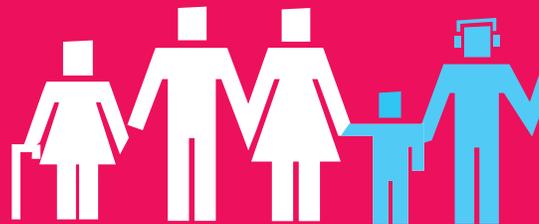
The 2014 Edmonton Homeless Count estimates that **2,307** people in Edmonton do not have a home of their own.



7%

Construction Activity

Between 2006 and 2014, rental housing construction accounted for only **7%** of all housing starts



29%

Who is experiencing homelessness?

A diverse mix of Edmontonians experience homelessness, including young men, families, teenagers and seniors.

In 2014, children and youth (under the age of 24) accounted for approximately **29%** of the homeless population.

In 2014, 46% of people experiencing homelessness identified as Aboriginal.

Children and youth (under the age of 24) accounted for approximately 29% of the homeless population.

The City of Edmonton Affordable Housing Strategy (2016–2025)



Our Mission

The City of Edmonton leads coordinated action with a range of partners to anticipate, recognize and address affordable housing needs. Through our work, we improve the quality of life for individuals and families by increasing, maintaining and supporting safe, adequate and affordable housing in all areas of the city.



The four goals of the Affordable Housing Strategy are:

1 Increase the supply of affordable housing in all areas of the city

2 Maintain the supply of affordable and market rental housing

3 Enable stable residential tenancies and transition people out of homelessness

4 Anticipate, recognize and coordinate action to respond to housing and homeless needs

Putting the Plan into Action: Objectives, Strategies and Actions

This section provides specific detail about the City of Edmonton's role in achieving the goals of the Affordable Housing Strategy. The following direction is provided:

- Objectives, which provide more detail about the City's role in achieving the goals,
- Strategies, which describe a pattern of actions the City will pursue to achieve the objectives, and
- Implementation actions, which detail specific projects required for effective delivery of the strategies. More information is provided about these actions in Appendix 1.

Goal #1: Increase the supply of affordable housing in all areas of the city

| Objectives | Strategies | Implementation Actions |
|--|--|---|
| 1.1 Play a direct role in increasing supply | 1.1.1 Acquire and develop affordable housing units | <ul style="list-style-type: none"> · Develop a new Housing Investment Plan program to replace Cornerstones · Develop a new housing delivery and management model for City-owned housing units |
| | 1.1.2 Acquire and dedicate land for the purposes of affordable housing development | <ul style="list-style-type: none"> · Complete a review of City land acquisition and dedication policies and procedures for affordable housing |
| | 1.1.3 Leverage the existing City-owned housing portfolio to increase supply | <ul style="list-style-type: none"> · Develop an asset management strategy for City-owned units |
| | 1.1.4 Coordinate with transportation and land use planning initiatives to encourage new affordable housing development in the planning process for new and existing LRT stations and transit centres | <ul style="list-style-type: none"> · Prioritize locations within proximity to LRT and transit stations in the Housing Investment Plan (as described in 1.1.1) |
| | 1.1.5 Pursue opportunities to include affordable housing in new municipal facilities | <ul style="list-style-type: none"> · Develop a strategy to incorporate affordable housing as a component of other municipal buildings |
| 1.2 Enable external organizations to increase supply | 1.2.1 Provide capital grants and surplus City-owned land to external organizations to increase the supply of affordable housing, including supportive and supported housing | <ul style="list-style-type: none"> · Housing Investment Plans (as described in 1.1.1) |
| | 1.2.2 Advocate for the provision of adequate, appropriate support services for supportive and supported housing | <ul style="list-style-type: none"> · Create a new housing advocacy program |
| | 1.2.3 Implement effective regulations and internal processes to encourage affordable housing development | <ul style="list-style-type: none"> · Complete a review of City regulations and processes for affordable housing development · Create a new housing facilitator position to guide affordable housing proponents through the development permit process |

| | | |
|---|---|---|
| 1.3 Acquire, leverage and provide the financial resources and tools required to increase the supply of affordable housing | 1.3.1 Advocate to other orders of government for additional funding and tools | · Create a new housing advocacy program |
| | 1.3.2 Actively seek new sources of dedicated, sustainable funding | · Study and develop an affordable housing fund development strategy |

