



EXECUTIVE COMMITTEE

**Wednesday, March 27, 2013
11:45 AM**

Henry Baker Hall, Main Floor, City Hall



Office of the City Clerk

**Public Agenda
Executive Committee
Wednesday, March 27, 2013**

Approval of Public Agenda

Minutes of the meeting held on March 6, 2013.

Administration Reports

EX13-20 Regina Exhibition Association Ltd. - Multi-Purpose Arena Operating Agreement at Evraz Place

Recommendation

1. That City Council authorize the Deputy City Manager, Community Planning and Development to negotiate and approve an addendum to extend the current operating agreement between the City of Regina and Regina Exhibition Association Ltd. to September 30, 2013.
2. That the City Solicitor's office be instructed to prepare an addendum to the existing operating agreement containing the terms negotiated by the Deputy City Manager, Community Planning and Development; and
3. That the City Clerk be authorized to execute the addendum on behalf of the City of Regina.

EX13-21 SAMA Annual Meeting and Nomination to SAMA Advisory Committee

Recommendation

1. That the Executive Committee make a recommendation to City Council on the following appointments related to the SAMA Annual Meeting on April 16, 2013:
 - A member of City Council to be the voting delegate for Regina;
 - Any member of City Council, other than the voting delegate and Councillor Murray, who registers to attend the meeting, be appointed as a non-voting participant.
2. That the Executive Committee make a recommendation to City Council on an appointment to the SAMA Cities Advisory Committee.



Other Reports

EX13-22 Executive Committee: Comprehensive Housing Strategy

Recommendation

1. That the attached Comprehensive Housing Strategy - Consultant's Final Report (Appendix A) be RECEIVED and FILED.
2. That City Council endorse the Administration's Recommendations as outlined in Appendix B and direct the Administration to prepare an implementation plan and to return to Council by the end of the second quarter.
3. That a supplemental report be forwarded to City Council with an additional Appendix added for the April 8, 2013 City Council meeting to include stakeholder feedback and public comments following the public release on March 22.

Resolution for Private Session

AT REGINA, SASKATCHEWAN, WEDNESDAY, MARCH 6, 2013

AT A MEETING OF THE EXECUTIVE COMMITTEE
HELD IN PUBLIC SESSION

AT 11:45 AM

These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.

Present: Councillor Terry Hincks, in the Chair
Mayor Michael Fougere
Councillor Sharron Bryce
Councillor Bryon Burnett
Councillor Bob Hawkins
Councillor John Findura
Councillor Wade Murray
Councillor Barbara Young

Regrets: Councillor Jerry Flegel
Councillor Shawn Fraser
Councillor Mike O Donnell

Also in Attendance: City Clerk, Joni Swidnicki
City Manager, Glen B. Davies
City Solicitor, Byron Werry
Deputy City Manager, Community Planning & Development, Jason Carlston
Deputy City Manager, City Operations, Dorian Wandzura
Deputy City Manager, Corporate Services, Brent Sjoberg
Director, Assessment and Property Taxation, Don Barr
Committee Assistant, Mavis Torres

APPROVAL OF PUBLIC AGENDA

Councillor Sharron Bryce moved, AND IT WAS RESOLVED, that the public agenda for this meeting be approved, as submitted.

ADOPTION OF MINUTES

Councillor Barbara Young moved, AND IT WAS RESOLVED, that the minutes for the meetings held on February 13, 2013 be adopted, as circulated.

ADMINISTRATION REPORTS

EX13-16 101st Grey Cup Festival (November 20-24, 2013) and Championship Game (November 24, 2013)

Recommendation

- (1) Executive Committee approve the total City of Regina costs of \$1,021,000 to support the 2013 Grey Cup Festival and the Championship Game as follows:
 - (a) currently funded soft costs of approximately \$155,900 for administrative staff time to be absorbed within existing budgets;
 - (b) unfunded soft costs of approximately \$540,800 for administrative overtime, backfilling of positions, contracted services, police crowd control training, increased enforcement, etc.;
 - (c) unfunded hard costs of approximately \$324,300 for transportation, equipment, police crowd control equipment, etc.;
- (2) Executive Committee approves that funding for (b) and (c) above, in the amount of \$865,100 be allocated from the General Reserve Fund.
- (3) Executive Committee to direct Administration to negotiate with the Saskatchewan Roughrider Football Club the recovery of all, or a portion of, the total unfunded costs of \$865,100 associated with this event.
- (4) Executive Committee to grant authority to the City Manager to execute an Agreement on cost recovery between the City of Regina and the Saskatchewan Roughrider Football Club.

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

EX13-17 Amendments to Bylaw No. 2009-20 - *The Regina Regional Opportunities Commission Bylaw*

Recommendation

1. That City Council approve the Regina Regional Opportunities Commission's (RROC) request to amend Bylaw No. 2009-20 as outlined in Appendix A.
2. That the City Solicitor be instructed to prepare the required bylaw amendment.

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that the recommendations contained in this report be concurred in.

EX13-18 Penny Discontinuance Policy - Changes to *The Regina Administration Bylaw No 2003-69*

Recommendation

That the City Solicitor be instructed to prepare the necessary bylaw amendments to *The Regina Administration Bylaw, Bylaw No. 2003-69* to allow for rounding on cash transactions where pennies are not available.

Councillor Wade Murray moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

OTHER REPORTS

EX13-19 Debt Limit and Future Considerations

Recommendation

1. That the Deputy City Manager & CFO be authorized to make an application to the Saskatchewan Municipal Board (SMB), requesting the SMB to exclude \$100 million in debt from the City's debt limit.
2. If the \$100 million provincial loan is not exempted by the SMB, that the SMB approve increasing the City's debt limit from \$350 million to \$450 million to accommodate this future provincial loan.

Councillor Wade Murray moved that the recommendations in the report be concurred in.

(Councillor Hincks stepped down from the Chair and temporarily left the meeting.)

(Councillor Bryce took the Chair.)

The motion was put and declared CARRIED.

RESOLUTION FOR PRIVATE SESSION

Councillor Wade Murray moved, AND IT WAS RESOLVED, that in the interest of the public, the balance of the items on the agenda be considered in private.

RECESS

Councillor Wade Murray moved, AND IT WAS RESOLVED, that the Committee recess for 10 minutes.

The meeting recessed at 12:03 p.m.

Chairperson

Secretary

March 27, 2013

To: Members,
Executive Committee

Re: Regina Exhibition Association Ltd. – Multi-Purpose Arena Operating Agreement at Evraz Place

RECOMMENDATION

1. That City Council authorize the Deputy City Manager, Community Planning and Development to negotiate and approve an addendum to extend the current operating agreement between the City of Regina and Regina Exhibition Association Ltd. to September 30, 2013.
2. That the City Solicitor's office be instructed to prepare an addendum to the existing operating agreement containing the terms negotiated by the Deputy City Manager, Community Planning and Development; and
3. That the City Clerk be authorized to execute the addendum on behalf of the City of Regina.

CONCLUSION

In 2010, the City of Regina entered into a partnership agreement with Regina Exhibition Association Ltd. (REAL) to operate the newly-constructed Co-operator's Centre. The relationship between the City and REAL has provided an increased opportunity for our community and ice users to practice, play and host events in a "leading practice" arena facility.

The City of Regina and REAL agree to an extension of the current agreement for the management, operation and scheduling of the multi-purpose ice arenas (Co-operator's Centre).

The extension will be consistent with the principles and provisions of the current agreement, which has resulted in a successful partnership between the City of Regina and REAL.

BACKGROUND

In 2006, the Regina Exhibition Association Ltd. developed a Master/Revitalization Plan that reflected their vision to provide world-class facilities for trade, agriculture, business, sporting, entertainment and cultural events. The plan was initiated to address aging infrastructure, provide multi-use space to promote Regina as a host of major events and to provide significant upgrades to the Brandt Centre. The Master/Revitalization Plan was developed as a phased-in implementation plan with the schedule of implementation being dependent on available funding.

In June 2008, the City entered into a Contribution Agreement with REAL. The City provided \$20 million, which leveraged \$20 million from each of the Provincial and Federal Governments. The \$60 million contribution through the City enabled REAL to implement Phase 1 of its Master/Revitalization Plan which included the construction of six multi-purpose arena facilities, initial enhancements to the Brandt Centre and kitchen upgrades at the Queensbury Convention Centre. The multi-purpose arenas feature six regulation size ice surfaces with the main arena providing seating for approximately 1,200 spectators.

In August 2010, the City of Regina entered into an operating agreement with REAL that outlined the relationship of co-operation the parties formed with respect to the management, use, governance and scheduling of the six arenas at the Co-operator's Centre.

The addition of six arenas within the City of Regina addressed the community's need for additional ice time, provided improved arena facilities and enhanced the community's ability to attract and host major sporting events. Since opening, the facility has hosted numerous provincial, national and international events. The Co-operator's Centre will also serve as a key facility in future major events such as the 2013 Grey Cup Festival and 2014 North American Indigenous Games.

The purpose of this report is to authorize the Deputy City Manager of Community Planning and Development to negotiate and approve an addendum to extend the current operating agreement to September 30, 2013 with REAL.

DISCUSSION

The Co-operators Centre is a multi-purpose arena facility that is comprised of six regulation-size ice surfaces.

The continued relationship and agreement extension between the City and REAL provides numerous benefits in our community, including:

- Addresses prime time ice requirements. The City's eight arenas currently provide youth organizations with 10,400 hrs of prime time ice per year. With the additional six arenas at Evraz Place, youth organizations have approximately 18,000 hours of prime time ice per year;
- Reduces the safety concerns that may be associated with winter driving conditions for teams/users to travel out of Regina to access ice time;
- Consistent customer service and continuity for arena users, as the City schedules all the indoor arena ice times; and
- The Co-operators Centre provides modern, efficient facilities that have increased the opportunity for Evraz Place to attract and host major events, both ice and non-ice related that contribute to our community's economic viability and community pride.

RECOMMENDATION IMPLICATIONS

Financial Implications

To provide an enhanced indoor arena program to the community and in order to subsidize youth programs, the City allocates and subsidizes 6000 hours of prime time ice per year at the Co-operators Centre. The City pays REAL ice rental fees consistent with current market rates in Regina and the surrounding area for the use of the City's allocated ice. The extension agreement will require the City pay \$660,000 to REAL for ice time to the end of September 2013.

The City's 2013 Operating Budget allocates \$1,350,000 to fund the partnership with REAL. The net cost to the City of Regina after revenue has been realized on the rental of the 6000 hours will be \$260,000 in 2013.

Environmental Implications

There are no environmental implications as a result of this report.

Policy and/or Strategic Implications

This operating agreement is being negotiated with the REAL to ensure that Regina citizens have access to quality modern and efficient recreation facilities that will address the prime time ice requirements within our community.

Other Implications

There are no other implications as a result of this report.

Accessibility Implications

There are no accessibility implications as a result of this report.

Communications

There are no communications implications as a result of this report.

DELEGATED AUTHORITY

The recommendations require City Council approval.

Respectfully submitted,



Chris Holden, Director
Community Development, Recreation & Parks

Respectfully submitted,



Jason Carlston, Deputy City Manager
Community Planning & Development

Report prepared by:
Dean Dodge, Manager, Sport & Recreation

March 27, 2013

To: Members,
Executive Committee

Re: SAMA Annual Meeting and Nomination to SAMA Advisory Committees

RECOMMENDATION

1. That the Executive Committee make a recommendation to City Council on the following appointments related to the SAMA Annual Meeting on April 16, 2013:
 - A member of City Council to be the voting delegate for Regina;
 - Any member of City Council, other than the voting delegate and Councillor Murray, who registers to attend the meeting, be appointed as a non-voting participant.
2. That the Executive Committee make a recommendation to City Council on an appointment to the SAMA Cities Advisory Committee.

CONCLUSION

The Saskatchewan Assessment Management Agency (SAMA) is holding an annual general meeting on April 16, 2013 and City Council may appoint a voting delegate and may appoint non-voting delegates.

BACKGROUND

The Saskatchewan Assessment Management Agency (SAMA) provides assessment oversight for the province and under provincial legislation has advisory committees established to assist in considering assessment policies and practices as well as legislative amendments.

SAMA has scheduled its annual general meeting for April 16, 2013 in Regina. SAMA's Bylaws require that City Council advise of the voting and non voting delegates that are attending the meeting. Voting occurs on resolutions submitted to the SAMA Board.

SAMA has a City Advisory Committee and SAMA advises there is a vacancy on the committee for the City of Regina.

DISCUSSION

The Bylaws of SAMA require that City Council appoint one voting delegate and other non-voting delegates for the SAMA Annual General meeting to be held on April 16, 2013 in the Schumiatcher Room at the Conexus Arts Centre in Regina.

Councillor Murray sits on the SAMA Board of Directors as the representative appointed by SUMA and as a SAMA Board member may be conducting business at the meeting on behalf of the board therefore City Council could appoint another member as the voting delegate.

SAMA has a City Advisory Committee which is comprised of members from Cities with a population greater than 30,000. Councillor Murray sits on the SAMA Board as the representative appointed by SUMA. Councillor Murray was also recently appointed chair of the City Advisory Committee. SAMA advises that this leaves a vacant position for the City of Regina on the City Advisory Committee. According to SAMA's bylaws the position needs to be appointed by City Council but is not restricted to Council members. In the past while the Mayor has been a member of this committee, the City Assessor acted as the city's representative at the majority of the committee meetings over the past few years.

RECOMMENDATION IMPLICATIONS

Financial Implications

The registration fees for the SAMA Annual General Meeting are within the 2013 budget.

Environmental Implications

None with regard to this report.

Policy and/or Strategic Implications

SAMA is a strategic partner in providing advice and forwarding improvements to the assessment system in the province.

Other Implications

None with regard to this report.

Accessibility Implications

None with regard to this report.

COMMUNICATIONS

A copy of this report will be provided to SAMA.

DELEGATED AUTHORITY

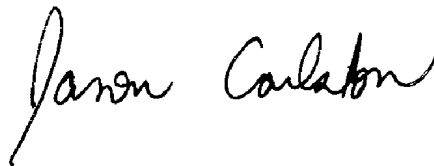
This report must be forwarded for consideration by City Council.

Respectfully submitted,



Don Barr, Director / City Assessor
Assessment, Tax & Real Estate

Respectfully submitted,



Jason Carlston, Deputy City Manager
Community Planning and Development

March 27, 2013

To: Members,
Executive Committee

Re: Comprehensive Housing Strategy

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE
- MARCH 6, 2013**

1. That the attached Comprehensive Housing Strategy - Consultant's Final Report (Appendix A) be RECEIVED and FILED.
2. That City Council endorse the Administration's Recommendations as outlined in Appendix B and direct the Administration to prepare an implementation plan and to return to Council by the end of the second quarter.
3. That a supplemental report be forwarded to City Council with an additional Appendix added for the April 8, 2013 City Council meeting to include stakeholder feedback and public comments following the public release on March 22.

