



Municipal Housing Strategy
Implementation Plan 2019-2025
Submitted by Community Social Development
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Introduction

Lethbridge's *Municipal Housing Strategy (2019)* defines strategic directions to improve supply along the entire housing continuum, including residents with specific housing needs. The Strategy provides direction on local investment and action priorities to match emerging needs, while aligning Lethbridge to provincial and national housing priorities.

The development of the Strategy was identified as a priority in *Lethbridge's City Council Strategic Plan (2017)*, which led to Council creating the Municipal Housing Task Force to provide oversight to the community consultation and research process to produce the final report in 2019. The Strategy received by Council outlines several priorities and calls for the creation of an implementation plan with detailed objectives, tasks, targets, and timelines. To this end, the Community Social Development Unit was tasked with the development of the Implementation Plan for Council and administration's consideration.

While the federal and provincial governments are primarily responsible for the provision of affordable housing in Lethbridge, the Strategy acknowledges the role of the municipality in supporting the development of a wide range of housing options for its residents through coordinating efforts. This coordination of efforts includes partners from the other levels of government directly responsible for housing, various implicated community agencies and the private sector.

This *Implementation Plan* is intended as roadmap for the community to address the housing gaps and achieve their desired future outcomes for a housing system that works for everyone. It is focused on building capacity, encouraging innovation, and advancing greater collaboration among traditional and new housing partners.

A total of 50 recommended actions are proposed to be implemented in the next five years with a caveat on the need for ongoing monitoring and flexibility in implementation. The City of Lethbridge's role will be to effect change where we are mandated and facilitate, coordinate and assist the agencies and other levels of government who have a mandate in the area's we do not to effect positive change in housing in our community.

Municipal Housing Strategy Overview

Approach

A comprehensive needs assessment provided the basis for the Municipal Housing Strategy (MHS); this involved a thorough evaluation of housing demand and supply in Lethbridge, as well as an affordability assessment. The study used data and information from several different sources, including Statistics Canada, Canada Mortgage and Housing Corporation reports and readily available data from its Housing Information Portal. In addition, information was obtained from the Province of Alberta, Lethbridge, local housing management bodies, other non-profit housing and community service providers.

The approach to this study included a series of engagement activities to gain information from residents in Lethbridge, key stakeholders and persons with lived experience. A total of seven engagement activities had been undertaken as part of this study including engagement with local residents, housing stakeholders and vulnerable population groups.

Key research questions included:

1. *What are the current and emerging housing needs along the continuum in Lethbridge?*
2. *Who is in greatest housing need?*
3. *How might we prioritize the key housing needs in Lethbridge to lead to actionable and impactful recommendations for all households along the housing continuum?*
4. *How might we align with the National and Provincial housing strategies to optimize the use of available resources to meet the greatest needs?*

Housing Needs & Gaps

The needs assessment concluded that several housing gaps exist in Lethbridge and defined the desired future outcomes. These findings were validated through engagement session with Lethbridge residents and other key housing stakeholders.

Four main areas were identified requiring action:

1. Increase the supply of **rental housing which is affordable to households with low incomes** to decrease the number of people who are homeless or at risk of homelessness.
2. Expand the supply of **supportive housing units and units with barrier-free features** throughout Lethbridge to help address homelessness and increase housing stability.
3. Ensure units in the **primary rental market are in good condition** and meet the needs of current and future residents.
4. Encourage and support the development of a **diverse housing stock**, including medium and high-density options in appropriate locations.

The table below provides an estimate of unit types needed that can be addressed in a number of ways: including improving the existing housing stock, adding rent supplement subsidies, or building new supply.