Goal #2: Maintain the supply of affordable & market rental housing

| Objectives | Strategies | Implementation Actions |
|---|---|--|
| 2.1 Maintain the existing supply of safe, adequate and affordable market units | 2.1.1 Enforce safety standards for market rental housing | · Ongoing enforcement activity |
| | 2.1.2 Provide financial incentives to facilitate the renovation of inadequate market units | · Housing Investment Plans (as described in 1.1.1) |
| | 2.1.3 Enable multi-sectoral approaches to enforcement of health and safety standards | · Complete a study on multi-sectoral approaches to housing enforcement |
| 2.2 Enable the long-term sustainability of affordable and social housing projects | 2.2.1 Provide research and coordination assistance around the regeneration of existing social housing buildings | · Implement the recommendations from the Social housing Regeneration Advisory Group report |
| | 2.2.2 Provide funding and lead the redevelopment of existing City-owned affordable and social housing buildings | · Develop a long-term asset management strategy for the City-owned housing portfolio |

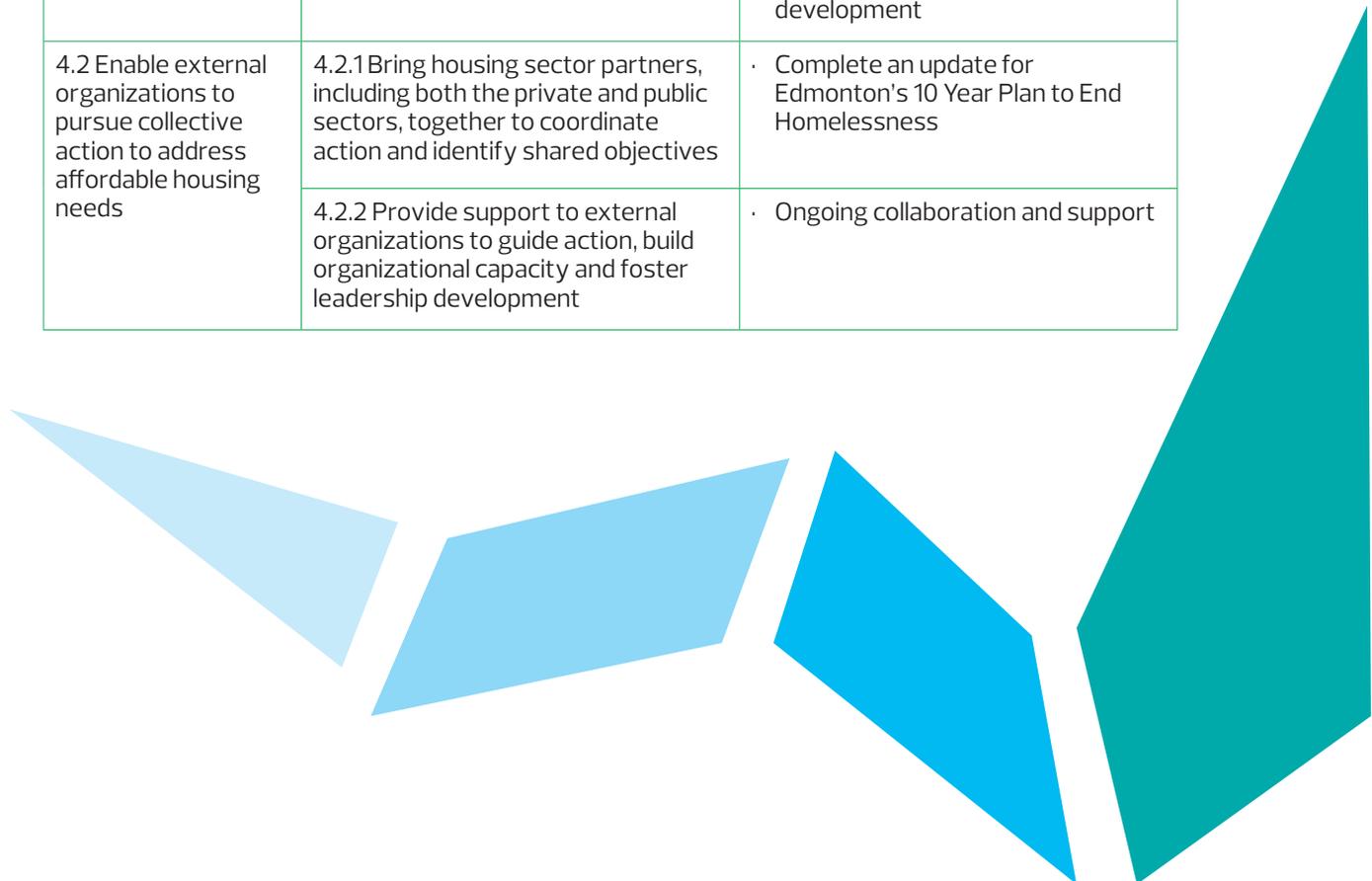
Goal #3: Enable stable residential tenancies & transition people out of homelessness