EXECUTIVE COMMITTEE – MARCH 6, 2013

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Sharron Bryce, Bryon Burnett, John Findura, Bob Hawkins, Terry Hincks, Wade Murray and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at the **PRIVATE** session of its meeting held on March 6, 2013, considered the following report from the Administration:

The issue of housing is not only local, but national in scope, with issues covering the full continuum from homelessness to affordable housing to market-driven housing. As Saskatchewan's economy continues to thrive and our population continues to grow, housing remains to be an issue that needs to be immediately addressed.

The City of Regina is aware that the primary responsibility for housing resides within the federal and provincial governments. However, the City can still do much by supporting, partnering and complementing housing initiatives. With this in mind, the City of Regina engaged a consultant in February 2012 to develop a Comprehensive Housing Strategy (Appendix A). This Strategy will be a tool to set the context and create a platform to build upon by the Mayor's Housing Summit, scheduled for May 13 and 14 of this year. The Comprehensive Housing Strategy will also provide the basis for Administration's Housing Strategy Implementation Plan to be brought before Council by the end of the second quarter of 2013.

BACKGROUND

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

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

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

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

DISCUSSION

Consultant's Final Report and Administration's Housing Strategy Recommendations:

The consultant's final report, the Comprehensive Housing Strategy (Appendix A), is the culmination of a year-long project to evaluate Regina's housing issues, to research and develop strategies to address these issues, and to define the role of the City. Background research and a strategy framework have been reviewed and vetted by a group of 19 industry stakeholders, representing all sectors of housing, as well as internal members of the Administration.

The Administration has done an initial evaluation of the consultant's recommendations, determining those strategies that should be added to an implementation plan, those strategies that require further consideration, and those strategies that the Administration deem unfeasible. These recommendations are included in Appendix B.

The CHS and Administration's Recommendations have been provided to the Stakeholder Consultation Group. Comments received from the stakeholder group are included as Appendix C in this Report to Executive Committee including Administration's response to key comments and issues. Comments on specific goals and strategies provided by the Stakeholder group will be responded to and detailed in Administration's Implementation Plan, which will be brought to Council in the second quarter of 2013.

The CHS and Administration's Recommendations were made available to the public on the City's website on March 22 with the agenda for the Executive Committee meeting. Both documents were also made available on the Design Regina website, as detailed in the Communications section of this report. Comments received by the public will be added to the report for the April 8, 2013 Council meeting.

A detailed Housing Strategy Implementation Plan including short, medium, and long-term actions will be brought to Council in the second quarter of 2013. The Implementation Plan will include:

- 1) Steps for implementation;
- 2) Timeframes for implementation including immediate strategies, which will be noted as “Quick Starts” (revised from the consultant’s designation of strategies as “Quick Wins”);
- 3) City divisions affected or involved;
- 4) Resources required;
- 5) Anticipated outcomes; and
- 6) Monitoring, reporting and evaluation techniques.

The Implementation Plan will detail strategies to be addressed this year, others to begin in 2014 and those to begin in 2015-2017. Results and impacts will vary based on the extent of the strategy (e.g. regulatory changes vs. advocacy measures).

The consultant’s report and Council have noted the pressing issue of inadequate supply of rental housing. Regina’s vacancy rate was estimated as 1% for October 2012 for buildings of three units or more (CMHC); this is a positive change from a vacancy of .6% in April of 2012. Short-term strategies will address ways of increasing rental unit numbers to achieve a vacancy rate of 3% by 2017. Calculations estimate that the number of new purpose-built rental units needed to increase the vacancy rate to 3% is approximately 250 annually, or 110 units for every 1%. However, over a five-year period, the number of units required per year to achieve a 3% vacancy by 2017 would need to increase incrementally in order to account for growth. More information on this calculation is detailed in Appendix B, Strategy 17. Given the rate of growth and housing starts, this estimate will be evaluated annually to measure progress and the ability to achieve this goal.

In addition to the Housing Strategy Implementation Plan, Administration is revising the existing Housing Incentives Policy (“Strategy 1” in the consultant’s report and Administration’s List of Recommendations). Revisions are guided by the current Housing Incentives Policy and the consultant’s report. The revisions to the Housing Incentive Policy will be brought before Council with the Implementation Plan in the second quarter of 2013.

RECOMMENDATION IMPLICATIONS

Financial Implications

A detailed Housing Strategy Implementation Plan for the City’s Housing Strategy will be brought before Council in the second quarter of 2013 and will include details regarding staffing and resources. Resource needs will be proposed as per short, medium and long-term strategies. Resources and staffing needs will be addressed through the appropriate budget process.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

Action needs to be taken to alleviate the housing pressures felt by Regina and all growing urban centres in the province and country. The City of Regina is cognizant of the fact that the primary responsibility for housing is with the federal and provincial governments. However, the City can do much by supporting, partnering and complementing housing initiatives. The City's Housing Strategy will identify ways in which the City's housing issues might be addressed through a variety of actions including new programs and policies as well as partnerships with senior levels of government and housing organizations.

Detailed strategy and policy implications will be brought to Council with the Implementation Plan in the second quarter of 2013.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

1. The CHS and Administration's Recommendations were provided to the Stakeholder Consultation Group for feedback on March 11th. Feedback from the stakeholder group received by the deadline of March 18th has been added as an appendix to this Report (Appendix C).
2. The CHS and Administration's Recommendations were posted on the City's website (www.regina.ca) on March 22 with the Executive Committee agenda. The CHS and Administration's Recommendations were also posted on the Design Regina website (www.designregina.ca). On the Design Regina website, individuals and groups are invited to prepare briefs and appear before Executive Committee on March 27, 2013 and/or Council on April 8, 2013, and/or to submit written comments to the Administration. Comments on the Comprehensive Housing Strategy or Administration's Recommendations, received by April 1, 2013 via e-mail (to chs@regina.ca) or sent to the postal address on the Design Regina website, will be added as an appendix to the report for Council on April 8.

DELEGATED AUTHORITY

The disposition of this report requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE

Joni Swidnicki, Secretary



HOUSING
COMPREHENSIVE STRATEGY



HOUSING **COMPREHENSIVE STRATEGY**

Consultant's Final Report

February 2013

City of Regina



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Acknowledgements

Thank you to all the individuals and organizations, including City of Regina staff and community members, who contributed their time and expertise to this report.

The consultant for this study was:



Introduction

Changing population growth trends and housing market conditions, coupled with a changing policy landscape, resulted in the City of Regina identifying the need for a Comprehensive Housing Strategy.

Purpose

The purpose of the Strategy was to better align programs and assets with current and future housing needs, to coordinate with the new policies and programs of the Province, and to determine where the best areas are to stimulate and regulate the housing market.

Approach

The Comprehensive Housing Strategy was undertaken in five phases, with the fifth phase resulting in the Comprehensive Housing Strategy:

- Phase 1: Background Review
- Phase 2: Issue Identification
- Phase 3: Policy, Incentive and Strategy Development
- Phase 4: Evaluation of Alternatives
- Phase 5: Comprehensive Housing Strategy.

The following additional reports related to the Comprehensive Housing Strategy are available at www.designregina.ca.

- Background Review Report
- Existing Conditions Report
- Comprehensive Housing Strategy: Expanded Version

Refer to the Comprehensive Housing Strategy: Expanded Version for more details and rationale related to the strategies.

Housing Continuum

The Comprehensive Housing Strategy studied the housing needs and issues along the full continuum of housing, from homelessness to homeownership.

Duration Category Description	Non-Market Housing				Market Housing			
	Temporary Accommodation		Permanent Accommodation					
	Shelter Spaces	Transitional Housing	Supportive Housing	Non-Market Affordable* Rental	Market Affordable Rental	Market Affordable Ownership	Rental	Ownership
	Emergency Shelter	Short-term accomodation for people in transition	Congregate or independent living	Subsidized housing costs	No subsidies but incentives to build or purchase provided		No subsidies or incentives provided	

“Made in Regina” definitions of the terms [Affordable Housing](#) and [Attainable Housing](#) were developed as part of the Strategy:

Affordable Ownership Housing

Affordable ownership housing is housing that is affordable to households within Saskatchewan Housing Corporation’s Maximum Income Limit, where affordable means spending less than 30% of the household’s income on housing. In 2012 the Maximum Income Limit was \$66,500. A household with an income of \$66,500 could afford an ownership unit with an approximate price of \$255,000.¹

Affordable Rental Housing

Affordable rental housing is housing with rents at or below average market rent. In 2012 the average market rent was \$897.

Attainable Housing

The term attainable housing refers to a situation where households at various income levels can find and secure (attain) suitable, adequate, and affordable housing, and can move on to other options. The definition recognizes the housing needs of the full range of income groups and households. Implicit in this usage of attainability is the idea that a range of housing options (type, accessibility levels, size, tenure, cost) exists in the local market.

Other terms used in the Strategy have been defined in the Glossary in the back of this document.

¹ Assumes 30% of the household’s income is spent on housing, 10% down payment, 5.06% interest rate, 25 year amortization, and annual property taxes of 1.5% of the house value.

Key Housing Issues

Issue #1- Supply of Rental and Affordable Housing

The supply of rental housing, particularly affordable rental housing, is currently a critical issue in Regina. Demand for labour has increased and continues to be strong. Net migration to Saskatchewan has reached a record high, including a historically high number of Provincial nominees through the Provincial immigration program. The recent economic growth and resulting population growth have placed a great deal of upward pressure on the cost of housing and reduced its availability making it increasingly difficult and financially challenging to secure attainable housing. This gap in the supply of rental and affordable housing is one of the most pressing policy issues in Regina today.

There has been some construction of new rental housing in recent years, but not a sufficient amount to meet demands, and fewer units are available for rent than in the past. The permanent rental housing stock has recently experienced reductions, largely through conversion of rental

housing units to condominiums. While the majority of these condominium units have likely remained as rental housing under individual ownership, secondary rental units do offer less security of tenure than permanent rental housing.

A range of affordable housing options are needed, including subsidized rental housing (such as social housing¹) and market affordable housing, where incentives are provided to build or purchase.

The increased demand for affordable housing and rental housing has resulted in greater barriers to households at the lowest end of the income spectrum in obtaining accommodations. More subsidized (or social) housing options are required to meet the needs of these

¹ Social housing refers to housing units provided under a variety of government housing programs by a regional housing authority, private non-profit, or cooperative housing corporation, or Aboriginal organization. Residents in rent geared to income units pay rents that are no more than 30% of their income

“ We get as many as 15 calls every day from people looking for housing, and we don’t have any spaces. ”

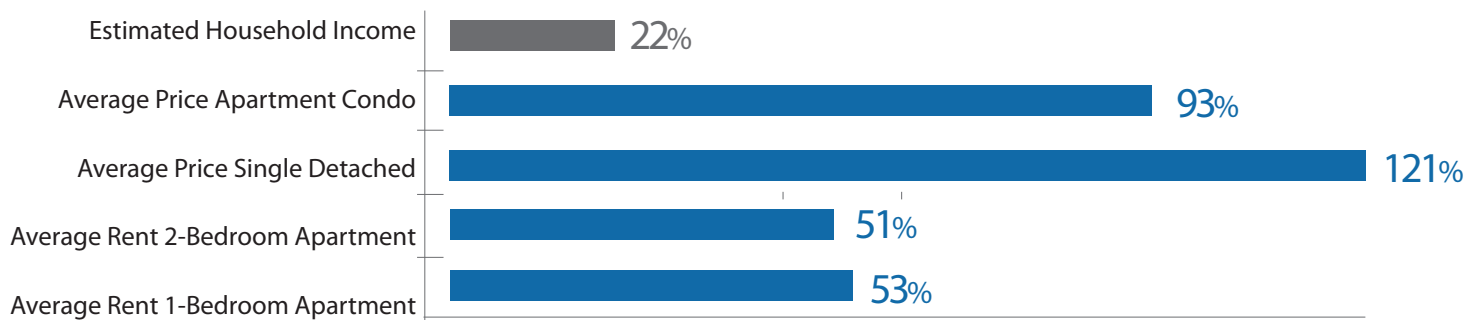
Non-Profit Housing Provider
for Homeless Individuals

households. This must be addressed through partnerships, with federal and provincial governments taking primary responsibility.

The issue of the supply of rental housing and affordable housing also has direct implications related to homelessness. Homelessness is currently an issue for too many individuals and families in Regina. Shelters and transitional housing facilities are operating at full capacity. While homelessness requires a range of interventions, including direct homelessness services, which the City of Regina (the City) is currently contributing some funding to, the best way to address homelessness for the majority of individuals and families who find themselves in this situation is through expanding the supply and affordability of suitable forms of housing (although some individuals require supports to enable them to find and maintain their housing).

New housing construction is increasing. Over time, the market may help meet the needs for rental housing and affordable housing. Further, long-term demand for rental and affordable housing will depend on economic conditions. Nevertheless, the City and other stakeholders need to take action to address this issue. The City can help contribute to the supply of rental housing and affordable housing both in the short term and long term, and using partnerships can help address the needs of lower income households that the market is unable to meet on its own. However, it is important that any immediate actions that the City undertakes in the short-term to address this issue do not compromise its ability to address its long-term housing goals and objectives by using all available resources for short-term actions.

Change in House Prices and Rents Compared to Incomes 2006 - 2011



Source: SHS Calculations based on data from Statistics Canada 2006 Census Custom Tabulations, CMHC Rental Market Report: Regina CMA, data from the Association of Regina Realtors

Issue #2- Condition of the Existing Housing Stock

1 in 10

Rental housing units in Regina are in need of major repair

A significant amount of the housing, particularly rental housing, in Regina is in need of major repair. A number of factors have contributed to this situation. The majority of the housing is older, and has seen limited investment due to a relatively stagnant economy for a number of years. Historically, for rental housing, investments in repair and maintenance have been costly relative to rental revenues, limiting cash flow capacity to undertake the necessary repairs and maintenance. Further, the return on investment of buildings in poor repair was not sufficient throughout this time period to stimulate investment by the private sector. With the rebound in the economy, investment in housing has increased, and some housing has been regenerated or replaced. Yet, many rental housing units are still in poor condition.

Another factor contributing to some of the disrepair is that a small portion

of tenants cause damage to their units. In some instances landlords have trouble collecting from the tenant for the cost of repairs for the damages. Taking action under existing legislation to collect from the tenant for damages can take a long time, can be costly, and may not result in the collection of the full amount. This discourages investment in rental housing and improvements to the rental housing stock.

In a healthy rental market, units in poor condition would see high vacancy rates. However, in the tight rental housing market currently occurring in Regina there is limited selection at the lower end of the price spectrum, and renters with lower incomes are more likely to tolerate these units because they have been priced out of more adequate units. There is also less of an incentive for landlords to improve their units when they are able to easily rent out units that are in poor condition.