	Low Incomes Households (\$49,991 or less)	Moderate Income Households (\$49,992 - \$93,819)	High Income Households (\$93,820 or more)
Current Gaps (Units)			
Total	3,900 units (10.0%)	100 units (0.3%)	Demand is addressed by private market
Smaller Units	3,315 units (85.0%)	70 units (70.0%)	
Family Sized Units	585 units (15.0%)	30 units (30.0%)	
Supportive Units	390 units (10.0%)	0 units (0.0%)	

Annual Housing Targets

Annual housing targets have been developed to assist the City and its housing partners in addressing the emerging and future housing need. These targets considered building permit as well as Municipal and Statistics Canada population data to estimate that 690 new housing units will be built yearly. Of these, the Strategy recommends

- **105 units should be affordable rental** (majority with rents no more than \$763 per month); 30% of these 105 units should be supportive housing, barrier-free units.
- **5% of new units built to be affordable to households with moderate income** (35 units per year); 40% of these units should be rental housing (15 units) and 20 would be ownership units.

Number of Units Built Yearly	New Affordable Units	Affordable to Low Income	Affordable to Moderate Income
690	140	105	35
		105 rental 30 supportive housing	15 rental 20 ownership

As result of the measures outlined, the Strategy estimates 4,140 new units built, of which 840 would be affordable units by 2025.

Implementation Plan

Overview

Addressing the housing issues in Lethbridge is a shared responsibility and depends on the collaborative efforts of all housing partners including the City, provincial and federal government, developers, builders, landlords and property managers in the private and non-market sectors. Implementation action is different than the development of a strategy, and requires commitment, leadership and a sense of common purpose among stakeholders. Solid communication, trust and resources to support a collaborative effort are essential as well given the ambitious targets laid out in the Strategy.

This section provides an overview of key elements for Council's consideration with respect to implementing the Strategy based on internal administrative review of key business units (CSD, Planning, Real Estate & Land Development), as well as input from private, public and non-profit housing stakeholders during the Municipal Housing Strategy Seminar we hosted on August 15, 2019 attended by over 70 housing stakeholders from our community.

Governance

It is recommended that the City of Lethbridge administration work with key housing stakeholders to establish an **Implementation Working Group** and associated Terms of Reference to guide the rollout. This would include representation from the City, Province, Lethbridge Housing Authority (LHA), Green Acres, private sector landlords and builders, the Indigenous community, community organizations providing non-market housing and organizations providing housing-related supports.

Communication, Monitoring & Reporting

This first foundational step for the Implementation Working Group will be to establish a method for monitoring and reporting the implementation progress. An effective monitoring and data management system records the performance of all stakeholders and committee members with implementation responsibilities. It provides a system of accountability for all responsible parties on how well they are achieving the goals and targets established in the Strategy. It allows for tracking actions and ensures they are implemented with good results and for taking corrective measures while implementation is in progress.

A housing pipeline/tracking system will also provide a real time inventory of the number and type of new and renovated affordable units built and will help monitor if the plan is on target, reduce duplication of efforts and ensure alignment with the Strategy's priorities.

It is recommended that a **live housing pipeline** is published online and communicated via targeted channels to housing stakeholders to input information on projects they are working on from design to occupancy phase. We have begun prototyping this by testing the project management software Smartsheet and tested the idea during the August Municipal Housing Strategy Seminar with positive feedback from attendees.

The value of this approach is a new level of accountability and transparency on housing progress, which could potentially be utilized as a live, collaborative, method to inform citizens and stakeholder of new developments.

A **report card on progress** should be provided on an annual basis and accompanied by bi-yearly **Housing Summits** with key stakeholders to share learnings, celebrate success and refine priorities.

We recommend the **Housing Needs Assessment and Strategy be updated** every 5 years using data from HelpSeeker, Statistics Canada, the municipal census, Canadian Mortgage and Housing Corporation (CMHC), Lethbridge Real Estate Board, Housing Management Boards, non-market housing providers, Housing First Program, City Planning Department and our live monitoring system to ensure we continue to address and meet Lethbridge's housing needs on an ongoing basis.

Detailed Workplan

The following recommended actions are intended to guide the City of Lethbridge and its housing partners to address the identified housing needs and gaps in the City and attain the community's desired future outcomes for the housing system. Category, timeline and the required members are proposed as well. While specific

timelines were not dictated in the strategic plan beyond short, medium and ongoing, all short-term actions should be complete prior to 2023 and medium completed by 2025.