| Objectives | Strategies | Implementation Actions |
|--|---|--|
| 3.1 Enhance existing supports related to homelessness prevention | 3.1.1 Provide an early warning system to identify high-risk eviction situations | · Study and develop an early warning system |
| | 3.1.2 Provide eviction prevention education, training and financial supports | · Study and develop eviction prevention approaches |
| | 3.1.3 Advocate for financial subsidies to enable low-income tenants to maintain stable tenancies in market rental units | · Monitor housing market conditions to evaluate need for rent supplement program |
| | 3.1.4 Coordinate action to implement Goal 3 of Edmonton's 10 Year Plan to End Homelessness: transitioning people quickly into permanent housing | · Work with a range of partners to develop an inner-city shelter strategy · Complete an update to Edmonton's 10 Year Plan to End Homelessness |

| | | |
|---|---|---|
| 3.2 Improve access to supports for newly homeless individuals and the most vulnerable | 3.2.1 Provide information, advice and support service referrals based on an inventory of available supports and supported housing projects | <ul style="list-style-type: none"> · Create and update an inventory of support services related to housing and homelessness |
| | 3.2.2 Coordinate and provide leadership to ensure Housing First serves the needs of newly homeless households and the most vulnerable homeless with highest needs | <ul style="list-style-type: none"> · Complete a study on the feasibility of adapting Housing First to meet the needs of newly homeless households and the most vulnerable homeless |

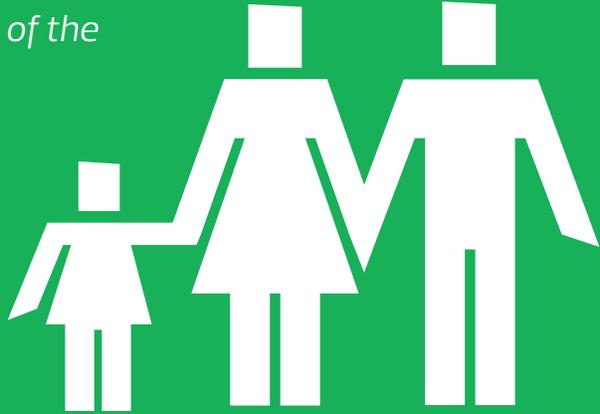
Goal #4: Anticipate, recognize and coordinate action to respond to housing and homeless needs

| Objectives | Strategies | Actions |
|---|--|--|
| 4.1 Increase understanding of housing needs and affordable housing best practices | 4.1.1 Be proactive in research, planning, and stakeholder engagement | <ul style="list-style-type: none"> · Develop a new housing research program · Implement the Finding Common Ground recommendations |
| | 4.1.2 Disseminate findings from research, planning, and engagement activities to external partners | <ul style="list-style-type: none"> · Complete an annual housing needs monitoring report |
| | 4.1.3 Increase public awareness of the need for and right to affordable housing | <ul style="list-style-type: none"> · Complete an information and awareness initiative · Study and develop human rights guidelines for affordable housing development |
| 4.2 Enable external organizations to pursue collective action to address affordable housing needs | 4.2.1 Bring housing sector partners, including both the private and public sectors, together to coordinate action and identify shared objectives | <ul style="list-style-type: none"> · Complete an update for Edmonton's 10 Year Plan to End Homelessness |
| | 4.2.2 Provide support to external organizations to guide action, build organizational capacity and foster leadership development | <ul style="list-style-type: none"> · Ongoing collaboration and support |



Guiding Principles

These seven guiding principles define general approaches for how the City of Edmonton implements the goals and objectives of the Affordable Housing Strategy.