The City's ability to ensure the maintenance of the housing stock is an ongoing challenge. Inspection of interiors of residential buildings

is largely done on a complaint basis (other than for fire in multi-unit housing), and the City's Bylaw Enforcement staff cannot enter a building without permission from the owner or occupant (City Fire and Health inspectors also need a warrant to enter a unit). Occupants are often hesitant to report issues or allow City staff to enter units for fear of jeopardizing their ability to remain in the housing and being forced to move into more expensive units or units in even worse condition.

With continued economic growth the housing stock will likely improve

over time as additional (rental) housing is created. However, additional measures are needed to help encourage the retention and regeneration of the existing housing stock.

Like the supply of rental and affordable housing, the issue of the condition of the existing housing stock is a significant policy issue for the City that is at the forefront of the minds of many community members. There is a strong interest among key stakeholders for the City to do more to address this issue.

“ [The lack of quality affordable housing is such an issue that] many of our clients living in in-adequate housing refuse to tell us where they live out of fear of being forced to move into a place that is even less affordable or in even worse

Community Service Provider **”**

Issue #3- Diversity of Housing Options, Including Housing For Distinct and Special Needs Groups

The housing stock in Regina is largely single detached housing, which was greatly in demand a few years ago. Now, the households residing in Regina are less likely to seek single-detached ownership housing than households in the past. While demand has shifted more towards multi-unit housing, the housing stock is relatively permanent in nature, and has not shifted enough to match demand.

There are a number of distinct groups that are not well served by the existing housing stock:

Recent Immigrants - Regina is currently experiencing new highs in in-migration. Newcomers tend to have lower incomes, and experience challenges finding affordable rental housing, particularly singles and large families. Recent immigrants are at a further disadvantage seeking private rental housing because they may not have references. Newcomers with adult children or extended families have a difficult time qualifying for social housing due to the occupancy

standards in social housing and how families are defined in the eligibility criteria.

Temporary Workers - Economic activities have brought many temporary workers to the area. The existing housing supply has been insufficient to be able to accommodate these individuals, including a lack of transitional or temporary housing for this group. As a result, some recent immigrants and temporary workers end up in shelters or at hotels, which rent many of their rooms on a month to month basis. Many temporary workers reside in local campgrounds for the entire season.

Single Individuals - With the tight rental market and increasing housing costs, there are insufficient housing options for single individuals.

Youth - Economic influences have resulted in fewer young adults leaving Regina. Youth-led households¹ are less likely to seek single-detached ownership housing than those

¹ Youth-led households are those led by youth aged 15 to 24 years.

Population Group	Estimated Percentage of Total Population
Recent Immigrants	1%
Temporary Workers	2%
Single Individuals	13%
Youth (15-24)	15%
Post-Secondary Students	8%
Seniors	14%
Lone-parent Households	5%
Aboriginals	9%
Households where Someone has a Disability	14%
Individuals Experiencing Homlessness	less than 1%
Individuals with Special Needs Requiring Supportive Housing	less than 1%
Note: These population groups are not mutually exclusive.	

forming new households in the past. Youth also tend to have lower incomes and spend more of their income on housing than people in older age groups.

Post-Secondary Students - The availability of adequate affordable rental housing is a significant issue for students, who often spend a significant portion of their income on housing.

Seniors - It is anticipated that the most significant increase in the future population of Regina will be in seniors age groups. Over the next several years a range of independent and supportive housing options will be required to meet their housing needs, including rental housing for those who no longer want or are able to maintain the family home.

Lone-parent households - The number of lone-parent households is increasing and these households are more likely to have incomes towards the lower end of the income spectrum.

Aboriginal Households - Regina's Aboriginal population is increasing. Aboriginal households are over-represented among the low income population, and are in need of affordable rental housing.

Households where Someone has a Disability - These households tend

to have lower incomes, and there is an insufficient supply of accessible housing to meet their needs.

Individuals Experiencing Absolute Homelessness - Many individuals and families in Regina are experiencing homelessness, and most shelters and transitional housing facilities have been operating at capacity. A range of interventions are required to address homelessness, with the key being the provision of housing (although some also require supports).

Individuals with Special Needs - The supply of supportive housing for some groups, including individuals with intellectual disabilities, mental illness, and teens and young moms requiring supports, is not sufficient to meet needs.

Although a greater range of housing is needed, including multi-unit housing, many multi-unit buildings experience opposition to their development, thereby slowing the expansion of this important component of the housing market. Multi-unit housing is an important component of the necessary housing mix in Regina to meet the full range of housing needs, and the City should take action to create a more diverse housing supply.

“The housing crisis is perpetuating issues for those at the lowest end of the income spectrum. The boom is not trickling down like people think it will just naturally do.”

Community Service Provider

Issue #4- Access to Services and Amenities Needed to Create Complete Communities and Sustainable Neighbourhoods

A key factor in addressing housing needs is ensuring that neighbourhoods meet the daily and lifetime needs of residents. Accessibility and availability of public transportation, and proximity to employment, schooling, recreation opportunities, other community infrastructure, amenities and services such as grocery stores are important components of providing quality housing.

Some of Regina's newer communities are being developed where public transportation is not yet available. Others, such as the downtown, lack community amenities such as grocery stores. These limitations can add additional costs to a household's budget, effectively making the housing less affordable.

It is important that the City support the creation of complete neighbourhoods that accommodate a range of housing, provide a mix of

land uses, and support transit. The City has primary responsibility for guiding land use and housing supply activity and ensuring adequate land supply to meet these needs.



Issue #5- Immediate Action is Required, but the City Cannot Address the Issues on its Own

A range of stakeholders have a vital role to play in addressing the key housing issues in Regina. Housing is a shared responsibility of all three orders of government in partnership with the private and non-profit sectors as well as the community. The City has an important role to play in addressing housing issues, but it cannot, and should not, do it on its own. The provincial and federal governments have important roles to play, particularly in the area of providing program funding and support for housing and homelessness.

Housing is an important element in the creation of vibrant, inclusive, attractive, and sustainable communities and, as such, the City plays a key role in meeting the housing needs of its current and future residents. The City does not own or manage housing but plays an active role in fostering, encouraging and supporting the provision of a range of housing to address the needs of Regina's residents.

The City fulfills a number of responsibilities, including: guiding land use and housing supply activity, including ensuring an adequate land supply; developing and implementing policy to support the retention and expansion of attainable, affordable, and rental housing; encouraging housing development through targeted incentives with measureable outcomes; advocating for change in the housing policies and related funding programs of federal and provincial governments; supporting the health and safety of housing, including establishing maintenance standards, and enforcing health and safety regulations; and educating, supporting, coordinating and facilitating stakeholders in addressing the city's housing needs.

In addition, the City has chosen to play a key role in the federal government's Homelessness Partnering Strategy, including taking a lead role in the community plans to address homelessness in Regina.

“A siloed way of addressing these issues is not working— we need a collaborative approach”

Stakeholder Consultation Group Member

All levels of government must work collaboratively with non-profit organizations, the private sector, and the community at large to address Regina’s housing needs.

The majority of housing activities already take place in the private sector. The City intends to support and encourage the involvement of Regina’s development and homebuilding industry in developing innovative solutions and meeting Regina’s housing needs.

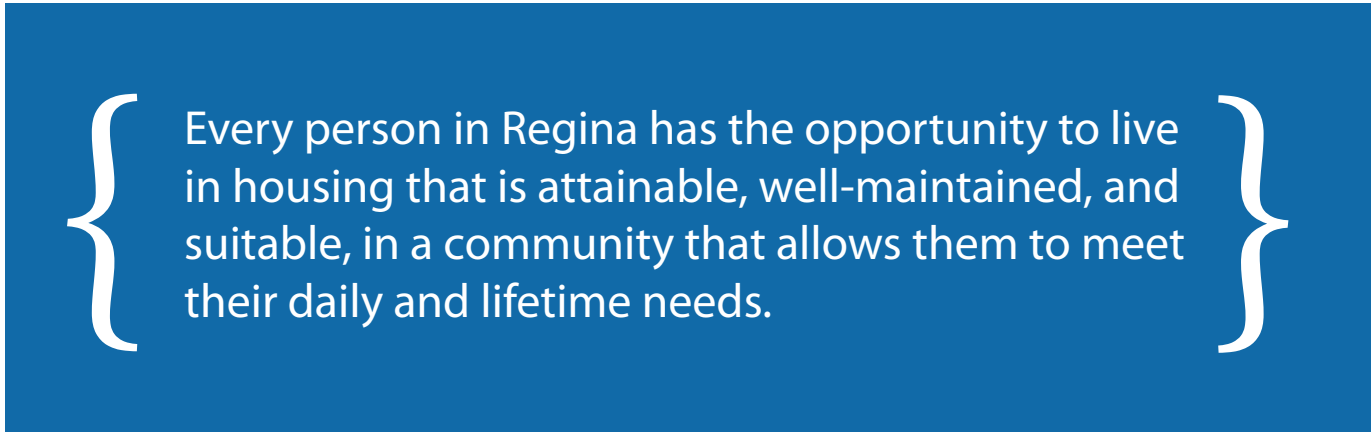
While the needs are considerable, the resources available to address needs are not, especially at the municipal level. It is critical that available resources be leveraged to maximize benefits, to address issues and demonstrate value for money. The City currently allocates \$2 million annually for housing. These contributions can be reallocated to better target the primary issue of the lack of rental and affordable housing. The City is committed to using the social development reserve fund to fund the housing programs

as intended. It is also recommended that a share of the revenue from development of City-owned land be dedicated to housing initiatives. While it is suggested that existing resources be used to increase the supply of rental and affordable housing, additional resources may be required to adequately implement certain recommendations.

A number of the recommended strategies call for improving the regulatory environment to reduce barriers and encourage the supply of affordable, rental, and special needs housing. The City is currently in the process of preparing a new Official Community Plan. It is a four-year, multi-phase process, in which the Plan is expected to be adopted at the end of 2013. Many of the policy initiatives recommended in the Comprehensive Housing Strategy can be adopted as part of this process. However, because of the pressing housing issues in Regina, it is recommended the City immediately take action on a number of policies and initiatives to put Regina on the path of addressing its housing issues sooner.

Vision

Through the consultations, the following vision was developed for housing in Regina:



Every person in Regina has the opportunity to live in housing that is attainable, well-maintained, and suitable, in a community that allows them to meet their daily and lifetime needs.

Guiding Principles

The following principles were drafted to guide the identification and evaluation of policy, incentive, and strategy options:

- An adequate supply of well-built and well-maintained housing serving the full range of residents' incomes and needs is vital to the interests of the City
- All residents should have a safe, secure, affordable and well-maintained home
- The primary focus on helping people who are homeless, or at-risk of homelessness, is to quickly access safe, affordable, and stable housing
- All housing in Regina should be maintained and operated in a good and safe state of repair
- Reinvestment in and regeneration of the housing stock is important to providing a full range of housing

- Multiple approaches and solutions are needed to address housing issues
- Policies and programs must promote social inclusion, (i.e. be inclusive of all people, regardless of their social, economic, or cultural affiliation)
- Policy and resources of government should be aimed at areas where there are gaps in the private market's ability to address housing needs, namely the needs of low and moderate income households, and the needs of homeless individuals should be prioritized
- Housing is a shared responsibility of all three levels of government in partnership with the private and non-profit sectors and collaboration and partnerships are key to addressing Regina's housing needs
- The City's actions must be consistent with its role in housing
- The City will support housing initiatives based on its capacity and resources
- There must be efficient and effective use of resources, and public sector investments must be fiscally responsible
- Establishing an environment that allows the private sector to innovate and build affordably is important
- The effectiveness of policies and programs must be monitored and evaluated on an ongoing basis and changes introduced as needs and conditions change in the city.

Goals and Strategies

The City of Regina, in consultation with community stakeholders, has identified five goals to respond to the housing issues; one for each of the key issues identified above. Like many partners, the City has a key role to play in achieving these goals. The following outlines the strategies the City intends to use to realize these goals. Given that the supply of rental and affordable housing is a critical issue in Regina, it is important that the City makes rapid progress in addressing this issue. As such, a number of strategies have been identified as “Quick Wins”. These are strategies that can be initiated shortly and implemented quickly to realize benefits in the short term. Other strategies that should be initiated shortly, but that may take longer to implement or realize the benefits from have been identified as having a “Year 1 Start”. The strategies that should be implemented through the Official Community Plan review process have been identified as “OCP Policy”. The remaining strategies are those that would be initiated and implemented in the medium term, and these have been identified as “Years 2-5 Start”.

Goal #1- Increase the Supply of Rental and Affordable Housing

Rental housing, and affordable rental housing in particular, is an important component of the housing continuum. It is a component where there is currently a critical need. The following strategies are aimed at increasing the supply of rental housing generally and affordable rental and ownership housing:



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

Tax Incentives

- a. Discontinue incentives for owner-occupied units that are not affordable
- b. Put a maximum rent limit of 150% of average market rents on the rental tax incentives
- c. Provide a 100% tax exemption for 5 years on new/additional rooming house beds/single room occupancies
- d. Provide a tax exemption on new/additional secondary suites in built-up areas equivalent to the approximate value of the incremental increase in property tax resulting from the secondary suite
- e. Provide a tax exemption on affordable rental units

participating in a new Regina rental housing repair initiative equivalent to the approximate value of the incremental increase in tax resulting from repairs

- f. Review the incentives at least every five years

Capital Incentives

- g. Increase capital incentives for affordable housing from \$10,000 to \$15,000 per unit to account for increases in construction costs over time and adjust annually based on the construction price index
- h. Provide a capital incentive of \$5,000 per bed for affordable rooming house beds/single room occupancies
- i. With the exemption of Area 4 (Downtown) and Area 5 (Warehouse District), continue to require rental housing units to have rents below average market rent in order to be eligible for the capital incentive of \$15,000 per unit
- j. On the first 50 units per year in Area 4 (Downtown) and Area 5 (Warehouse District) allow rental units with rents between average market rent and 150% of average market rents to be eligible for the same capital incentives as provided in other areas (\$15,000); rental units with rents at average market rent or under to qualify for an additional \$5,000 in capital incentives (\$20,000); and ownership units that meet the affordability requirements to qualify for an additional \$5,000 in capital incentives. After 50 units in Areas 4 and 5 receive capital incentives in the given year, the capital incentives provided will be in-keeping with those for the remainder of the city
- k. Restrict eligibility to 4 or more units for private individuals and companies (non-profit and Aboriginal organizations will continue to be eligible for capital incentives with fewer than 4 units)
- l. Permit stacking of the capital incentives for affordable housing with the Provincial Rental Development Program only if the project achieves rents of not more than 80% of Average Market Rent
- m. Encourage stacking of incentives with heritage incentives
- n. Increase the maximum yearly drawdown of the Social Development Reserve for affordable housing capital contributions to \$2.5 million in 2013, and incrementally over the next five years to \$3 million

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

- a. Dedicate a portion of the increase in value/proceeds of any sales from City owned lands (such as the South East lands purchased from Saskatchewan Housing Corporation and CP lands, etc.) to addressing the issue of rental and affordable housing supply
- b. Continue to provide a portion of City owned lands at discounted prices to be used toward the creation of affordable housing, particularly rental housing
- c. Consider placing restrictive covenants on a portion of City owned lands so that the resale value of ownership housing is restricted to support long-term affordability
- d. Work with the development industry to use a portion of South East lands and CP lands to pilot innovative housing forms
- e. When planning the land use of the South East lands and CP lands, develop plans that incorporate:
 - These properties serving as demonstrations of effective density, mixed housing forms and price ranges, and innovative housing forms
 - The use of alternative development standards so that the housing developed on these lands can inherently support affordable housing
- f. Revise the City's Real Property Acquisition & Disposal Policy to formalize contributions of land to affordable housing and establish affordable housing as the first consideration for surplus residential lots or land capable of being used for residential.