Priority Area 1: Municipal Development Plan and Land Use Bylaw Policies & Regulations

Law Use Bylaws need to meet the development needs of our residents while reflecting Lethbridge’s unique character. The objective of the bylaw review is to evolve the Land Use Bylaw, align it with the MDP, and engage with stakeholders to identify any issues or concerns.

This Implementation Plan relies heavily on resident and stakeholder involvement to ensure a collaborative and supportive approach to our land-use needs and challenges. Community involvement and feedback is integral to making amendments to the bylaws and ensuring they do not have any negative impacts on current and future residents.

Changing and updating the Land Use Bylaw and MDP will affect what builders are allowed to build and what residents are permitted to do on their lot; it is our hope that the changes implemented will expand what is permitted to better adapt to our growing housing needs. Given the importance of the Land Use Bylaw to all land-owners and Builders in the community, Lethbridge is committed to informing the public in advance about the changes that are proposed and reflecting public and stakeholder input to the greatest extent possible while also ensuring alignment with the MHS.

Short Term Goals	Considerations or Potential Actions	Lead	Other Members
1. Add a definition for affordable housing in the City’s Integrated Community Sustainability Plan and Municipal Development Plan (ICSP/MDP) based on household income and revise the definition for accessible housing to refer to barrier-free housing.	The MDP is currently under review with an anticipated completion date of Fall 2020.	Planning	City Council
2. Adopt and implement the following recommended housing targets for housing which is affordable to households with low and moderate incomes: <ul style="list-style-type: none"> • -15% of all new units be affordable to households with low incomes <ul style="list-style-type: none"> ○ 30% of these units should be supportive and/or barrier-free • -5% of all new units be affordable to households with moderate incomes <ul style="list-style-type: none"> ○ 40% of these units should be purpose-built rental units. 	Could review adding this into the MDP, however planning regulates buildings NOT the rent or individuals they are rented too, so a system for monitoring accountability on this would need to be considered.	Planning	Implementation Working Group and City Council
Review Land-Use Bylaw to:	<u>Public engagement and approval by Council is required for any changes to the Land Use Bylaw including rezoning.</u>	Planning	City Council

<p>3. Ensure small suites in multi-residential buildings are permitted in appropriate areas throughout the city, particularly areas close to current and planned public transit lines and amenities.</p> <p>4. Identify additional opportunities to support the development of affordable and supportive housing, such as including alternative parking standards for affordable and supportive housing developments within close proximity of public transit.</p> <p>5. Ensure temporary and permanent modular homes are permitted in appropriate areas throughout the City, as long as they meet health and safety standards.</p> <p>6. Ensure shared housing arrangements, such as single room occupancy, shared housing with supports, and shared ownership arrangements, are permitted in all residential districts throughout the City.</p> <p>7. Ensure that it is not a barrier to the development of medium and high-density residential developments in appropriate locations, such as areas served by public transit and in existing low-density neighborhoods.</p>	<p>A manual review of sites with multi-family zoning would need to be conducted to analyze if there is room for additional units. This would take time and resources.</p> <p>Parking standard initiatives are already in place for supportive housing, further opportunities will be explored.</p> <p>Permanent homes can be developed in any residential area as long as they are connected to city sewage. Temporary homes are treated just like RV's currently.</p> <p>Single homes with greater than 4 unrelated persons living in (i.e. Boarding Houses) are monitored by Planning and are already permitted in R-L zones (70% of the city).</p> <p>This may require rezoning.</p>		
<p>8. Revise the Land Use Bylaw to permit more 'gentle intensification' in the low-density residential districts across the City.</p>	<p>Public engagement and approval by Council is required for <u>any</u> changes to the Land Use Bylaw.</p>	<p>Planning</p>	<p>City Council</p>
<p>9. Review and Update Affordable Housing Policy and Capital Project Grant</p>	<p>Both the Affordable Housing and Homeless Policy (CC32) and Affordable Housing Capital Project Grant (CC49) need to be reviewed and updated to be reflective of the MHS</p>	<p>Planning</p>	<p>CSD and City Council</p>
<p>10. Ensure proper implementation of the property standards bylaw to ensure rental units, including those in the primary and secondary rental market, meet all health and safety standards.</p>	<p>This would need to go through the Public Health Inspector of the Regional Health Authority as they investigate tenant complaints related to health and safety.</p>	<p>Implementation Working Group</p>	<p>Residents</p>
<p>Medium Term Goals</p>	<p>Considerations or Potential Actions</p>	<p>Lead</p>	<p>Other Members</p>