- 1** Access to housing is a human right. Affordable housing is fundamental to the physical, economic and social well-being of individuals, families and communities.
- 2** Housing needs are a complex, multi-faceted problem. The City leads and values solutions that require collaboration and working in partnerships.
- 3** Meeting affordable housing needs requires dedicated, sustained sources of funding. All orders of government need to be involved.
- 4** We make evidence-based decisions and recommendations based on the best information possible. Our programs and projects are informed by research, information on best practices, and stakeholder engagement.
- 5** We are committed to ongoing monitoring, evaluation and refinement of our programs and projects. Our performance is measured against our goals, desired outcomes, and changes in the internal and external environment.
- 6** We value effective, early public engagement, and we are responsive to feedback from the public, stakeholders, and clients.
- 7** Affordable housing is a municipal purpose and an important component of municipal infrastructure.

Appendices

Appendix 1: Implementation Road Map

The section below provides a summary of implementation plans for the Affordable Housing Strategy. The programs and projects described below are identified as initial plans for action. The specific details for each project will be developed and may change throughout the implementation process.

Goal #1: Increase the supply of affordable housing in all areas of the city

| Related Strategies | Name | Description | Timing |
|-----------------------------------|---|--|-------------------|
| 1.1.1, 1.1.2, 1.2.1, 2.1.2, 2.2.2 | Housing Investment Plan (2017-2018) | Replacement for the Cornerstones plan. The Housing Investment Plan will define new program and funding priorities for the City's involvement in affordable housing. The plan will also define a new monitoring and evaluation process for City housing programs. | Q4 2015 – Q2 2016 |
| 1.1.1, 1.1.2, 1.1.3, 2.2.2 | New housing delivery and investment model | A study regarding a new housing investment and management model for City-owned affordable housing units. The study will include a best practice review for municipal housing organizations. Project scope includes a review of governance, property management and development practices for City-owned units. Study should also consider the EndPovertyEdmonton recommendation of creating a community development corporation. | Q3 2016 – Q2 2017 |
| 1.1.1, 1.1.2, 1.2.1 | Policy reviews: C435, C436, C437 | Review and update of City Policies C435, The Identification and Acquisition of Land for Social Housing, C436, Site Selection Guidelines for Senior Citizen and Family Housing, and C437, The Lease or Sale of City-Owned Land for Social Housing Development. | Q1-Q4 2016 |
| 1.1.1, 1.1.2, 1.2.1 | Review of City land dedication policies and procedures for affordable housing | Review of City policies and procedures related to land dedication for affordable housing. This project will include: <ul style="list-style-type: none"> · A study on land banking approaches · Development of a new policy related to land dedication for major City-led development projects · Review of City policies | Q1-Q4 2016 |
| 1.1.3, 2.2.2 | Asset management plan for City housing portfolio | Asset management plan for the City-owned housing portfolio. The key outcome of this project will be a long-term strategy for maintaining and regenerating existing buildings. | Q3 2016 – 2017 |
| 1.1.15 | Affordable housing in municipal buildings | A strategy to incorporate affordable housing units as a component of other municipal buildings. | 2016 |
| 1.2.2 | Enhanced Housing Facilitator position | Creation of a new Housing Facilitator position within the Housing and Homelessness Section. The new role will guide affordable housing proponents through the development permitting process. Position will also act as a contact point for community leagues and other external organizations. | Q1 2016 |
| 1.3.2 | Feasibility study on affordable housing fund development | A research project exploring municipal approaches to affordable housing fund development. Purpose is to explore alternative methods of generating funds for affordable housing development. | Q3 2016 |

| | | | |
|---------------------|------------------------|---|---------|
| 1.2.3 | Internal process study | An evaluation of internal regulations and processes for affordable housing. This project will include a scan of best practices for enabling affordable housing development through the permitting, taxation and fee structure processes. The scope of the project may include: <ul style="list-style-type: none"> · Parking regulations review · Best practices for encouraging affordable infill · Best practices for property assessment procedures for affordable housing | 2017 |
| 1.3.1 | Annual Advocacy Plan | Development of a new advocacy plan for affordable housing. This project should include a terms of reference that outlines advocacy objectives, partners and activities for the calendar year. | Ongoing |
| 1.1.1, 1.2.1, 2.1.2 | HAF Review | Update to the Housing Accountability Framework. The purpose of this project is to review applicability to the new Housing Investment Plan. | Q1 2017 |

