

A Path Forward: Municipal Housing Strategy Update

March 2024

Prepared for:

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1 LAND ACKNOWLEDGMENT

Sikoohkotok, also known as the City of Lethbridge, is located within Siksikaitsitapi kitao'ahsinnooni, or Blackfoot Confederacy traditional territory. The Siksikaitsitapii (Blackfoot Confederacy), is comprised of the Apaitsitapi or Kainai (Blood Tribe), the Apatohsipikani or Piikani Nation, the Siksika Nation, as well as the Ampsskaapi'piikani or Blackfoot Tribe in northern Montana.

2 ACKNOWLEDGEMENTS

The City of Lethbridge would like to acknowledge the contributions of all those who participated in the process to develop the Municipal Housing Strategy.

We would like to recognize and express gratitude for the input of many community members who shared their experiences and perspectives through stakeholder workshops, focus groups, and one-on-one meetings. Community member input helped the City develop a housing strategy that is tailored to the needs of Lethbridge residents.

3 EXECUTIVE SUMMARY

[Insert following stakeholder engagement in March 2024]

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4 INTRODUCTION

4.1 What is the Municipal Housing Strategy?

The City of Lethbridge (The City), along with community organizations and other levels of government, are committed to achieving housing options for all residents and helping community members' access services that support their wellbeing and safety.

The Municipal Housing Strategy (MHS) the Community Wellbeing and Safety Strategy (CWSS) are City documents that guide municipal action in support of housing, wellbeing, and safety objectives.

4.2 Why do we need an update?

The MHS and the CWSS, though still relevant, need updates to reflect current realities in Lethbridge and to have a greater focus on how to implement and action priorities outlined in the documents.

As a result, in 2023, the City initiated an update to the 2019 CWSS and MHS Strategies to take stock of current and future housing, wellbeing, and safety needs in the community, and develop updated direction to address identified need.

The MHS and CWSS are separate documents; however, the topics of housing, wellbeing and safety are interconnected. As such, the updates to the Strategies were completed at the same time, including the development of a combined Needs Assessment and Priorities Update.

A summary of the MHS/CWSS Strategies update process can be reviewed in [Appendix X](#).

In addition to the updates reflecting current realities in Lethbridge, the updated Strategies also account for several macro variables that have impacted the lives of community members since 2019, including:

- In March 2020, the COVID-19 pandemic surged in Canada, and the World Health Organization (WHO) declared a public health emergency of international concern (PHEIC).¹ In Canada, and around the world, borders were closed for many months; and, once opened, there was limited exchange of goods, and movement of people, during the COVID-19 pandemic years (2020-2023). This change in global trade impacted business operations and supply chains of many major industries and changed the habits of Canadians. In relation to housing, several relevant impacts from the COVID-19 pandemic are important to note as influences to current context in at the local municipal level, including:
 - an increase in individuals working from home,
 - job losses in a variety of industries (e.g., entertainment, hospitality, tourism),
 - the introduction of the Canadian Emergency Response Benefit (CERB), and
 - supply chain challenges and uncertainties.
- In 2023, following the decreasing trend of COVID-19 deaths and COVID-19 related hospitalizations, the WHO declared COVID-19 an established and ongoing health issues that no longer constitutes a pandemic.² Since this time, rapid inflation has occurred, and interest rates have increased substantially.
 - With many 3-year and 5-year mortgage agreements negotiated during the COVID-19 pandemic now coming to term, many homeowners in the private market are renewing mortgage agreements at a much higher interest rate than rates offered in the height of the COVID-19 pandemic. Further, food, hygiene, and personal care products have experienced increasing inflation. This combination of high interest rates and inflations has left many people with increased financial pressures for basic needs—from housing to day-to-day necessities.
 - Higher costs of borrowing due to interest rate increases have also added pressure to the housing construction industry. With higher project costs, the development industry sees less potential profit on large housing projects—making it cost prohibitive for some private developers to continue with proposed development.