11. Explore the feasibility of developing a rental conversion policy to protect the existing rental housing stock.	Could review adding this policy to the Land Use Bylaws/MDP while adding the “affordable housing” definition.	Planning	Legal
Ongoing	Considerations or Potential Actions	Lead	Other Members
12. Encourage all new multi-residential developments and developments in the medium and high-density residential districts to have a good mix of smaller units and family-sized units based on the recommended housing targets.	Could review adding this into the MDP and/or reduced parking requirements for high-density housing units.	Planning	Implementation Working Group
13. Consider affordable housing in the decision-making process regarding surplus City-owned land or buildings.	Could investigate the possibility of adding incentives to the Proposal Call when the City advertises surplus land or buildings. Could consider selling buildings and land for below market cost for affordable housing projects.	Real Estate & Land Development	City Council and Implementation Working Group

Priority Area 2: Programs & Funding

It is important to recognize limitations and financial constraints housing providers face regarding affordable housing and ensuring we are nimble and innovative in incentivizing affordable housing projects to housing partners will be a pivotal action in implementation and help us yield the most innovative, impactful and lasting solutions to housing needs.

Short Term Goals	Considerations or Potential Actions	Lead	Other Members
14. Consider implementing a Lethbridge Affordable Housing Pilot Program with financial incentives for affordable and supportive housing developments.	Engagement sessions with stakeholders are recommended to evaluate the idea of a pilot program along with potential incentives.	Implementation Working Group	City Council
15. Review successes in other communities and test the feasibility of providing a grant to upgrade an existing secondary suite or develop a new secondary suite if the property owner rents the suite to an eligible household at no more than 80% of the average market rent (AMR).	Engagement sessions with landlords and building owners are recommended to determine grants that would incentivize this initiative.	Implementation Working Group	City Council
16. Consider working with housing partners, including private sector builders, to include small rental suites in new multi-residential projects in exchange for incentives as part of the Lethbridge Affordable Housing Program. Rents for these suites should be affordable to households with low	Builders and developers at the Municipal Housing Strategy (MHS) Seminar acknowledged several incentives for this including: waiving developmental fees, fast tracking permits and building approvals, waiving property taxes. A review of these suggestions to determine	Implementation Working Group	City Council