3. Foster the creation of secondary suites

- a. Encourage and support applications for secondary suites where the suites are currently permitted
- b. Expand permissions in the Regina Development Plan/ Official Community Plan and Zoning Bylaw related to secondary suites, specifically, permitting secondary suites within single detached, semi-detached, and townhouse units and as garden suites in existing and new areas subject to appropriate development criteria and standards
- c. Consult on a policy in the Official Community Plan to require that residential units in new developments have rough-ins for secondary suites, and pending the outcome of the consultations, implement the revisions to appropriate plans and bylaws
- d. Study and pilot coach housing (laneway housing) subject to appropriate development criteria and standards
- e. As part of Strategy 1, provide a tax exemption on new/ additional secondary suites in built-up areas equivalent to the approximate value of the incremental increase in tax resulting from the secondary suite
- f. Develop educational materials to provide information (safety requirements, funding programs, etc.) on secondary suites
- g. As part of Strategy 32, where the City would provide housing facilitation supports, act in a facilitative capacity to assist individuals interested in creating secondary suites with understanding safety requirements, planning requirements, and funding programs
- h. In collaboration with the building and development industry, community organizations, and sector organizations, encourage the provincial government to move forward with the adoption of the 2010 National Building Code which includes changes to regulate secondary suites, special needs housing, and accessibility requirements

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



5. Develop policies to support the use of alternative development standards

- a. Add a policy to the Regina Development Plan/Official Community Plan to support alternative development standards to encourage the creation of affordable and special needs housing and innovative and/or compact building design
- b. Conduct an analysis of appropriate standards, and incorporate these standards into the Zoning Bylaw



6. Implement a policy and process to fast-track affordable housing and special needs housing developments through the planning approval process

- a. Add a policy to the Official Community Plan to fast-track affordable housing developments through the planning approval process (affordable housing developments would be those that would qualify for the City's capital incentives for affordable housing)
- b. Evaluate opportunities and develop procedures to streamline and fast-track affordable housing developments through the planning approval process
- c. Continue to dialogue with the development industry to identify and resolve any problem areas
- d. Monitor the success/impacts of fast-tracking affordable and special needs housing developments before studying performance-based planning to help evaluate the need
- e. Once fast-tracking has been in place for some time, explore performance-based planning/ the development

of a score card for developments to be recommended for planning approval



7. Work with the Regina Regional Opportunities Commission to encourage major new developments/ investments to prepare a housing plan

- a. Collaborate with the provincial government and other municipal governments in the region to support this occurring on a regional basis

Density Bonusing and Transferring of Development Rights are “Win-Win” Tools

Density bonusing and transfer of development rights are voluntary tools that are meant to provide “win-win” results for the developer and for the community/city.

The basic premise with density bonusing is that the developer gets to build higher than usual, if the project does something special for the community, such as providing affordable housing. Taxpayers save because the burden of providing the service is covered by developers.

Under the transfer of development rights approach, developers can obtain additional density by buying the unused development rights of existing affordable rental housing which helps maintain affordable rental housing

OCP Policy

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

- a. Add a density bonusing policy to the Official Community Plan
- b. Establish affordable housing as the first/preferred benefit to be considered, where appropriate, when negotiating benefits to be provided in return for density bonusing
- c. Add a policy to the Official Community Plan related to the voluntary transfer of development rights
- d. Prepare guidelines and provide training for development planning staff related to these policies to assist with the implementation of the policies.

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

- a. Advocate, in collaboration with community organizations and sector organizations, to federal and provincial governments to ensure that affordable housing and special needs housing issues are recognized and addressed at the provincial and federal levels, and that appropriate resources are made available, (e.g. additional funding for the creation of new social housing special needs housing units, per capita funding for affordable housing)
- b. Advocate, in collaboration with landlords, community and sector organizations, to the federal government to reform the tax treatment of rental housing in order to encourage rental housing investment by the private sector, including changing tax policies and considering incentives such as the Low Income Housing Tax Credit
- c. Advocate, in collaboration with community organizations and sector organizations, to the Province to increase the amount of its shelter component of social assistance and rental supplements
- d. Advocate to the province to provide homeownership assistance to purchasers in need of affordable ownership housing

Goal #2- Retain and Regenerate the Existing Housing Stock

Older housing stock tends to be more affordable, but in Regina much of this stock is in need of repair, and some is being lost due to conversions and demolition. This is particularly the case for the older rental housing stock. Because of the important role this housing plays in providing affordable housing, the City must work to retain and repair it. The following strategies are aimed at retaining and regenerating the existing housing stock:

- | | |
|--------------|---|
| Year 1 Start | 10. Monitor changes to the existing rental housing stock <ul style="list-style-type: none">a. Develop annual reporting on changes to the rental housing stock, including conversions to condominiums and other uses, as well as demolitions |
| Year 1 Start | 11. Promote and assist landlords and others in accessing existing Provincial housing repair funding <ul style="list-style-type: none">a. As part of Strategy 33 aimed at developing educational materials and engaging in educational outreach about the full range of available housing and related funding programs, develop materials and engage in outreach about available provincial housing repair fundingb. As part of Strategy 32, act in a facilitative capacity to assist landlords and others in accessing existing provincial housing repair funding |
| Year 1 Start | 12. Advocate to the federal and provincial governments for additional support for the retention and regeneration of the existing housing stock <ul style="list-style-type: none">a. Advocate, in collaboration with community organizations, landlords/investors, and sector organizations, to the provincial and federal governments for a strategy, including additional funding to preserve and renew existing affordable rental housing, and changes to tenant/landlord legislation in the area of recourse for damages |

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

This may include:

- a. Expanding efforts to work in partnership with the community to proactively initiate voluntary compliance
- b. Investigating the potential for implementing a strategy to audit and enforce maintenance of rental properties in greatest need
- c. Supporting a community outreach and education effort to help tenants and landlords learn about their rights and responsibilities
- d. Advocating for additional authority to enter residential units to enforce standards

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

- a. Investigate the feasibility of establishing a revolving fund with an initial injection of \$2,000,000 to provide rental housing repair incentives
- b. Consider providing an interest-free loan of up to \$20,000 per unit for affordable units to rehabilitate and preserve affordable rental properties not receiving funding through the Provincial home repair program
- c. Monitor uptake of any funding and consider adjusting the size of the fund if necessary
- d. As part of Strategy 1, consider providing a tax exemption on affordable rental units participating in a Regina rental housing repair initiative equivalent to the approximate value of the incremental increase in tax resulting from repairs

Goal #3- Increase the Diversity of Housing Options, Including Housing for Distinct and Special Needs Groups

A diverse housing supply is of primary importance in meeting the needs of the full range of Regina residents, regardless of their age, income, ability, support needs, when they came to Regina and how long they are staying. Work must be done to increase the diversity of the housing options available. The following strategies are aimed at increasing the diversity of housing options, including housing for distinct and special needs groups:

Special Needs

Individuals or households with special needs are those who require accessibility modifications or some form of social as well as financial support in order to live independently

Year 1 Start

15.Foster the creation of temporary rental housing and rooming houses/ single room occupancies

- a. Undertake a study to identify the most appropriate areas for rooming houses and criteria for them to be permitted uses, and revise the Zoning Bylaw accordingly to expand the areas where rooming houses could be permitted uses
- b. Expand the definition of rooming houses in the Zoning Bylaw to include single room occupancies with the intent of removing the differentiation between owner and non-owner occupied dwellings and expanding the areas where single room occupancies could be permitted uses
- c. As part of Strategy 1, provide a 100% tax exemption for 5 years on new/additional rooming house beds/single room occupancies
- d. As part of Strategy 1, provide a capital incentive of \$5,000 per bed for affordable rooming house beds/single room occupancies

Year 1 Start

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

- a. Undertake a study to identify the most appropriate areas for apartment units and appropriate criteria for them to be permitted uses, and revise the Zoning Bylaw accordingly to expand the areas where apartments could be permitted uses

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

- a. Specific targets should be developed as part of the Official Community Plan process. However, the following are suggested as guidance from a housing need perspective:
 - A city-wide target of at least 55% of the housing as multi-unit housing
 - A city-wide housing target of 70% ownership housing and 30% rental housing
 - A city-wide target that a minimum of 20% of new units be affordable to low and moderate income households
 - An overall city-wide vacancy rate for rental housing of 3% by 2017

How may new rental units would we need to create to increase vacancy rates from 0.9% to 3%?

If the new units could be added right away, we'd need about 250 units in new purpose-built rental developments that have 3 or more units and a similar number of rental units in the secondary rental market.¹

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

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

- a. Explore a policy to require all new multi-unit developments to be barrier free
- b. Add a policy to the Official Community Plan to encourage single residential developments to be barrier free

¹ This is a simplified analysis. Because additions to the stock take time and there may be pent up demand from households that are not currently renting in the city, but would rent if additional stock became available, the actual number of units required will vary depending on losses to the existing rental stock, changes in demand over time, and the rents of the units created.

OCP Policy	<p>20. In the Official Community Plan permit housing for persons with special needs, through a range of housing types, in all residential land use designations</p> <p>a. Remove the policy reference to separation distance related to special needs housing from the Regina Development Plan and revise the policy as follows: permit housing for persons with special needs, through a range of housing types, in all residential land use designations in accordance with policies outlined within the new Official Community Plan</p>
OCP Policy	<p>21. Add a policy to the Official Community Plan to consult and work with Aboriginal groups to develop affordable housing</p>
OCP Policy	<p>22. Add a policy to the Official Community Plan to formalize the city's policy of discouraging down zoning to support an increased diversity of housing options</p>
OCP Policy	<p>23. Define attainable and affordable housing in the Official Community Plan</p> <p>a. Define affordable housing based on Saskatchewan Housing Corporation's thresholds</p> <p>b. Define attainable housing as an environment where households at various income levels can find and secure (attain) suitable, adequate, and affordable housing, and can move to different options</p>
OCP Policy	<p>24. Define an adequate land supply in the Official Community Plan</p>
Year 1 Start	<p>25. Develop and promote prototypes and pilot initiatives of innovative housing forms</p>

- a. Work with the development community to develop prototypes of innovative housing forms
- b. Promote pilot initiatives as demonstrations

Years 2-5 Start

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

- a. Prepare educational materials to dispel myths about impacts of the development of affordable housing on existing property values

Year 1 Start

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

Year 1 Start

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



Goal #4- Address Housing Needs While Creating Complete Neighbourhoods and Sustainable Communities

Appropriate housing goes beyond the physical structure of the housing, and includes the neighbourhood in which it is situated. To be complete, neighbourhoods should meet the daily and lifetime needs of residents. This includes being accessible, having access to public transportation, and having housing in close proximity to employment, schooling, recreation opportunities, other community infrastructure, amenities and services such as grocery stores. The following strategies are aimed at creating complete neighbourhoods and sustainable communities:

OCP Policy

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

- a. Among the policies should be a policy to prioritize transit in new communities that have higher concentrations of affordable housing

Years 2-5 Start

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

- a. Work in collaboration with the federal and provincial governments to identify opportunities for the redevelopment of brownfields, greyfields and bluefields for affordable housing development
- b. Encourage the use of existing funding opportunities that are available
- c. Advocate for increased funding from senior governments towards the remediation of brownfields in order to make brownfield development a more viable option for affordable housing and to help meet intensification and sustainability goals

Goal #5- Implementation and Working Together

The development of the Comprehensive Housing Strategy is only the beginning. Each of the strategies requires implementation, and to be successful many of the strategies require action from a number of partners. The following strategies are related to implementation and working together:

Year 1 Start

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

Year 1 Start

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

- a. Consolidate the housing functions of the City that are currently being undertaken by a range of departments
- b. Build the capacity of staff to achieve the City's housing goals
- c. Communicate the role of the City in housing
- d. Act as a key housing facilitator to provide information on and expedite affordable and special needs housing development and innovative housing forms, including facilitating the creation of secondary suites and rooming houses
- e. Facilitate the development of new policy
- f. Work on partnerships with the private and non-profit sectors, and Federal and Provincial governments
- g. Collaborate with other City departments to facilitate the implementation of the housing strategies

Year 1 Start

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

Year 1 Start

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

Year 1 Start

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

Year 1 Start

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



Roles and Partners

Realizing our community vision for housing requires collective action. Housing is a shared responsibility of all three orders of government in partnership with the private and non-profit sectors as well as the community. While the City of Regina has a role to play, partners from across sectors must work together, each with a unique contribution, to addressing the housing needs of Regina residents.