Goal #2: Maintain the supply of affordable and market rental housing

| Related Objectives | Name | Description | Timing |
|--------------------|---|---|---------------|
| 2.1.3 | Study on multi-sectoral approaches to housing enforcement | Study on multi-sectoral approaches to housing enforcement | 2017 |
| 2.2.1, 2.2.2 | Implementation of SHRAG | Implementation of the recommendations from the Social Housing Regeneration Advisory Group, including the creation of the Centre of Excellence | 2016, Ongoing |

Goal #3: Enable stable residential tenancies

| Related Objectives | Name | Description | Timing |
|--------------------|--|---|---------|
| 3.1.2 | Eviction prevention strategy | City strategy regarding eviction prevention approaches. This project should include a scan of current eviction prevention resources and initiatives in Edmonton, and a long-term strategy for new City initiatives to enhance existing services | 2016 |
| 3.1.1 | Early warning system | Project to develop early warning system to assist in identifying high-risk eviction situations | Q1 2017 |
| 3.2.1 | Inventory of supports | Compilation of inventory of existing supports related to housing and homelessness | Q1 2017 |
| 3.1.4 | Inner-City shelter strategy | Collaborative process to develop an inner-city shelter strategy. This project will involve a range of stakeholders, and be informed by the 10 Year Plan goals and strategies, including the target of decreasing the number of sheltered homeless in Edmonton. This project will also consider options to address community concerns regarding queuing. | Q3 2016 |
| 3.2.2 | Housing First Client Assessment Review | Collaborative process to review the feasibility of adapting Housing First to meet the needs of newly homeless households and the most vulnerable homeless with highest needs | 2017 |

Goal #4: Anticipate, recognize and coordinate action to respond to housing needs

| Related Objectives | Name | Description | Timing |
|--------------------|---|--|---------|
| 4.1.1 | Annual research plan | Annual research plan with program objectives, priorities and schedule. | Ongoing |
| 4.1.2 | Housing needs monitoring report | Annual report on housing needs in Edmonton. The new report will be similar to the City's Growth Monitoring report, with an affordable housing focus. | Ongoing |
| 4.1.3 | Information and Awareness Campaign | Information and Awareness Campaign to promote the need for affordable housing in Edmonton. | Q4 2015 |
| 4.1.3 | Human Rights and Housing Study | Review of human rights for affordable housing development. Will inform future engagement approaches. | Q3 2016 |
| 4.1.2, 4.2.1 | Review of communication processes | Review of Housing and Homelessness communication processes. Project scope could include: <ul style="list-style-type: none"> · Website redesign · Survey of stakeholders to understand their expectations around City communication | Q1 2016 |
| 3.1.4, 4.2.1 | Update to Edmonton's 10 Year Plan to End Homelessness | Update to the 10 Year Plan to End Homelessness | 2016 |

Appendix 2: Monitoring and Performance Measurement Framework

The City of Edmonton will measure and evaluate the Affordable Housing Strategy on an annual basis. An annual report card will be presented to Edmonton City Council to track the City's progress. Adjustments to program and project design will be driven by results from this monitoring work. Two types of measures will be tracked:

- City performance and outputs related to efficiency and effectiveness, which will be used to monitor the success of specific City activities and initiatives; and
- Trends in the external housing environment, which will be used to evaluate the overall direction provided by the Affordable Housing Strategy. Long-term trends in the external environment will be used to assess the relevance and suitability of the priorities identified in the Affordable Housing Strategy, and will inform formal evaluations of the Strategy (see Appendix 3).

The tables below present suggested measures. Additional, more specific measures will be developed during the evaluation process.