incomes. Partnerships with community agencies may also be explored where these agencies will manage the operation of these affordable suites. These units would assist in meeting the affordable housing targets.	feasibility would be recommended. The MHS Seminar also uncovered a need for coordination of service between builders and housing management bodies, this should be further reviewed.		
17. Work with housing partners, including the Federal and Provincial governments and Indigenous organizations, to develop a permanent supportive housing facility for Indigenous individuals who are homeless or at risk of homelessness.	Further discussed in Homelessness Serving Section.	Community Social Development	Implementation Working Group
18. Work with housing partners, including private organizations, to explore the feasibility of building temporary container or modular supportive units for individuals and families who are currently homeless or who are at risk of homelessness and require supportive housing.	Stakeholder engagement would be recommended to identify potential land and lots where temporary homes could be built. Community engagement would be required prior to building temporary homes on existing lots.	Implementation Working Group	Real Estate & Land Development and Planning
19. Review the City's Secure First Diversion Program to examine the feasibility of broadening this program into a Lethbridge Rent Bank to provide one-time financial assistance which can assist households who are at risk of homelessness to maintain their housing.	Examine the feasibility of making applications for the City and Secure 1 st Diversion Funds less stringent (currently applicants need to prove they can cover future housing costs).	Implementation working Group	City Council and Administration Staff
20. Examine the feasibility of providing a low- or no-interest loan to finance some of the costs currently not covered under these programs (e.g.: soft costs) to encourage landlords to renovate existing purpose-built rental units to improve accessibility and energy efficiency of units and ensure these meet current health and safety standards.	Engagement with stakeholders to inform them of the National Housing Co-Investment Fund for repair and renovation opportunities. Attendees of the MHS seminar received a presentation from CMHC of these opportunities. It would also be encouraged to promote and share information about these funding programs through the City of Lethbridge website.	Implementation Working Group	City Council
21. Review our current Rent Supplement Program	Conduct a best practice review on our existing rent supplement program	Implementation Working Group	Housing Management Bodies
Medium Term Goals	Action Steps	Lead	Members Involved
22. Review current municipal taxes and explore the feasibility of providing tax	All changes to municipal taxes would require council approval	Taxation & Assessment	City Council

incentives to landlords of purpose-built rental units to upgrade these rental units.			
23. Review the City's portion of property tax rates for single detached and multi-dwellings to encourage medium and high-density residential development.	Exploring the feasibility of lowering taxes and/or waiving property taxes for a set amount of time for new affordable housing units was discussed in the Municipal Housing Seminar.	Taxation & Assessment	City Council
24. Explore the feasibility of implementing an Investment Ready Program for designated residential lands which would be ideal for the development of affordable housing, multi-residential housing, and/or supportive housing to encourage the development of these dwelling types and ensure they are built in appropriate locations.	Review the potential for a program/database to compile information on sites (e.g. availability, utilities servicing, access, environmental concerns) for prospective buyers and lessors to reduce unknowns associated with development	Implementation Working Group	Administration Staff
25. Examine the feasibility of providing financial and non-financial incentives to encourage a more diverse housing supply, including incentives for developments which exceed the barrier-free and energy efficiency requirements of the Building Code and incentives for smaller, ground-oriented and barrier-free units for seniors who wish to downsize and for persons with disabilities.	Determine if grants, tax incentives, reduced parking requirements are a possibility. Consider providing incentives on a sliding scale based on the number of barrier-free units included in the development and energy efficient elements, which go beyond the Building Code requirements. Developers who exceed Building Code requirements while also providing affordable housing should be eligible to apply to the Lethbridge Affordable Housing Pilot Program, Grants or Waiving property Taxes, etc.	Implementation Working Group	City Council

Priority Area 3: Education & Awareness

Successful education and awareness will be an imperative component of implementation in order to make information about the community's housing needs, and the strategic plan for addressing those needs readily available and accessible to the community, housing stakeholders and social services providers. NIMBY opposition remains a significant constraint to affordable housing. Involving the local community early in the planning and development stages of a new project can help to reduce opposition. By doing so, residents are better able to identify and address their concerns and work cooperatively with developers to ensure affordable housing projects will be attractive, compatible with surrounding homes, and be a community asset.

Short Term Goals	Potential Action Steps Involved	Lead	Members Involved
26. Consider Establishing a Lethbridge Yes In My Backyard (YIMBY) Team to lead education, awareness and engagement activities.	Invite members of the LHA, Social Service Providers, SHIA etc. to form a group as well as members of the public, including youth, seniors,	Implementation Working Group	