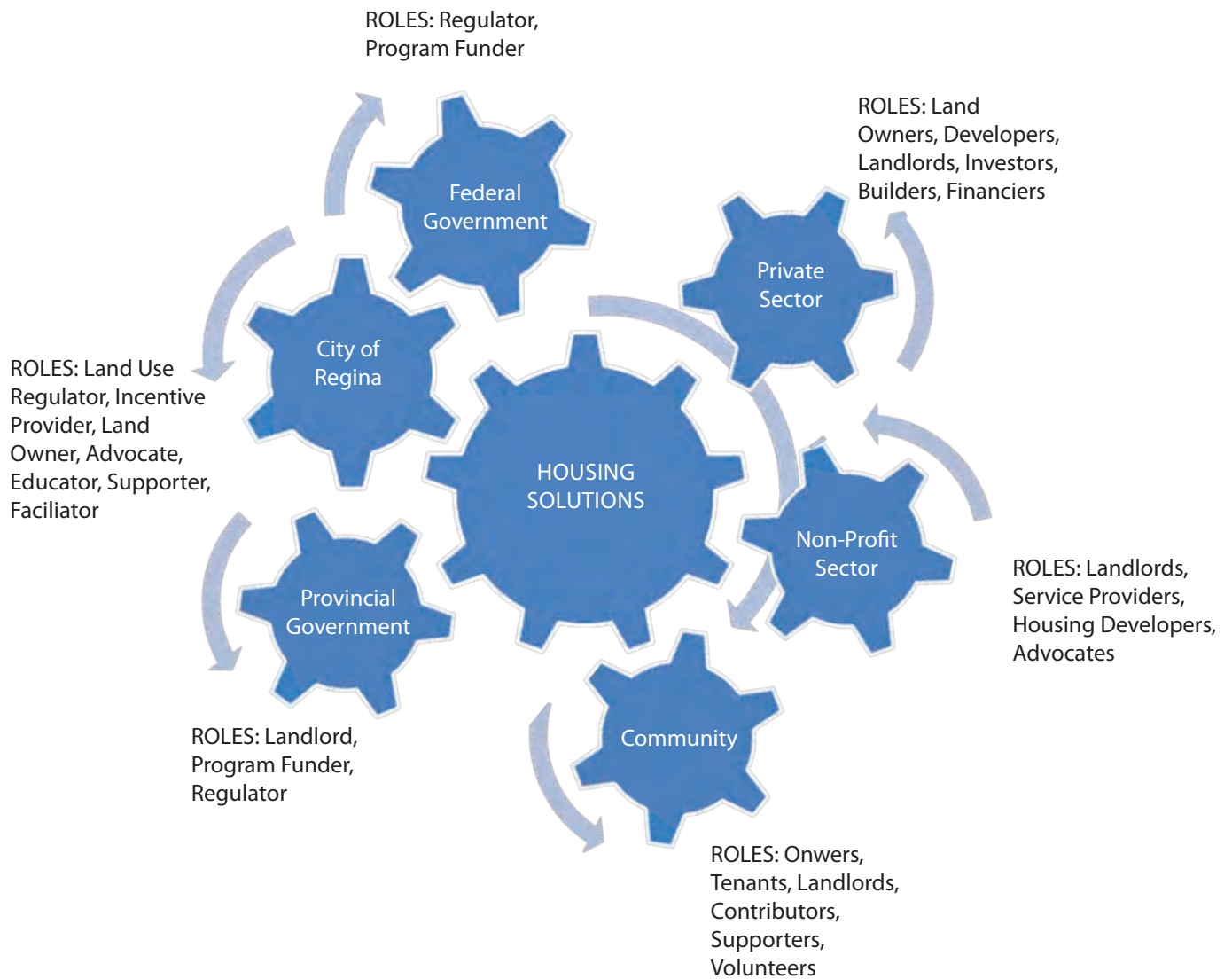
City of Regina's Role

The City of Regina understands that housing is an important element in the creation of vibrant, inclusive, attractive, and sustainable communities and, as such, the City plays a key role in meeting the housing needs of its current and future residents. The City does not own or manage housing but plays an active role in fostering, encouraging and supporting the provision of a range of housing to address the needs of Regina's residents. The City has a role in establishing a housing vision for the city and fulfills a number of responsibilities, including:

- Guide land use and housing supply activity, including ensuring an adequate land supply, to meet the city's housing and growth requirements through the Official Community Plan, Zoning Bylaw, Neighbourhood Plans
- Develop and implement policy to support the retention and expansion of attainable, affordable, and rental housing
- Encourage housing development through targeted incentives with measureable outcomes
- Advocate for change in housing policies and funding of senior orders of government
- Support the health and safety of housing, including establishing maintenance standards, and enforcing health and safety regulations
- Educate, support, coordinate and facilitate stakeholders in addressing the city's housing needs.

In addition, the City chooses to play a key role in the federal government's Homelessness Partnering Strategy, including taking the lead in developing a community plan to address homelessness in Regina.

All partners must work together to create housing solutions



Appendix 1: Glossary

Accessory Apartment / Second Unit / Secondary Suite

A separate dwelling unit (self-contained apartment) on a property that would normally accommodate only one dwelling unit. It can be located in any part of the dwelling, not necessarily in the basement, or may be detached from the primary dwelling

Affordable Ownership Housing

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

Affordable Rental Housing

Affordable rental housing is housing with rents at or below average market rent

Attainable Housing

The term attainable housing refers to a situation where households at various income levels can find and secure (attain) suitable, adequate, and affordable housing, and can move on to other options

Bluefield

Refers to older, unused institutional lands or buildings

Brownfield

Undeveloped or previously developed properties that may be contaminated. These are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant

Coach Housing / Laneway Housing

These are accessory units and a form of infill housing that are detached from the principal dwelling and are typically located in a rear yard and oriented toward the lane

Condominium

A form of ownership tenure associated with a multiple unit building where the occupant owns the individual unit and shares common spaces

Cooperative Housing

A form of tenure in which residents are cooperative members and participate in the management and operation of the property

Core Housing Need

According to CMHC, core housing need refers to households which are unable to afford shelter that meets adequacy, suitability and affordability norms

Density Bonusing

A voluntary tool used by some municipalities as a development incentive to encourage a specific outcome, such as affordable housing. Bonusing refers to the practice of allowing a higher density on a development site in exchange for providing a public or social benefit

Emergency Shelter

A short-term living situation in an emergency housing facility or motel for individuals and families who do not have shelter

Garden Suite / Granny Flat

This is a form of an accessory dwelling unit which is defined as being a self-contained dwelling installed in the rear or side yard of a lot with an existing single dwelling

Greyfield

Refers to previously developed properties that are not contaminated. They are usually, but not exclusively, former commercial properties that may be undervalued, derelict or vacant

Group Home

Housing for persons requiring a group living arrangement by reason of their emotional, mental, social or physical condition or legal status and is for a limited number of persons, exclusive of staff, living together as a single housekeeping unit

Homelessness

Homelessness describes the situation of an individual or family without stable, permanent, appropriate housing or the immediate prospect, means and ability of acquiring it. The different types of homelessness are: unsheltered or absolutely homeless and living on the streets or in places not intended for human habitation; emergency sheltered; provisionally accommodated; and at risk of homelessness

Intensification

The development of a property, site or area at a higher density than currently exists through: redevelopment, including the reuse of brownfield sites; the development of vacant and/or underutilized lots within previously developed areas; infill development; or the expansion or conversion of existing buildings

Key Stakeholders

A key stakeholder refers to an individual that is or might be affected by the outcome of an individual's or organization's actions, e.g. a decision related to the use of a particular resource

Land Banking

Land banking involves the acquisition of land by a municipality. This land is then reserved for a use that will best meet the objectives of the municipality, such as the creation of affordable housing

Market Affordable Housing

Refers to housing that does not receive subsidies but receives incentives to build or purchase the housing

Market Housing

Housing that is not subsidized

Modified Unit

A unit that has been modified so as to be accessible to an individual with a physical disability or so as to allow an individual with a physical disability to live independently

Non-Market Housing

Refers to housing that receives government subsidies.

Performance-Based Planning

A type of flexible zoning which determines land use locations and characteristics through the application of a system of performance criteria, regulating land based on the actual impacts measured against predetermined standards or performance criteria as opposed to regulating on proposed use

Recent Immigrants

Immigrants who came to Canada up to five years prior to a given census year

Resale Covenant

A legal agreement which requires that when a property is sold in the future, it must first be offered to identified individuals or organizations, such as a municipality, and/or that it is sold at a discounted value

Rental Housing Supplement

A form of assistance paid directly to a tenant based on the difference between actual negotiated market rent and a rent geared to income (RGI) rent paid directly by the tenant. Rental housing supplement payments are calculated by formula and often pay only a percentage of the gap

Shelter Allowance

An amount that is paid directly to the tenant to assist with rent. Shelter allowance payments are provided up to a maximum amount depending on family composition and may cover only a portion of the gap between actual negotiated market rent and the maximum allowance.

Social Housing / Assisted Housing / RGI Housing

Social housing refers to housing units provided under a variety of government housing programs by a regional housing authority, private non-profit, or cooperative housing corporation, or Aboriginal organization. Residents in rent geared to income units pay rents that are no more than 30% of their income

Special Needs Housing

A housing unit that is occupied by or is made available for occupancy by a household having one or more individuals who require accessibility modifications or some form of social as well as financial support in order to live independently. Examples include group homes and rooming houses

Supportive Housing

Supportive housing is housing linked with social services

Transitional Housing

Short-term accommodation for people in transition



HOUSING

COMPREHENSIVE STRATEGY

ADMINISTRATION'S RECOMMENDATIONS: COMPREHENSIVE HOUSING STRATEGY

The tables below represent the Administration's recommendations for the **Strategies** from the **Comprehensive Housing Strategy Consultant's Final Report** dated February 2013.

Table 1 includes a summary of Administration's recommendations for the Comprehensive Housing Strategy. Strategy numbers refer to the numbers in the consultant's Comprehensive Housing Strategy, pages 18-33.

Administration's recommendations are further detailed in *Table 2*. For each Strategy, the Administration has included a recommendation in *Table 2* including a "Yes" where the Strategy should be implemented, a "Further Consideration" where the implementation of the Strategy requires further consideration or fine-tuning before a commitment to implement is decided, and a "No" where the Administration deems the Strategy not feasible. In all cases, including the Strategies receiving a "Yes," further analysis and a detailed work plan must be completed to evaluate the steps to implementation, timeline for implementation and resources required. For the Strategies receiving a "Further Consideration" some challenges to implementation have been briefly noted. These issues will be detailed in a Housing Strategy Implementation Plan, which will be submitted to Council in the second quarter of 2013.

Also in *Table 2*, the two columns on the far right identify the timeline for the Strategies, comparing the consultant's recommended timeline with the Administration's timeline. Strategies are identified by Administration as short-term (Immediate), medium-term (Year 1-2 start) or long-term (Year 3-5 start) to align with consultant's designations as short-term ("Quick Wins"), medium-term (Year 1 start), long-term (Years 2-5 start) and "OCP" (dependent on the OCP process). Some short-term Strategies are noted as "Quick Starts" (revised from the consultant's designation of strategies as "Quick Wins") to suggest that they will be started immediately; timing of outcomes vary depending on the Strategy, level of complexity, and whether or not regulatory changes are required.

In general, Administration's Timeline follows the recommendations of the consultant. However, in some instances (Strategies 5, 6, 7, 16, 29 and 36), regulatory changes would be required (e.g. Zoning Bylaw changes), which requires a longer timeline than anticipated by the consultant. For other Strategies, timelines exceed the consultant's recommendations (Strategies 2, 9, 11, 25, 30, 31 and 34). Several Strategies are noted as short-medium or medium-long because different components of the Strategy will take differing amounts of time. There are 11 short or short-medium term Strategies, 21 medium or medium-long, and 3 long-term Strategies.

TABLE 1: SUMMARY OF ADMINISTRATION'S RECOMMENDATIONS FOR THE HOUSING STRATEGY

RECOMMENDATION	STRATEGY NUMBERS
Administration Recommends 29 Strategies for implementation.	Strategies 1, 2, 3, 5, 6, 7, 9, 10, 11, 12, 13, 15, 16, 19, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 33, 34, 35, 36
Administration Recommends Further Consideration for 6 Strategies .	Strategies 4, 8, 14, 17, 20, 32
Administration Deems 1 Strategy Unfeasible .	Strategy 18

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
Goal 1.	1. Refine current property tax and capital incentives to target the issue of insufficient supply of rental and affordable housing	<p>Yes for Strategy 1</p> <p><i>All bullet points are a "Yes" with the exception of the following:</i></p> <p>1b. Administration will have to consider the implications of using 150% of average market rents versus average market rents as per current policy;</p> <p>1c. and 1h. Adding incentives for Single Room Occupancies and Rooming Housing will be considered by working with Current Planning and Building to ensure consistency in definition and criteria. See also Strategy 15.</p> <p>1d. The question of secondary suites is still being considered given the staff time required and the small number of applications received to date. A proposal will be made with the revised Housing Incentive Policy (forthcoming). See also Strategy 3.</p> <p>1e. The logistics, legality and financing of a rental repair fund must be further investigated with other divisions. See also Strategy 14.</p> <p>1j. This element of the Strategy requires additional consideration given the various parts: addition of Areas 4 and 5 to the Housing Incentive Policy; increasing the capital incentive by \$5,000 in these areas; identifying a manner of selecting the "first 50" (based on development permit, applications or occupancy permits).</p> <p>1l. While the Administration would support the stacking of incentives, lowering the eligible rents to 80% of</p>	Short Quick Win	Short Quick Start

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
		<p>average might present some problems with respect to reporting and monitoring. This issue will be addressed during revisions to the current Housing Incentives Policy.</p> <p>In. Administration would support an increase in the SDR funds, pending approval and resources, with the increase to happen in 2014, not 2013 as noted in the consultant's document.</p>		
1.	2. Leverage the City's land assets to increase the supply of rental, affordable and special needs housing, promote the diversity of housing, and support the creation of complete neighbourhoods	<p>Yes for Strategy 2</p> <p>All bullet points would require further consideration to evaluate the City's most appropriate method of sale, and requirements of sale and development, to ensure that the goals of the Strategy are met.</p>	Medium	<p>Short – Medium</p> <p>Quick Start</p>
1.	3. Foster the creation of secondary suites	<p>Yes for Strategy 3</p> <p>All bullet points not mentioned below are a "Yes" although some will require more work than others to implement.</p> <p><i>The following bullet points need further consideration:</i></p> <p>1e. A tax exemption for secondary suites will be considered with revisions to the City's Housing Incentives Policy. See Strategy 1.</p>	<p>Short</p> <p>Quick Win</p>	<p>Short</p> <p>Quick Start</p>
1.	4. Establish an interim innovative affordable housing rezoning policy that allows for consideration of rezoning applications immediately in specific existing residential or mixed use areas	<p>Further Consideration for Strategy 4</p> <p>Administration will evaluate whether Strategy 4 might be combined with Strategy 6 to accommodate rezoning applications in the fast-track process for affordable housing development applications.</p>	Medium	Medium

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
1.	5. Develop policies to support the use of alternative development standards	<p>Yes for Strategy 5</p> <p>Consultant has identified this Strategy as a "Quick Win". Given that alternative development standards would require a Zoning Bylaw amendment, the Administration sees this as a short- to medium-term Strategy.</p>	Short Quick Win	Short – Medium
1.	6. Implement a policy and process to fast-track affordable housing and special needs housing developments through the planning approval process	<p>Yes for Strategy 6</p> <p>A process for fast-tracking applications for affordable housing can be started immediately. The full extent of elements of this Strategy outlined by the Consultant will take additional time (e.g. adding a policy to the <i>Official Community Plan</i> (OCP) and exploring the use of performance-based planning). For this reason, we have revised the Strategy from a "Quick Win" as per the Consultant to a "Quick Start" with a short to medium timeframe.</p>	Short Quick Win	Short – Medium Quick Start
1.	7. Work with the Regina Regional Opportunities Commission to encourage major new developments/investments to prepare a housing plan	<p>Yes for Strategy 7</p> <p>Strategy timeline will depend on timeline of new developments/investments. Therefore Administration has noted as a short to medium term strategy.</p>	Short Quick Win	Short – Medium Quick Start
1.	8. Permit density bonusing and transfer of development rights with an aim of increasing the supply of affordable and special needs housing	<p>Further Consideration for Strategy 8</p> <p>While the Administration agrees in theory to Density Bonusing and Transfer of Development rights, it may consider separating the two and pursuing one or the other. Administration also needs to better define Transfer of Development Rights and Density Bonusing. This Strategy would not create mandatory inclusionary housing requirements.</p>	OCP policy	Medium