Goal 1: Increase the supply of affordable housing in all areas of the city

City performance and outputs:

| Indicator | Source | Frequency |
|--|-------------------------------|-----------|
| · Number of new affordable housing units acquired, developed or created with City of Edmonton housing grants | City of Edmonton program data | Annually |
| · Number of affordable housing units developed on City-owned land | City of Edmonton program data | Annually |
| · Number of affordable housing projects developed within 400 metres of an LRT station or transit centre | City of Edmonton program data | Annually |
| · Percentage of City funding as a proportion of total capital cost | City of Edmonton program data | Annually |

Trends in the external housing environment:

| Indicator | Source | Frequency |
|---|---|-------------------------------|
| · Percentage of renter households spending more than 30% of household income on shelter costs | Federal Census | Every five years (2017, 2022) |
| · Percentage of renter households spending more than 50% of household income on shelter costs | Federal Census (Custom tabulation required) | Every five years (2017, 2022) |
| · Percentage of owner households spending more than 30% of household income on shelter costs | Federal Census | Every five years (2017, 2022) |
| · Percentage of owner households spending more than 50% of household income on shelter costs | Federal Census (Custom tabulation required) | Every five years (2017, 2022) |
| · Annual change in the number of households on Capital Region Housing wait lists | Capital Region Housing | Annually |
| · Number of neighbourhoods with a non-market housing ratio of 5% or greater | City of Edmonton | Annually |
| · Number of existing affordable housing units per 1,000 Edmonton households | City of Edmonton | Annually |

Goal #2: Maintain the supply of affordable rental and market rental housing

City performance and outputs:

| Indicator | Source | Frequency |
|--|-------------------------------|-----------|
| · Number of housing units maintained as a result of City grant funding | City of Edmonton program data | Annually |
| · Number of housing units upgraded as a result of City inspection activities | City of Edmonton program data | Annually |
| · Condition status of City-owned affordable and social housing projects | City of Edmonton program data | Annually |

Trends in the external housing environment:

| Indicator | Source | Frequency |
|---|------------------|-------------------------------|
| · Percentage of households living in inadequate dwellings (as defined by Canada Mortgage and Housing Corporation) | Federal Census | Every five years (2017, 2022) |
| · Number of rental dwelling units decommissioned, demolished or converted to ownership | City of Edmonton | Annually |

Goal #3: Enable stable residential tenancies and transition people out of homelessness

City performance and outputs:

| Indicator | Source | Frequency |
|--|-------------------------------|-----------|
| · Number of clients served by the Early Warning System tool | City of Edmonton program data | Annually |
| · Participants in Landlord Tenant Advisory Board landlord education courses | City of Edmonton program data | Annually |
| · Number of successful mediations provided by Landlord Tenant Advisory Board | City of Edmonton program data | Annually |

Trends in the external housing environment:

| Indicator | Source | Frequency |
|---|-------------------------|-----------|
| · Change in the number of homeless individuals included in the homeless count | Homeward Trust Edmonton | Biennial |

Goal #4: Anticipate, recognize and coordinate action to respond to housing and homeless needs

City performance and outputs:

| Indicator | Source | Frequency |
|---|------------------|-----------|
| · Number of public meetings attendees for City-funded affordable housing projects | City of Edmonton | Annually |
| · Average satisfaction rating for public meetings for City-funded affordable housing projects | City of Edmonton | Annually |
| · Number of times City of Edmonton affordable housing initiatives are mentioned in the media | City of Edmonton | Annually |

Appendix 3: Strategy Evaluation

The Affordable Housing Strategy is intended to be flexible and responsive to changes in the external environment. To ensure the Strategy remains effective, it will be evaluated based on the following schedule.