¹ World Health Organization (2023). Statement of the Fifteenth Meeting of the IHR (2005) Emergency Committee on the COVID-19 pandemic. Retrieved from: [https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-\(2005\)-emergency-committee-regarding-the-coronavirus-disease-\(covid-19\)-pandemic](https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-(2005)-emergency-committee-regarding-the-coronavirus-disease-(covid-19)-pandemic)

² World Health Organization (2023). Statement of the Fifteenth Meeting of the IHR (2005) Emergency Committee on the COVID-19 pandemic. Retrieved from: [https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-\(2005\)-emergency-committee-regarding-the-coronavirus-disease-\(covid-19\)-pandemic](https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-(2005)-emergency-committee-regarding-the-coronavirus-disease-(covid-19)-pandemic)

- In February 2022, Russia invaded Ukraine. In response, and to help Ukrainians fleeing the Russian invasion, the Government of Canada introduced new immigration streams for Ukrainians who wanted to come to Canada temporarily or permanently.³ Since then, Canada has issued over 900,000 temporary emergency visas, with a total of roughly 200,000 Ukrainian immigrants actually make the journey to Canada as of November 2023.⁴ It is expected that Ukrainian immigrants will continue to immigrate to Canada to seek safety.
- Since 2019, leadership change has occurred at all levels of government; and, as a result, housing policy and investment approaches have changed and must be accounted for in the updated content.

4.3 Funding in the Housing System

The housing system functions with various funders playing a crucial role in providing financial support to build and/or operate housing units in Lethbridge. The overview below provides a brief description of the existing funding network in the community.

4.3.1 Federal

4.3.1.1 Reaching Home – Government of Canada

Reaching Home is a federal government program that supports the goals of the National Housing Strategy and is aimed at preventing and reducing homelessness. The City of Lethbridge is the Community Entity (CE) that receives and distributes funds from Reaching Home to support initiatives preventing and reducing homelessness in the community.

³ Government of Canada (2022). Canada to welcome those fleeing the war in Ukraine. Retrieved from: <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/03/canada-to-welcome-those-fleeing-the-war-in-ukraine.html>

⁴ Government of Canada (2024). Canada-Ukraine authorization for emergency travel: key figures. Retrieved from: <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/ukraine-measures/key-figures.html>

4.3.1.2 Canada Mortgage and Housing Corporation (CMHC)

Housing providers across the housing spectrum (e.g., municipal, and provincial governments, Indigenous governments and organizations, non-profit housing providers, local housing authorities, for-profit developers) can apply to several consistent and emerging funding and financial initiatives through the Canadian Mortgage and Housing Corporation (CMHC) to address housing need in communities and challenges across the housing spectrum.

4.3.2 Provincial

4.3.2.1 Funding Initiatives

In alignment with the goals of the Stronger Foundations: Affordable Housing Strategy, the provincial government has developed funding initiatives to help build more affordable housing units across the province, with a particular focus on funding innovative partnerships that bring together public, non-profit, and private housing providers to build mixed-income housing developments.

4.3.2.2 Community Based Organization

Outreach and Support Services (OSSI) is a provincial program that provides financial support to a designated Community Based Organization (CBO) to deliver outreach and support services to vulnerable populations, including those experiencing homelessness, mental health challenges, and substance use issues.

As of April 2023, Lethbridge Housing Authority (LHA) is the designated Community Based Organization (CBO) that receives and directs OSSI funding in Lethbridge to service providers in the community delivering programs to meet community need, including allocating funds to housing with appropriate supports, as well as to prevention, diversion and outreach services.⁵

⁵ Lethbridge Housing Authority. Service Delivery Plan, 2023-2024. Retrieved from: <https://www.lethbridgehousing.ca/community-based-organization>

4.3.3 Municipal

The City collects and allocates municipal dollars to social service providers that provide housing, social and economic benefit to the community, including: the Affordable and Social Housing Capital Grant, and the Lethbridge Economic Assistance Fund program.⁶

⁶ City of Lethbridge. Community Social Development. Retrieved from: <https://www.lethbridge.ca/community-services-supports/community-social-development-csd/>

5 STRATEGY CONTEXT

5.1 Purpose of Strategy

The MHS sets out five outcomes, and associated objectives and actions, to address the housing needs in Lethbridge as identified through the Needs Assessment and Priorities Update (the Needs Assessment).

Housing needs were identified through key themes and housing need analysis that was completed as part of the Needs Assessment process, which included the review and syntheses of information from several sources, including existing City documents, quantitative data, and qualitative engagement input.

The MHS is developed as a five-year strategy (2024-2029).