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
1.	9. Advocate to federal and provincial governments for additional support for rental, affordable, and special needs housing	Yes for Strategy 9 The Mayor's Summit will initiate on-going conversations with federal and provincial governments.	Medium	Short Quick Start
Goal 2.	10. Monitor changes to the existing rental housing stock	Yes for Strategy 10 Administration will establish a method for tracking and monitoring changes to the rental stock and will enable Administration to adjust programs and policies accordingly.	Medium	Medium
2.	11. Promote and assist landlords and others in accessing existing Provincial housing repair funding	Yes for Strategy 11 See Strategy 33 regarding the creation of educational materials. Administration will continue to refer individuals to Provincial programs and provide materials to help them navigate different programs for eligibility.	Medium	Short - Medium
2.	12. Advocate to the federal and provincial governments for additional support for the retention and regeneration of the existing housing stock	Yes for Strategy 12 This Strategy will build on the connections established during the Mayor's Summit to create relationships with federal and provincial agencies and leverage support and funding.	Medium	Medium
2.	13. Develop a strategy for improving compliance with safety and property maintenance standards	Yes for Strategy 13 The details of this Strategy all need further evaluation to understand the best methods for improving compliance and addressing insufficient maintenance.	Medium	Medium
2.	14. Explore the option of developing a Regina rental housing repair initiative that involves a revolving fund to provide loans for affordable rental housing repair, and exemptions on incremental taxes due to the repairs/improvements	Further Consideration for Strategy 14 As noted in Strategy 1 , the logistics, legality and financing of a rental repair fund must be further investigated with other divisions.	Long	Long

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
Goal 3.	15. Foster the creation of temporary rental housing and rooming houses/ single room occupancies	<p>Yes for Strategy 15</p> <p><i>The following bullet points need further consideration:</i></p> <p>15a. The best method for studying and identifying appropriate areas for rooming houses will need to be decided as well as the criteria to consider as a permitted use. If deemed necessary by a study, a revision to the Zoning Bylaw could expand the areas where rooming houses are permitted.</p> <p>15b. Definitions and implications to the Zoning Bylaw will have to be explored more.</p> <p>15c. and 15d. Incentives for rooming houses and single room occupancies will be considered in Strategy 1 to ensure consistent definition and criteria with Current Planning and Building.</p>	Medium	Medium
3.	16. Facilitate the creation of additional apartment units through changes to the Zoning Bylaw	<p>Yes for Strategy 16</p> <p>Administration will work with appropriate divisions to design a method of study to identify the most appropriate areas for apartment units. If deemed necessary, the study will be the basis for Zoning Bylaw revisions to expand permitted areas for apartment units.</p>	Medium	Medium-Long
3.	17. Establish policies in the OCP that specify housing targets by type/density, tenure, and affordability; an intensification target; and a rental housing vacancy rate target	<p>Further Consideration for Strategy 17</p> <p>Strategy 17 has raised concern. More specifically, Administration does not recommend assigning targets by type, tenure and affordability.</p> <p>Density targets will be clarified in the <i>Official Community Plan</i>, which will</p>	OCP Policy	Medium

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
		<p>provide more direction for Administration as it relates to housing policies and programs. Inclusionary housing requirements will not be considered by the Administration.</p> <p>Currently, a goal of 3% vacancy rate by 2017 is recommended. To elaborate on the consultant's calculation of the number of units required for a 3% vacancy (noted on page 30 of the consultant's report), the consultant's calculation assumes that the 250 new units could be added immediately to achieve the 3% vacancy –assuming no other changes to the housing market.</p> <p>Administration estimates that in order to gradually achieve a vacancy rate of 3% by the end of 2017, on average 350 new purpose built apartment units would be required each year over a five-year period.¹ This estimate assumes some growth but does not account for loss of units over this period or pent up demand (e.g. overcrowding because of lack of availability and cost). This estimate would have to be re-evaluated annually against yearly growth and housing starts.</p> <p>Tracking new purpose-built apartments and vacancy rates on an annual basis will help evaluate ability to achieve this goal.</p>		
3.	18. Add a policy to the Official Community Plan that neighbourhood level plans	<p>No for Strategy 18</p> <p>As noted under Strategy 17,</p>	OCP Policy	None

¹Calculation is based on CMHC October 2012 vacancy rate of 1% for apartment buildings of three units or more. The consultant's vacancy of 0.9% includes rental row houses (adding another 923 units compared to considering apartments only). Note that 350 is an estimate of the average needed per year, however the number required would start lower (e.g. at 250) and increase incrementally each year.

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
	identify target percentages for different housing types and forms within the neighbourhood	Administration does not recommend targets by housing type or form.		
3.	19. Encourage the creation of accessible housing through Official Community Plan policy changes	Yes for Strategy 19 Administration will work on a policy to make all new multi-unit developments barrier free.	OCP Policy	Medium
3.	20. In the Official Community Plan permit housing for persons with special needs, through a range of housing types, in all residential land use designations	Further Consideration for Strategy 20 Administration will need to further analyze the steps to implementation of Strategy 20 especially as it involves Zoning Bylaw and Building Code requirements.	OCP Policy	Medium
3.	21. Add a policy to the Official Community Plan to consult and work with Aboriginal groups to develop affordable housing	Yes for Strategy 21 Administration has historically worked with Aboriginal groups to develop affordable housing and will continue to do so.	OCP Policy	Medium
3.	22. Add a policy to the Official Community Plan to formalize the city's policy of discouraging down zoning to support an increased diversity of housing options	Yes for Strategy 22 Administration currently discourages down zoning of properties and will continue to do so.	OCP Policy	Medium
3.	23. Define attainable and affordable housing in the Official Community Plan	Yes for Strategy 23 In addition to using provincial thresholds for affordability, Administration is interested in establishing its own thresholds, specific to Regina's income and based on the number of dependents in a household; the number of dependents is not considered in the provincial Maximum Income Level (MIL).	OCP Policy	Medium

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
3.	24. Define an adequate land supply in the Official Community Plan	<p>Yes for Strategy 24</p> <p>One of the goals of the <i>Official Community Plan</i> will be a definition of adequate land supply. This definition should help guide housing strategies that involve future development.</p>	OCP Policy	Medium
3.	25. Develop and promote prototypes and pilot initiatives of innovative housing forms	<p>Yes for Strategy 25</p> <p>The Greens on Gardiner development, which includes a pilot project for granny suites, will help establish a process and precedence for other pilot projects of innovative or new housing forms.</p> <p>This Strategy has been revised from the consultant's timeline of medium to a short term timeline, as pilot projects have already begun.</p>	Medium	Short - Medium
3.	26. Support a community outreach initiative to demonstrate the benefits and opportunities of increased density and diversity	<p>Yes for Strategy 26</p> <p>Strategy 16 will be done in parallel with the OCP.</p>	Long	Long
3.	27. Continue to support housing and homelessness initiatives through the Community Investment Grants Program and identify ways to allocate funding for maximum community impact	<p>Yes for Strategy 27</p> <p>Administration will continue to support housing and homelessness through Community Investment Grants with attention to ways of maximizing community impact.</p>	Medium	Medium
3.	28. Continue to play a lead role in the federal government's Homelessness Partnering Strategy by preparing the Community Plan to Address Homelessness	<p>Yes for Strategy 28</p>	Medium	Medium
4.	29. Strengthen OCP policies related to encouraging a mix of land uses, walkable	<p>Yes for Strategy 29</p> <p>Strategy 29 is considered a long term</p>	OCP Policy	Long

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
	neighbourhoods, and access to public transportation	strategy as the means and outcomes will require time.		
4.	30. Support the redevelopment of brownfields, greyfields and bluefields for affordable housing development	Yes for Strategy 30 In particular, the Administration could encourage developers to seek funding for brownfields through the Federation of Canadian Municipalities' Municipal Green Fund.	Long	Medium
5.	31. Prepare an implementation plan for the Comprehensive Housing Strategy and annual reports to monitor achievements and outline annual work plans	Yes for Strategy 31 A detailed implementation plan and individual Strategy workplans will be presented to Council at a later date. The success of the Housing Strategy will depend on monitoring and reporting to evaluate effectiveness of Strategies and adjust accordingly.	Medium	Short
5.	32. Consolidate the City's housing functions, build the capacity of staff related to housing, and dedicate staff time to housing facilitation	Further Consideration for Strategy 32 Consolidating the City's functions, with regards to housing, demands further study. Resource needs will be included in the forthcoming Housing Strategy Implementation Plan.	Medium	Medium
5.	33. Prepare educational materials and engage in educational outreach about the full range of housing and related funding programs available in Regina	Yes for Strategy 33 Educational materials and outreach will be important to helping individuals, organizations and developers to access housing programs. As per Strategy 11 , Administration will also refer individuals or groups to provincial programs.	Medium	Medium
5.	34. Update data in the Comprehensive Housing Strategy when the full 2011	Yes for Strategy 34 Full data from Statistics Canada will	Medium	Short

TABLE 2: ADMINISTRATION'S RECOMMENDATIONS FOR STRATEGY IMPLEMENTATION

Goal	Strategy	Administration's Recommendation for Strategy Implementation	Consultant's Strategy Timeline	Admin's Strategy Timeline
	Statistics Canada Census data is released, and adjust strategies as required	be available by Sept 2013.		
5.	35. Play a lead facilitation role in establishing and coordinating a housing and homelessness coalition of community stakeholders as a way of coordinating collaboration, engaging stakeholders, and obtaining advice	Yes for Strategy 35 The Mayor's Summit (May 2013) and Housing Strategy Stakeholder consultation group will establish a long-term stakeholder group. Work with Social Development Coordinator in Neighbourhood Planning to create a stakeholder group for homelessness.	Medium	Medium
5.	36. Over time update long-range planning documents to be consistent with the Comprehensive Housing Strategy	Yes for Strategy 36 Strategy is noted as medium to long term as implementation will depend on the timeframe for the revision of other long-range planning documents.	Medium	Medium-Long

APPENDIX C

Comprehensive Housing Strategy: Administration's Summary of Stakeholder Consultation Group Feedback, Administration's Response to Feedback and Full Text of Comments from Stakeholders

Submitted for Executive Committee – 27 March 2013

1. Administration's Summary of Stakeholder Consultation Group Feedback

a. Feedback from Ministry of Social Services - 5 March 2013

Administration's Summary:

The Ministry of Social Services (Saskatchewan Housing Corporation) believes that the consultant's Comprehensive Housing Strategy (CHS) complements the Province's Housing Strategy, that the document is easy to follow, and that strategies are achievable. Ministry of Social Services raises the issues of compatibility with provincial programs, better definitions of terms, elaboration of strategy goals, and rationale behind some of the goals including the addition of statistical data.

Full comments from the Ministry of Social Services are attached. Administration's response to key issues is below on pages 2-3.

b. Feedback from Regina and Region Home Builders' Association - 18 March 2013

Administration's Summary:

The Consultant's report and recommendations focus on regulation by the Municipality. The RRHBA is of the opinion that de-regulation and facilitation would allow the market to innovate ahead of and faster than public policy can be developed in order to address these issues. The RRHBA believes that "approximately half of the proposed strategies have merit and could positively impact social housing needs. The other half [of the strategies] will add costs to residential construction, inhibit innovation and further erode affordability." The RRHBA also states that many of the strategies risk slowing down City approvals, which will reduce the supply of new housing, or are deemed unnecessary because the market has focused on many of the issues that the strategies aim to address.

In the opinion of RRHBA, community developers and home builders are "already aligned with the City's goals of incorporating smart growth principles, higher density development, and the provision of more affordable housing options." In this regard, RRHBA supports strategies to increase supply in the rental market, including intensification strategies that would increase infill development such as secondary suites, as well as tax and capital incentives programs. Further, RRHBA urges the City to consider policies that would help regulate the market in times of extremely low vacancy rates to address the needs of the City's most vulnerable tenants. Finally, RRHBA raises the issue of insufficient land supply and availability.

Full comments from the Regina and Region Home Builders' Association are attached. Administration's response to key issues is below.

2. Administration's Response to Key Issues Raised by Stakeholders

Response by the Administration to Stakeholder comments on specific goals and strategies will be detailed in Administration's Implementation Plan. The following comments represent Administration's response to key comments and issues:

1. Definitions of terms

A glossary with definitions of terms used in the CHS will be made available when the CHS is released publically.

2. Role of the development community in strategy implementation

Administration's implementation plan will suggest areas of collaboration with developers and builders, as well as other levels of government, and their roles in helping Administration to assess the details and feasibility of strategies and successful implementation.

3. Regulation of development

The *Planning and Development Act* requires the regulation of development through Zoning Bylaw and other bylaws and policy mechanisms. Administration's regulations are intended to address public health, safety, and servicing at a minimum. Administration's intention is not to over-regulate or hinder housing development but to ensure appropriate growth while allowing for flexibility and a range of housing options.

4. Approval timelines and fast-tracking

The Housing Strategy includes actions for moving development through the approval process as quickly as possible. The Planning Branch's time line for approval has been streamlined to be as efficient as possible given required time frames for public notification and approvals. Some of the strategies proposed in the CHS, such as fast-tracking affordable housing applications or use of performance standards, will neither change this process nor disadvantage market or non-market housing, or other building applications. Rather, the fast-tracking process establishes recording and tracking mechanisms to streamline communications between various branches and divisions (e.g. Current Planning, Building Branch, housing program administrators, etc.). This process updates and informs various branches in order to provide an effective process. An efficient and predictable process will encourage and support housing development by increasing communication and decreasing response time to builders and developers.

5. Market adjustments to trends and housing demands

Administration acknowledges that the development community is addressing many of the issues outlined in the CHS. Policy adjustments outlined in the CHS are meant to support this trend while also addressing long-term and systemic issues that can not always be addressed and solved by market solutions. Therefore, policies will encourage a collaborative process to identify solutions in the long-term, and will focus on segments of the housing population that are underserved in the current market.