	and people representing the Indigenous community in Lethbridge.		
27. As part of a landlord engagement strategy and building on the current initiatives of CSD, work with housing partners to facilitate discussions with landlords to raise awareness about cultural differences and how the City and community agencies can work with landlords to make them more willing to rent to tenants who may be considered hard to house.	SHIA agencies have started some of this work and are looking at developing a landlord engagement strategy.	Implementation Working Group	YIMBY team
28. Work with housing partners to develop a tenant education strategy to ensure tenants, particularly those who were homeless, are 'rent ready' and that they know their rights and responsibilities to avoid discrimination and evictions.	Continue to support and promote information sharing of the Landlord Tenancy Act and initiatives such as Community Links and Homebase.	Implementation Working Group	Community Agencies
29. Develop a Lethbridge Rental Property Standards Database to encourage landlords to keep their properties in a state of good repair and assist renters to make better decisions about where to live.	Work with IT and Communications to develop a housing database that could be included on the City's website. Promote and advertise the website through SHIA.	Implementation Working Group	Information Technology (IT) and Communications
30. Work with housing partners, including private developers, to identify land throughout the City, which would be suitable for affordable rental housing, supportive housing, and purpose-built rental housing.	Areas identified as part of this initiative might include government-owned and privately-owned land and buildings which would be suitable for development/redevelopment Dispose of land at below market value to non-profit organizations with a strong track record as affordable housing providers.	Real Estate and Land Development Association (BILD)	Planning, Real Estate and Land Development & Admin Staff
31. Building on the Asset Mapping Project, work with housing partners to increase awareness of housing and supports available in Lethbridge to help individuals and families achieve housing stability.	Continue to promote HelpSeeker and ensure listing are up to date.	Implementation Working Group	Community Social Development
Ongoing	Action Steps	Lead	Members Involved
32. As part of a landlord engagement strategy, work with private landlords to increase their capacity to better respond to	Encourage landlords to join the YIMBY group and connect them with social service providers and LHA for rental supplements.	Implementation Working Group	Community Agencies

residents' needs, connect residents to required supports, and ensure stable tenancies to avoid evictions.			
33. Work with housing partners, including Indigenous organizations, to encourage and support initiatives that will increase the capacity of key stakeholders within the housing system.	Support may be financial, such as providing grants or loans for training programs, or in-kind support such as providing office or training space or developing a mentoring program. Increasing the capacity of service providers includes training on culturally appropriate service delivery.	Implementation Working Group	Indigenous Organizations

Priority Area 4: Collaboration, Partnerships & Advocacy

No one entity can accomplish the housing actions described within the Municipal Housing Strategy and Implementation Plan. Collaboration with various levels of government, housing partners, community organizations and social services providers, will make sure all of our goals align with the Municipal Housing Strategy and reduce duplication of services.

Short Term Goals	Potential Action Steps Involved	Lead	Members Involved
34. Consider facilitating partnerships with the University of Lethbridge and Lethbridge College to develop a Housing Innovation Lab to advance design thinking and identify innovative approaches to expanding the supply of affordable and supportive housing, including infill options.	Reach out to the U of L staff and professors and see what programs /students would most benefit from a Housing Innovation Lab <ul style="list-style-type: none"> Review CMHC solutions lab Consider hosting an innovation lab with students to gather ideas on how to design and construct affordable and supportive houses Discuss potential of including an affordable housing research project into the course curriculum 	Implementation Working Group	City Council
35. Explore opportunities for collaborations among Indigenous organizations, other community agencies, and the City to coordinate services to better serve Indigenous peoples who are homeless or at risk of homelessness including those who are currently living on one of the reserves surrounding the City.	Contact SAGE Clan and other trusted indigenous community entities and facilitate bridging services	Implementation Working Group	Community Social Development
36. Work with the Lethbridge Housing Authority and Green Acres Foundation to explore opportunities to repurpose	Contact LHA and Green Acres to discuss feasibility and resources required. An engagement session with seniors should	Implementation Working Group	Real Estate and Land Development