5.2 Strategic Alignment

The outcomes and objectives of the MHS are informed by, and align with, goals of other City of Lethbridge guiding strategies and plans. In addition, the outcomes, and objectives of the MHS are positioned to align with the goals of housing strategies and from other levels of government in order to work collaboratively and in partnership to address housing need in Lethbridge.

Table 1: Municipal Strategy and Plan Alignment

Plan or Strategy	How does this inform the Municipal Housing Strategy?
Gateway to Opportunity City Council Action Plan, 2022	Outlines Council's priority to support the wellbeing, safety, and health of Lethbridge residents, as well as a list of focus areas that direct City Administration to deliver on key priorities related to housing. <i>Focus Areas: Now, Next, and Later.</i>
Municipal Development Plan, 2020	Describes six outcomes that direct City Council, City Administration, residents, and community partners to direct work and efforts towards shared purposes, including access to affordable and accessible housing and providing a greater mix of housing options within neighbourhoods. <i>Outcomes: A Healthy and Diverse City, A Well-Designed City; and Policies 38-72.</i>
Transportation Master Plan, 2023	States the importance of integrating transportation networks to the places where residents live, work and visit, including development in targeted nodes and corridors serviced by transit, and

Plan or Strategy	How does this inform the Municipal Housing Strategy?
	encouraging mixed-use development in areas with infrastructure. <i>Theme: Transportation and Land Use Planning Integration.</i>
Community Wellbeing and Safety Strategy Update, 2024	Articulates outcomes and associated actions to direct City Council, City Administration and community organizations to address community wellbeing and safety priorities, including actions related to supporting people experiencing homelessness and housing insecurity. <i>Outcome 5.</i>
Reconciliation Implementation Plan, 2017 - 2027	Outlines how the City of Lethbridge is making organization-wide efforts to advance reconciliation with Indigenous peoples and how to advance several Truth and Reconciliation Commission Calls to Action. Provides a framework for approaching relationship building with Indigenous communities in Lethbridge. <i>Priority Population: Indigenous peoples.</i>
Encampment Strategy, 2023	Establishes an encampment response process for the City of Lethbridge and Lethbridge Police Services in order to triage an encampments risk to public health or safety and to connect individuals to essential resources and services. <i>Priority Population: homeless and housing insecure individuals.</i>
Shelter Development Strategy, 2023	Clarifies the City's role in shelter development and seeks to identify opportunities to ensure that there is both adequate shelter capacity, appropriate spaces to meet needs, and that there is adequate land available to accommodate shelter uses in Lethbridge. <i>Priority Population: homeless and housing insecure individuals.</i>

Table 2: Provincial and Federal Strategy Alignment

Plan or Strategy	How does this inform the Municipal Housing Strategy?
Stronger Foundations: Affordable Housing Strategy, 2022 (Provincial)	Provides 10-year roadmap outlining key goals and actions to improve and expand affordable housing in Alberta with key measures related to serving more Albertans, increasing housing supply, and improving housing choice and options. <i>Goals 1-5.</i>
National Housing Strategy: A Place to Call Home, 2017 – Federal	The National Housing Strategy is Canada's first, and the first large scale federal investment in the housing system since the 1990s. It commits to \$55 billion over 10 years to help improve housing affordability, including such targets as cutting chronic homelessness in half, removing 530,000 families from housing need, investing in the construction of 125,000 new affordable homes, and

Plan or Strategy	How does this inform the Municipal Housing Strategy?
	<p>renovating 300,000 existing homes. Further, the National Housing Strategy is designed to prioritize the need of the most vulnerable in our communities.</p> <p>Reaching Home is a federal program that supports the goals of the National Housing Strategy by focusing specifically on reducing chronic homelessness across the country. Integrated coordinated access is a major focus of Reaching Home and is also a key component of the CWSS.</p>

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6 HOUSING FOUNDATIONS

6.1 The Housing System

The housing system is complex and involves many players working to create and operate housing across the housing continuum.

What is the housing continuum?

The housing continuum shows the variety of shelter and housing options that may be needed in a community. The housing continuum does not represent a single, linear pathway. Instead, the housing continuum shows the variety of housing options a person may need over the course of their life to meet their changing needs.



Figure 1: Housing Spectrum

Figure 1 shows the housing spectrum in Lethbridge. The City uses the following definitions to explain the housing options on the housing spectrum.