6. Condition of Existing Housing Stock

The City has policies and regulations in place to address building condition and safety maintenance issues including the *Clean Property Bylaw* and *Property Maintenance Bylaw*. It is

the City's legislative role to inform and enforce these regulations through bylaw enforcement and building inspections. The City's diligence in this area has resulted in the repair, maintenance and upkeep of properties. The City will continue to have an active role in ensuring building safety and maintenance for its tenants.

As it involves the poor condition of existing residential buildings or lack of suitable residential properties, the City is addressing the need to increase the supply of rental units, acknowledging that the current vacancy rate of 1% is well below a healthy vacancy rate of 3%. The City's current Housing Incentive Policy (under review this year) provides incentives for new and affordable rental units. Other strategy objectives, for example increasing secondary suites, will also address the need for additional rental supply. Further, the City is willing to work with government social services to determine what role the City can play in protecting land owners from the destruction of property resulting, over the long-term, in significant damage to and degradation of residential buildings.

7. Supply of land

The long-term supply of land will be addressed in the update to the *Official Community Plan* that is underway, as noted in the comments. The City is moving into the next phases of growth and will make more land available as possible and appropriate given the challenges and timeframes of servicing requirements and investment.

The full text of comments from Stakeholders follows on attached pages.

3. Full Text of Comments from Stakeholders

Comments from Ministry of Social Services (SHC):

From: <Shauna.Wouters@gov.sk.ca> 3/5/2013 10:14 am

Thanks so much for the update and we look forward to hearing about next steps. Our initial comments are below.

- The five initiatives and recommended actions are complimentary to the Housing Strategy for Saskatchewan.
- The issues would benefit from some additional trends and stats to support.
- The Strategy is well laid out and easy to follow and provides a range of achievable recommendations.
- (Pg 4) States “determine the best areas...”. There might be value to expand on how City will determine those areas.
- (Pg 6) State that majority of condo conversions have likely remained as rentals. CMHC stats on this suggest otherwise with approximately 25% being rental.
- (Goal 1) The first objective to Refine current property tax and capital incentives to target the issue of insufficient supply of rental and affordable Housing. Is the proposed incentive only for the development of affordable housing? This may have implications on the number of units the City as requested funding under the Province's Rental Construction Incentive. Currently the Provincial program will match funding with municipalities for any rental housing developed.
- (Goal 1) The second objective to "leverage the City's land assets to increase the supply of rental, affordable and special needs housing,. . ."we note that the recommendation is to dedicate a portion of the increase in value/proceeds". The term "portion" is pretty broad--is it 5 per cent, 50 per cent 80 per cent? In the sale of the South East Lands to the City of Regina, SHC would of the understanding all the revenues of the South East land would be used to fund the City's Social Development Reserve Account. The term "portion" suggests the City will use profits from the South East Land for other purposes.
- (Goal 1) The ninth objective (objective 1, l. under Capital Incentives) would be difficult to achieve from a provincial perspective. However, we would be willing to further discuss with the City these issues and challenges concerning the recommendations. For example, the Province already links the Saskatchewan Rental Housing Supplement to increases in the rental rates as measured by Canada Mortgage and Housing Corporation.
- The Roles and Partners section seems out of place at the back of the document. May be better placed near front
- We are supportive of the objective concerning secondary suites. Why only built up areas? The document does not speak to rationale.

- A few terms could be better described for a public audience (brownfield, greyfield, bluefield, down zoning, temporary rental housing).
- In general, the document could use a hard edit as there are numerous typos.

We look forward to working with the City of Regina as it finalizes and implements its Comprehensive Housing Strategy. Please contact Tim or myself if you would like to sit down with some of the representatives from Housing to discuss the comments we have provided, to talk more about the programs we have available or the roles of municipalities/province

Shauna

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March 18, 2013

Jason Carlston
Deputy City Manager
Community Planning & Development
City of Regina

Dear Jason,

RE: Feedback on the Comprehensive Housing Strategy

I appreciate the City of Regina inviting me as the representative of the Regina & Region Home Builders' Association to participate in the stakeholders' group for the creation of the Comprehensive Housing Strategy (CHS).

After reviewing the draft CHS, we believe the suggestions delivered by SHS Consulting of Richmond Hill, Ontario in the draft policy for inclusion into the new Official Community Plan, lack a clear focus to bring about effective change.

From the statements in the Introduction of the report, it is evident that there is an overarching belief that the housing market is in need of regulation by the municipality to initiate policies and regulations to the market and industry to fix the housing issues. Nowhere is there the notion of de-regulation and facilitation that will allow the market to innovate ahead of and faster than public policy can be developed, in order to address the issues.

Approximately half of the proposed strategies have merit and could positively impact social housing needs. The other half will add costs to residential construction, inhibit innovation and further erode affordability. We also believe many of the strategies will slow down City approvals which will reduce the supply of new housing; or are not required because the market has already moved in the direction that the strategies intend it to go. Our comments on the issues are in Appendix "A" and a summary of our comments on the key strategies are listed in Appendix "B".

Of particular concern is that the authors of the draft CHS typically propose to regulate solutions through policy and administration, and ignore the fact that Community Developers (those who assemble land for residential development) and Home Builders are already aligned with the City's goals of incorporating

smart growth principles, higher density development, and the provision of more affordable housing product.

The current Regina housing market demands lower priced housing. Builders and Community Developers have adapted and continue to adapt housing product and lot types to keep home prices affordable in order to maintain sales velocity. Demand for the low density, wide lot, and single family home with attached garage that many consider synonymous with urban sprawl continues to diminish in favour of affordable narrow lots and multifamily product. ***In short, market demand is correcting many of the issues that the CHS suggests to regulate.***

We believe the best solution to the housing affordability issue is to add supply to the housing market as quickly as possible. The supply should be added following smart growth principles in Greenfield and infield opportunities and be priced at or near the affordable levels. We believe that all supply added and absorbed will help the market return to a healthy equilibrium. The CHS identifies methods for allowing and encouraging the development of single room suites, rooming houses, carriage houses and basement suites in existing neighbourhoods. These strategies are known as intensification and will quickly add supply to the market and relieve the pressure on renters. We support this form of intensification. We strongly believe adding staff to the City planning department to fast track approval of development applications, and adding flexibility within zoning regulations to permit higher density product will further increase the ability to add units to the marketplace (Do note that the Residential Housing Industry is already paying for this faster service through significantly increased operational and permit fees introduced in 2011 - service that has improved but has not been fully realized).

The CHS recommends property tax reductions and capital incentives for Developers and Builders who construct affordable housing or maintain rental units below market rates. Without a further understanding of the details of such incentives, which are not clear in the CHS, we cannot comment on whether these incentives will produce the desired outcomes. However, in general we are in favour of incentives vs. penalties or requirements.

We strongly support the City of Regina's choice to not support strategies such as inclusionary zoning, as it is clearly over-regulation and will make all other New Home Buyers subsidize affordable housing projects.

One critical issue that the CHS identifies, but fails to adequately address, is that during extremely low vacancy rates, market forces do not properly regulate the market. Tenants renting the least desirable units in the city are most vulnerable to landlords who fail to maintain the units to a reasonable standard. The draft CHS puts forth very weak strategies for dealing with this issue. We suggest that if the City of Regina wants to make a meaningful impact on this issue, that this is the area in which the City should focus regulation. The City should take the lead role in protection of its most vulnerable citizens.

The other critical issue that is not addressed sufficiently is the impact that restraint of land supply is having on the housing market. We believe the Non-Housing Market and Market Housing are completely linked. The price of new housing ultimately determines the price of all housing in a region. Many policy decisions and benefits that are well intended to address Non-Market Housing can erode very quickly if Market Housing issues are not addressed at the same time.

In summary, it is important for the City of Regina to understand that the Regina & Region Home Builders' Association aligns with the City on the need to solve housing affordability issues. There are certain strategies in the CHS that have merit and should be supported, but others that look to needlessly regulate change that is already occurring. The Regina & Region Home Builders' Association encourages the City of Regina to focus the CHS on specific strategies that will add supply to the market in the form of smart growth in Greenfield developments and intensification in built neighbourhoods.

As an additional note, we do feel the process for ensuring important stakeholders in the housing continuum participated in the development of the report and ensuing strategy was lacking. As an individual chosen by the City of Regina to participate as a stakeholder representing the Residential Construction Industry, I was required to sign a confidentiality agreement with the City of Regina that did not allow me to share the information and draft report with my constituents. It was not until March 11, 2013 that we were allowed to share the draft CHS document. The process to create and prepare the CHS by SHL Consulting has been several months, yet the Residential Construction Industry, which will ultimately be needed to execute the strategy, had less than one week to read, understand the implications, and prepare feedback and insight.

We believe SHL Consulting has fallen short of effectively working with our industry in developing an effective Comprehensive Housing Strategy.



Stu Niebergall
President & C.E.O

Appendix “A”

Issue # 1 – Supply of Rental and Affordable Housing:

Today we have seen a renewed interest in the new rental market. Investors view today’s economic conditions very favorably for the provision of new affordable rental accommodation. While these economic conditions prevail, the market will provide the new rental housing.

There is a constraint on the supply of “shovel ready” sites to build on in the City which is throttling back the rental construction market. The City is not recognizing that without approved land to build on, the market is under-supplied.

Appendix “C” , from CMHC’s February, 2013 Housing Conference in Regina, illustrates that the rental universe increased in 2012, despite comments in the SHL Consultants report which states “fewer units are available for rent than in the past”.

From 2009-2012, rental starts, year over year, have continued to increase. In fact, the carrying cost of ownership of a home has out- paced the increase in average rents since 2004.

There are many great examples of new projects that are building the supply of rental and more affordable housing. For instance, Deveraux Developments project (www.rethinkrental.com) in Harbour Landing which constructed 315 new units. One (1) bedroom ranged from \$955-\$1,035; two (2) bedrooms ranged from \$1,070 - \$1,260. The CMHC report forecasts that the average 2 bedroom rent in Regina for 2013 will be \$1,020. These new units, then, are virtually at market rate for for- purpose rental and are at 30% of a household income of \$40,800 earnings per year.

SHL Consulting sources the Sask Housing Corporation (SHC) Maximum Income Limit of \$66,500 of house hold income as the measurement to define affordable ownership housing, which in 2012 there housing price was \$255,000, which represents 30% of house hold income. There are many examples of new multi-units that are in the realm of this 2012 number. For instance, Oak Park Developments Joyy project has a starting point of \$199,000 or Fieldstone Developments’ with a starting price for their detached units in Harbour Landing starting at \$299,900. While the market is demanding a better price point to enter the housing continuum, many Builders are responding with new and creative projects that are in the realm of under \$300,000 – and notably this is without intervention from the City.

Anecdotally, we have received several concerns from Builders and Developers who have been trying to bring on for- purpose rental and affordable projects who have been either stopped or delayed because of either process or lack of clarity on where the project will fit into the OCP. If these projects had moved forward for the upcoming construction year, we estimate that they may have added another .5% to the vacancy rate.

Issue #2 – Condition of the Existing Housing Stock:

The state of the existing housing stock primarily for rental accommodation is not in favorable condition. This is a result of a socially generated issue which requires tremendous education, and lifestyle skill efforts to initiate change.

There is a need to provide a stimulus to landlords to improve their housing – i.e. tax incentives both municipally, but more so provincially, from a tax structure basis.

Issue #3 – Diversity of Housing Options:

Our industry is market driven and we are supplying a diversity of housing forms in our communities. Price point and affordability matters are driving this diversity. The City should not take action to create a more diverse housing supply. It is already being accomplished.

There are segments of the special needs, homeless and social housing population that require their housing needs to be addressed provincially.

Issue #4 – Create Complete Communities:

Our industry and market is reacting and providing these communities despite the City policies – ie: restrictions on suburban office parks for places to work close to home. This protectionist policy limits the effectiveness of complete communities.

There is a tremendous effort to emphasize an accessible and available public transportation system. Yet policy limits places to work within one's own community where one can walk to work. This represents a contradiction to creation of complete communities.

Issue # 5 – Immediate Action:

A positive note of engagement for our industry is a spirit of collaboration required to meet the immediate housing needs.

Issue not addressed or even considered by SHL Consulting in the report:

Are there impacts of policy decisions and practices by the City of Regina that are adding significant costs to the construction for new housing (especially multi-unit and/or purpose built rental)? A couple of examples could be the over-engineering of storm water which is adding significant cost to new homes. Another is the simple matter of installing a water meter into a new home. To build a home uses about 5 cubic feet of water (about two bathtubs). We estimate that in 2012, the Residential Construction Industry used approximately between \$20,000 and \$30,000 worth of water (using the City's current rate) to construct the approximately 3,000 homes started in 2012. We also calculate the City of Regina will collect well in excess of over \$2,000,000 from the water charges to construct those same homes.

Appendix “B”

The CHS identifies 5 main issues and recommends strategies for dealing with each one. Comments are listed beside each one.