Annual Reviews

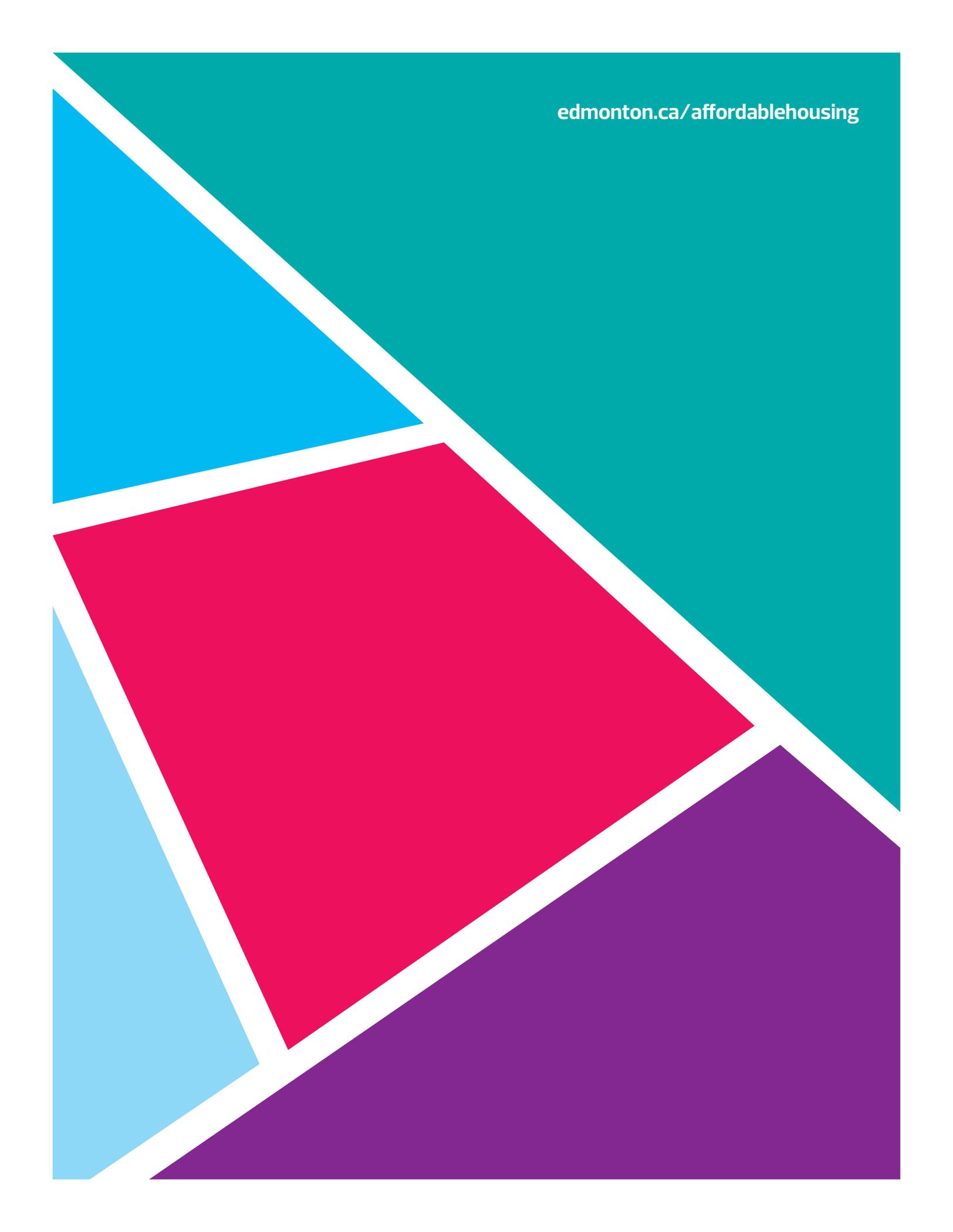
Guided by Appendix 2, Monitoring and Performance Measurement Framework, the Strategy will be reviewed annually. The key focus of these reviews will be City performance and outputs, as well as an assessment of emerging issues and key external trends. The annual reviews will also include a "strategy check" and strategy refinement will be completed as required.

The City of Edmonton will use formal and informal mechanisms to measure the success of the strategy. The review process should include media monitoring, surveys and questionnaires, and analysis of key messages and changes in public opinion.

Formal Evaluation and Strategy Refinement:

Formal and substantive evaluations of the Strategy will be completed every five years: in 2020 and 2025. These evaluations will consider both City performance and outputs and trends in the external environment. The formal evaluation process will also consider shifts in the City and provincial policy context—for example:

- The approval of a new City of Edmonton Municipal Development Plan;
- The approval of a new 10 Year Plan to End Homelessness;
- The release of a new Provincial housing strategy; and
- The approval of a City Charter for the City of Edmonton.



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