any vacant subsidized units for seniors into subsidized units for non-seniors with low incomes, particularly those who are homeless or at risk of homelessness.	be explored to evaluate the interest in this project.		
37. Work with housing partners, including the University of Lethbridge (U of L) and Lethbridge College, to explore a home-sharing program to connect seniors who may be housed with students, young adults and other seniors who are looking for affordable housing and/or shared housing.	Contact the U of L and Lethbridge College housing administration to discuss the feasibility and resources required. An engagement session with seniors and students should be explored to evaluate the demand/interest in this project. This program received support in the MHS seminar.	Implementation Working Group	Seniors Organizations
38. Work with housing partners to develop a landlord engagement strategy to increase the number of landlords participating in the private landlord rent supplement program.	Facilitate community engagement with landlords to promote Lethbridge Housing Authority and increase awareness of rent supplements through the City of Lethbridge website. Current purpose-built rental vacancy rates in Lethbridge indicate a greater supply than demand. This presents an opportunity to increase the supply of subsidized housing units by partnering with landlords with higher vacancies to house tenants who may not be able to afford average market rents.	Implementation Working Group	YIMBY
39. Building on the coordinated access and assessment process, work with housing partners to redesign and implement a new model to access housing and homelessness services to better help people avoid homelessness and achieve stable housing.	Further discussed in the Homelessness Serving Section.	Community Social Development	Implementation Working Group and Housing Management Bodies
Ongoing	Action Steps	Lead	Members Involved
40. Advocate to senior levels of government to increase rent supplements and to review the current approach to providing these rent supplements to ensure these are more reflective of the current need.	Consider a letter of support signed by the Mayor requesting additional rent supplements from the Province. Housing Management Bodies could request increases through a letter to the Minister's office and/or adding the need for increased rent supplement in their business plan.	Implementation Working Group	City Council and Housing Management Bodies
41. Advocate to senior levels governments to review the current National Occupancy Standards to ensure they are still reflective of the changing demographic make-up of Canada, which now includes a larger	Using the Needs Assessment (update recommendation every 5 years) and the implementation monitoring system advocate to senior levels of government.	Implementation Working Group	

share of Indigenous peoples and new immigrants.			
42. Facilitate partnerships among private builders, private landlords, and community agencies to identify opportunities to include supportive housing units within existing rental housing and new multi-residential developments.	<p>We recommend hosting a workshop with rental management companies and builders to discuss how to partner on new/renovation projects for affordable housing.</p> <p>A gap was identified at the MHS seminar in communication and partnership between builders and rental management companies. Bridging this gap could help entice builders to build more affordable housing units.</p>	Implementation Working Group	
43. Advocate to senior levels of government to enhance funding for supportive housing and supports to help people live independently and with dignity.	Monitor and apply for current funding opportunities and determine if they are enough to meet our supportive housing needs.	Implementation Working Group	
44. Encourage and support social enterprises that provide employment and an opportunity to develop new skills for people with disabilities or mental health issues, particularly those who were formerly homeless or at risk of homelessness.	<p>Explore the feasibility of providing training opportunities at the Lethbridge Homeless Shelter.</p> <p>Review large company recruitment processes and facilitate partnerships between community agencies.</p> <p>Work with post-secondary institutions and the CMHA to develop training programs for people who have disabilities and/or mental health issues</p>	Community Social Development	Community Agencies

Priority Area 5: Homelessness Response

The Community Social Development department underwent a comprehensive review of the current state of housing including homelessness in Lethbridge reflected in the *Community Wellbeing & Safety Strategy (2019)* and aligned with the MHS. To this end, a number of action items are identified to support this Implementation Plan.

Short Term Goals	Potential Action Steps Involved	Lead	Members Involved
45. Align Performance & Funding Framework, Evaluate Measurement, Reporting & Request for Proposal (RFP) process for those	<ul style="list-style-type: none"> Review Funding Requirements, Review current performance, data collection, monitoring of investments, allocation, contracting processes Assess current practice against CWSS & MHS priorities Analyze current performance against best practice KPIs 	Community Social Development	Community Governance Table