Issue	Strategies and Goals	Comment
1. Supply of rental and affordable housing	<p>Increase supply of rental and affordable housing</p> <p>1) Provide property tax and capital incentives.</p> <p>2) Leverage City’s land assets to increase supply of rental, affordable and special needs housing, promote.</p> <p>Develop the SE SHC lands to demonstrate effective density, mixed housing forms and innovative housing forms. Use alternate development standards on those lands so they can support affordable housing forms.</p> <p>3) Foster the creation of secondary suites in existing neighbourhoods.</p>	<p>This “spend more and tax less” policy is not sustainable, but may be helpful in the short term. Developers of rent controlled units will need to assess the merits of these programs.</p> <p>The provision of social housing programs should not be linked to the City’s profit from land development. City Administration continues to link the two in order to strengthen its argument for the City to compete against private business in land development.</p> <p>The supply of City land to organizations like Habitat for Humanity at a discounted price should be supported.</p> <p>Speaks to individual housing forms and alternative development standards for development of affordable housing. Pursuing this avenue leads to re-thinking the zoning bylaws, DSM and construction specifications and standards.</p> <p>The new OCP will support the principles of smart growth. Private sector land developers and builders have already shifted this way because the market demands it. The City does not need to regulate it, but does need to ensure the new bylaws support smart growth.</p> <p>Good strategy that will quickly add supply and improve affordability.</p> <p>Additional suites in R5 & R6 could be</p>

	<p>Mandate rough ins for secondary suites in new residential units.</p> <p>5) Develop policies to support the use of alternative development standards</p> <p>6) Fast track affordable housing projects through planning process.</p> <p>8) Implement Density Bonusing (developers can build higher density than usual, but have to provide additional community benefits at developers' cost)</p>	<p>developed re-thinking zoning bylaws as well.</p> <p>Misguided suggestion that will add cost to homes and erode affordability. Most builders offer plans showing secondary suites. No need to regulate.</p> <p>Standards should be consistent regardless whether it is for a project to encourage affordability. Reducing overbuilt / designed infrastructure will increase affordability for all in the market.</p> <p>This may be disruptive to the approval of other projects that add more supply, but is something that will sound good in the media.</p> <p>There should be a "fast-track" system in place for all housing developments in the continuum. One road block simply interrupts the "flow". Performance – based planning and a score card for developments suggest more road blocks and regulations which will create a negative reaction to fast-tracking for provision of supply.</p> <p>Permit Density Bonusing and Transfer of Development Rights: This sounds like inclusionary zoning where one sector of the market subsidizes the lower end of the market (the social housing and special needs sector). This will shift the burden on provision of affordable housing based on the ability to pay.</p> <p>The City says "Taxpayers save because the burden of providing the service is covered by developers" – no it isn't. The burden is passed on to everyone else</p>
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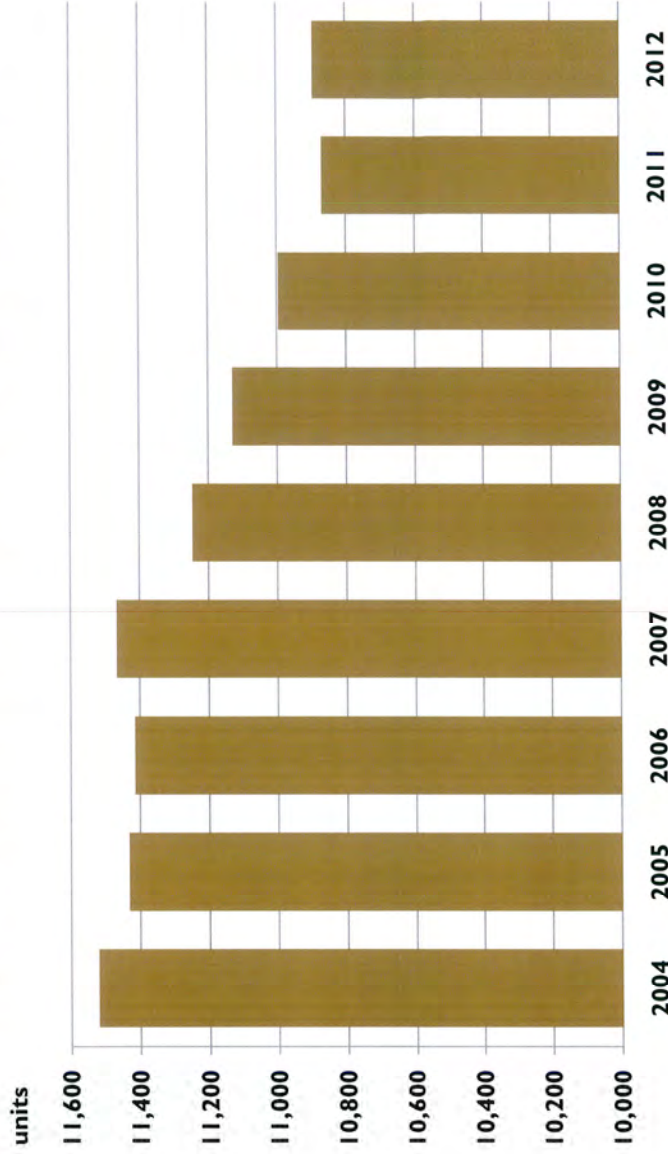
		<p>building except for the low end of the market.</p> <p>The City wants higher density, but developers will have to pay more if they want a project that achieves higher density. This strategy which is described by SHL Consulting as “win-win” tool is often viewed as a cash grab by the municipality that they are currently implemented in.</p> <p>Yes, you can find in large metropolitan markets developers who will support Density Bonusing, but they tell us they often feel coerced into Density Bonusing if they want their project approved.</p>
<p>2.Physical condition of existing housing stock</p> <p>VERY SIGNIFICANT ISSUE</p>	<p>2) Retain and Regenerate Existing Housing Stock</p> <p>Assist landlords in accessing Provincial housing repair fund.</p> <p>Provide short term financing to landlords for the repair of rentals units</p> <p>Develop a strategy for improving compliance with safety and property standards.</p>	<p>Good strategy to assist LL in finding grants.</p> <p>This is not the role of the City. Leave financing to banks.</p> <p>At stakeholder consultations this was arguably the biggest issue. It is disappointing that the City is not taking the lead on this. This is where regulation should be focused.</p>
<p>3.Diversity of housing options, including housing for distinct and special needs groups</p>	<p>3) Increase the diversity of housing options, including distinct and special needs groups.</p> <p>Foster creation of temporary rental housing, rooming houses, and single room occupancies.</p> <p>17 & 18) Establish housing targets by type/density; tenure and affordability; an intensification target and rental housing vacancy target.</p>	<p>Good strategy that will quickly add capacity to the market. Will face public opposition from citizens in existing neighbourhoods that don't want higher density or this type of rental next door. City needs a concrete strategy to address NIMBYism on this item.</p> <p>Housing forms and affordability are driven by the market. Providing prescriptive densities and forms of housing not based on market will not work. This is simply regulation that will</p>

	<p>19) Barrier Free design requirement for multifamily units. Barrier Free design encouraged for single family.</p> <p>22) Develop policy to discourage down zoning.</p>	<p>add an additional barrier for provision of market driven housing forms and affordability.</p> <p>The City needs to ensure that new bylaws allow flexibility in zoning and establish target densities. Private business is adapting to market demands. The focus should be on increasing supply, not dictating types of housing in areas (a hidden form of inclusionary zoning).</p> <p>There is no doubt that as baby boomers continue to age, demand for more accessibility in home design will only rise. There is an important opportunity to educate consumers in the choices like Universal Design to “future proof” homes for accessibility, but should remain a consumer choice.</p> <p>Some choices in creating barrier free can be low cost, others at significant cost. If prescriptive choices add low cost to construction is very different than prescriptive regulations that add significant cost. This is a great opportunity for collaboration with builders to assess this impact.</p> <p>Over-regulation. There are situations that are needed to ensure that larger projects will work that require higher density in one part, with trade-offs on density in other parts of the project. We believe the best way to address this is to stick to overall density targets and allow the Community Developers and Home Builders to be innovative in how they achieve those goals.</p>
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VERY SIGNIFICANT ISSUE	24) Define an adequate land supply in the Official Community Plan	This is one of the greatest influences on future affordability. It needs to be addressed prior to the OCP. There is an opinion out there that there is a significant disconnect between what some in the City Administration believe is required and what the industry believes to be necessary.
4. Access to service and amenities needed to create complete communities and sustainable neighbourhoods	<p>4) Address housing needs while creating complete neighbourhoods and sustainable communities.</p> <p>29) Strengthen OCP policies related to encouraging a mix of land uses, walkable neighbourhoods and access to public transportation.</p> <p>30) Support redevelopment of brownfields, greyfields and bluefields for affordable housing development.</p>	<p>Fully support smart growth. Developers are embracing and already employing these smart growth principles.</p> <p>Fully support this intensification provided that there are no negative repercussions to greenfield development. A mix of both types is required to meet market demand and achieve a healthy market with affordable housing.</p>
5. Immediate action is required, but the City cannot address the issues on its own.	<p>5) Implementation and Working Together</p> <p>31) Prepare an implementation plan for the Comprehensive Housing Strategy.</p> <p>32) Consolidate City's housing functions and build capacity of staff relating to housing issues, prepare education materials to promote available programs.</p> <p>Lead a homelessness coalition of community stakeholders to obtain advice.</p>	<p>Certain elements of the plan should be implemented, but many others need to be reviewed. We encourage the City focus the 36 strategies to a realistic number of achievable strategies.</p> <p>This is an internal reorganization of City resources. We support focusing more resources.</p> <p>Good strategy to ensure programs offered are effective.</p>

Regina Apartment Universe

Rental universe increased for first time since 2007

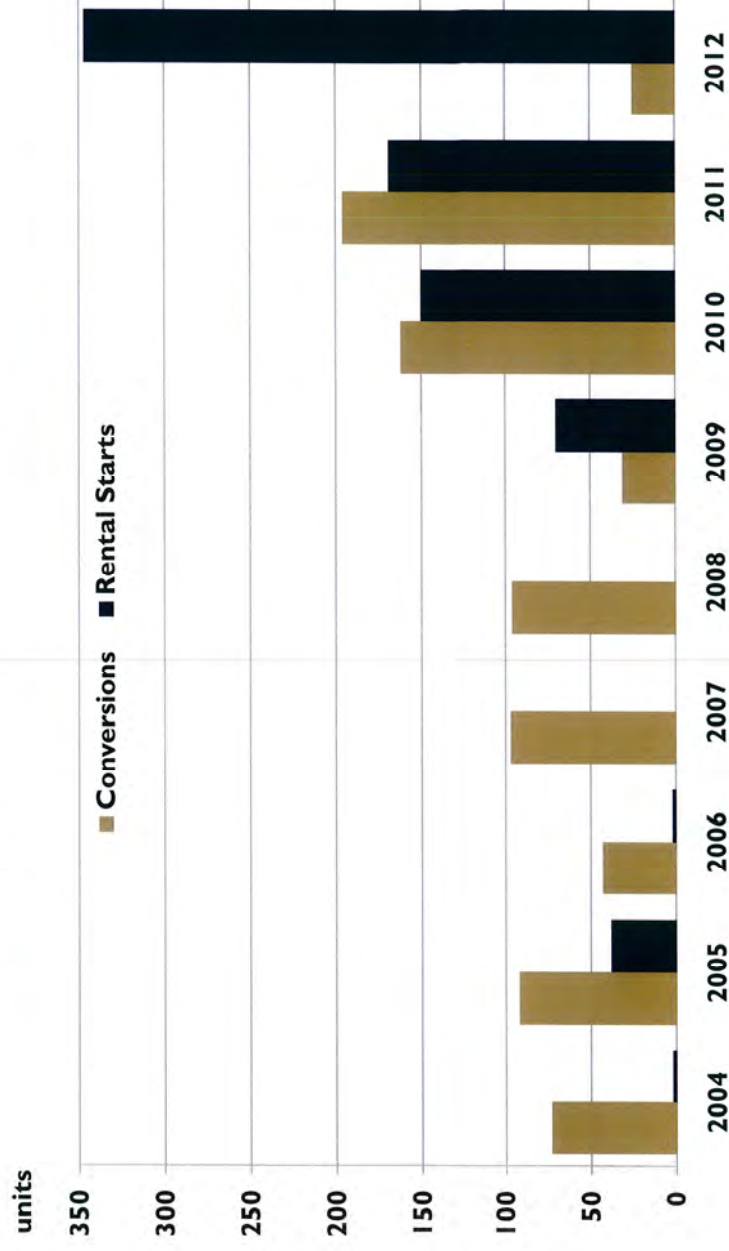


Source: CMHC Rental Market Survey, October

CANADA MORTGAGE AND HOUSING CORPORATION

Regina Conversions & Rental Starts

Record high level of rental starts in 2012

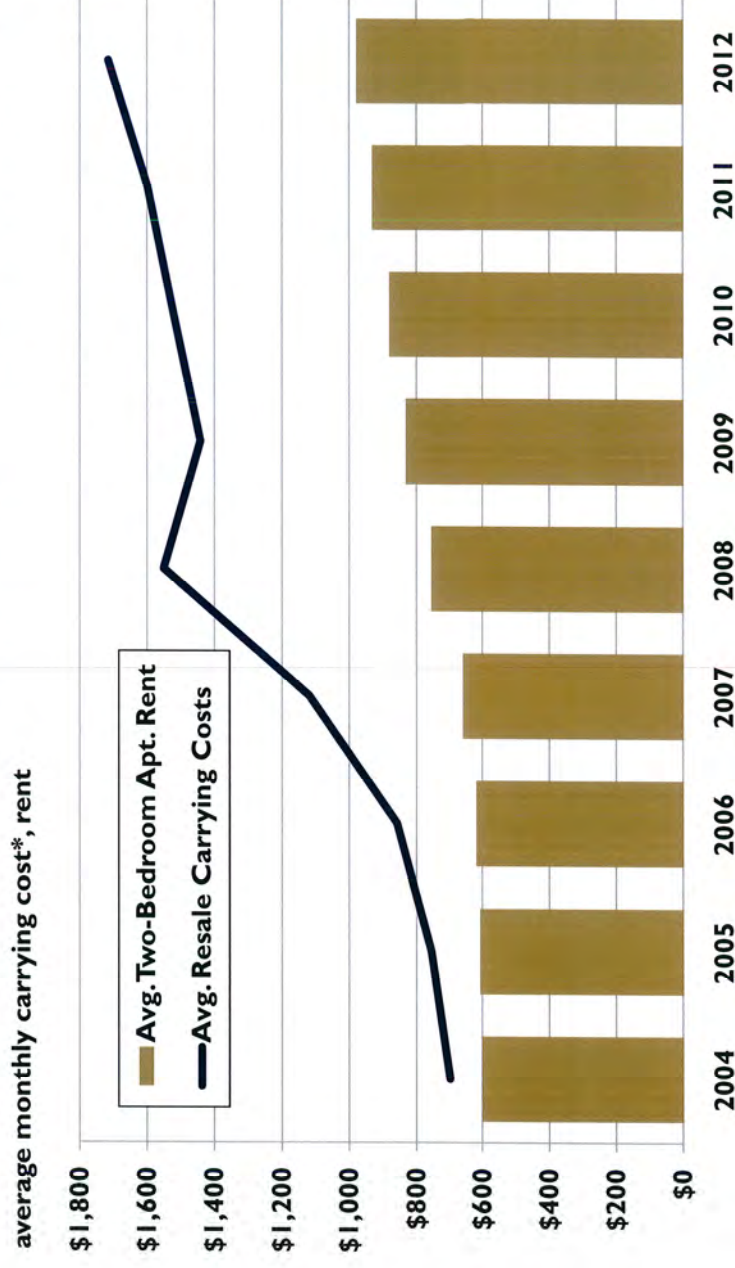


Source: CMHC Rental Market Survey, October

CANADA MORTGAGE AND HOUSING CORPORATION

Regina Renting vs. Owning

Cost of ownership rising, outpacing increase in average rent



Source: CREA, CMHC calculation (*assumption: 5 per cent down payment, 25-year amortization, average resale price), CMHC Rental Market Survey, October

CANADA MORTGAGE AND HOUSING CORPORATION

Forecast Summary

	2011	2012	2013f	2014f
Saskatoon CMA				
Vacancy Rate (per cent)	2.6	2.6	2.7	2.7
Average Rent (Two-bedroom)	\$966	\$1,002	\$1,025	\$1,050
Regina CMA				
Vacancy Rate (per cent)	0.6	1.0	1.2	1.3
Average Rent (Two-bedroom)	\$932	\$979	\$1,020	\$1,050

Source: CMHC Rental Market Survey, October; CMHC forecast (f)
CANADA MORTGAGE AND HOUSING CORPORATION