with lived or living experience of homelessness.	<ul style="list-style-type: none"> Review information management system/CRM for both clients Draft FCSS and SHIA RFP's in accordance with CWSS Draft Integrated Performance & Funding Framework Launch in new Integrated RFP and contracting 		
46. Optimize homelessness investments across funding portfolio.	<p>Recalibrate funded programs to achieve the following targets over the next 5 years post-RFP to support 2,121 people across funded homeless programs (474 spaces).</p> <p>This includes:</p> <ul style="list-style-type: none"> Create 102 new PSH spaces and 17 new Transitional Housing spaces to house 258 and 160 people respectively House 640 people through 100 RRH spaces House 45 people in 20 ACT spaces House 300 people in 115 ICM spaces Support 666 people through 90 spaces of Homelessness Prevention Support 52 people through 30 Housing First Rent supports. 	Community Social Development	Community Governance Table
47. Better coordinate access to affordable housing and rent supports	<ul style="list-style-type: none"> Ensure all housing supports and units are recorded in HelpSeeker systems map. Get all rent and housing programs on HelpSeeker using Occupancy reporting weekly at minimum. 	Community Social Development	Housing Management Bodies & HelpSeeker
48. Launch innovative community engagement and public education strategies and campaigns.	Evaluate potential communication and engagement strategies with the community, persons with lived experience of homelessness, non-profit stakeholders, business community, wellness frontline workers, philanthropic sector, etc.	Community Social Development	HelpSeeker
Medium Term Goals	Action Steps	Lead	Members Involved
49. Integrated Coordinated Access & Assessment.	<p>Research Community Hubs, Situation Tables, and Community-Wide Coordinated Access models.</p> <p>Develop HUOS Model, Policies based on promising practice</p> <p>Roll out Integrated CAA across Lethbridge's asset map starting with high acuity programming through HUOS</p> <p>Draft strengths-based wellbeing assessment & referral protocols, test and refine these with users and services.</p>	Community Social Development	Community Governance Table
Ongoing	Action Steps	Lead	Members Involved
50. Implement regular monitoring of community perception of safety and wellbeing.	We recommend an Annual Questionnaire benchmarking changes against 2019 results. We also recommend using HelpSeeker technology as a means of producing live needs assessment dashboards to track service demand.	Community Social Development	Community Governance Table, HelpSeeker
51. Review reporting on the homelessness serving system	Participant data will be collected upon housing, 3, 6, 9, and 12 months in the program and upon exit of the program.	Community Social Development	Community Governance Table

	<p>SPDAT assessment tool will be used to assess acuity (level of need) minimally at intake, 6 months, and program exit – the SPDAT has been selected to this end.</p> <p>A Wellbeing assessment tool will be introduced over the next year with contracted providers to track changes across key dimensions consistently at the client level at program entry/exit.</p>		
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Conclusion

While the federal and provincial governments are primarily responsible for the provision of affordable housing in Lethbridge, the City’s Municipal Housing Strategy acknowledge the role of the municipality in supporting the development of a wide range of housing options for its residents through coordinating efforts This coordination of efforts includes partners from the other levels of government directly responsible for housing, various implicated community agencies and the private sector.

Further, while there are a number of gaps in Lethbridge’s housing system and restrictions to what the City and its community partners have the authority and capacity to do on this issue, Lethbridge has important resources in the form of active and passionate housing stakeholders who are working together to address these gaps.

The City of Lethbridge Municipal Housing Implementation Plan is intended as roadmap for the community to address the housing gaps and achieve their desired future outcomes for a housing system that works for everyone. It is focused on building capacity, encouraging innovation, and advancing greater collaboration among traditional and new housing partners.

A total of 51 recommended actions are proposed for Council’s consideration. This Plan is meant to be organic, changing and adapting as new opportunities and challenges arise. As such, it is vital to undertake ongoing monitoring activities of the housing need and supply in Lethbridge as well as progress toward the long-term outcomes. The City of Lethbridge’s role will be to effect change where we are mandated and facilitate, coordinate and assist the agencies and other levels of government who have a mandate in the area’s we do not to effect positive change in housing in our community.