Table 3: Housing Spectrum Definitions

Housing Spectrum Option	Definition
Homelessness	Describes the situation of an individual, or family without stable, safe, permanent, and appropriate housing, or the immediate prospect, means and ability of acquiring it. ⁷
Emergency Shelters	Short-term, often crisis support, accommodation. Shelter spaces provide an immediate place to stay (usually 30 days or less) for individuals and families.
Transitional/Interim Housing	Housing that is temporary, and often includes short-term support services. Often, transitional housing bridges individuals entering or exiting institutions, treatment centres, or other programs. This type of housing may allow different accommodation lengths (i.e., 30 days to three years), and aims to transition individuals to long-term, permanent housing options.
Supportive Housing	Housing that combines rental or housing assistance with individualized, flexible, and voluntary support services for people with complex needs related to physical or mental health, development disabilities, or substance use. Often individuals or families who require supportive housing have experienced chronic homelessness, experience greater barriers to maintaining their housing, and have higher needs that require additional support.
Social or Community Housing	Housing that is needed by low-income households who are capable or living independently, generally without need for support services. Units are often developed with some form of capital funding from levels of government, and/or on-going subsidies enable rents to be paid by residents on a “rent-to-income” basis (i.e., usually 30% of gross household income).
Below Market Rental Housing	Housing with rents equal to, or lower than (typically 10-20% below), average rates in private market rental housing. Often individuals and families are low-to-moderate income but may not be eligible for subsidized housing.
Below Market Home Ownership	Housing that focuses on those who are independent and who have earnings which are less than the median income and generally do not require on-going subsidy. Below market home

⁷ Canadian Observatory of Homelessness (2017). Canadian Definition of Homelessness. Retrieved from: <https://www.homelesshub.ca/resource/canadian-definition-homelessness>

Housing Spectrum Option	Definition
	ownership can be accomplished with flexible lending terms and longer loan periods to keep payment amounts affordable.
Rental Housing	Housing that is a unit on the private rental market (primary or secondary) owned or operated by private operators (i.e., landlords or property management firms) charging market rent.
Home Ownership	Housing that is priced at the average market value and purchased with or without a mortgage but without any government assistance.

Sources used for definitions included below.⁸

Housing is an important social determinant of health and wellbeing because access to safe and affordable housing enables individuals and families to thrive and live with dignity.⁹ A healthy community has housing options along the entire housing continuum in order to provide safe and affordable housing for everyone in the community.

Pop-out box: What are the social determinants of health?

Social determinants of health are the social and economic factors that influence a person's health. Individuals are located on a "social gradient" that demonstrates that high income levels result in better health outcomes, and lower income levels result in poorer health outcomes. The Canadian Public Health Association notes that "the social gradient not only represents the effects of income on health but also the importance of income as a means of gaining access to other social determinants of health such as housing, food, and recreational activities."¹⁰

⁸ Canada Mortgage and Housing Corporation (2023). About Affordable Housing in Canada. Retrieved from: <https://www.cmhc-schl.gc.ca/professionals/industry-innovation-and-leadership/industry-expertise/affordable-housing/about-affordable-housing/affordable-housing-in-canada>; Inn from the Cold (2023). What is the housing continuum? Retrieved from: <https://innfromthecold.org/what-is-the-housingcontinuum/#:~:text=The%20housing%20continuum%20is%2C%20at,different%20people%20at%20different%20times>; Homeward Trust (2022). Glossary. Retrieve from: <https://homewardtrust.ca/glossary/>; A Place to Call Home: Edmonton's Updated Plan to Prevent and End Homelessness (2017); BC Housing (2023). Glossary. Retrieved from: <https://www.bchousing.org/glossary>

⁹ Statistics Canada (2021). Housing Experiences in Canada. Retrieved from: <https://www150.statcan.gc.ca/n1/daily-quotidien/211122/dq211122b-eng.htm>

¹⁰ Canadian Public Health Association (2023). What are the social determinants of health? Retrieved from: <https://www.cpha.ca/what-are-social-determinants-health>

6.1.1 Roles in the Housing System

Housing is a complex challenge and requires many hands working together.

The following graphic outlines the different ways that different levels of government and community organizations may act and be part of housing in a community.

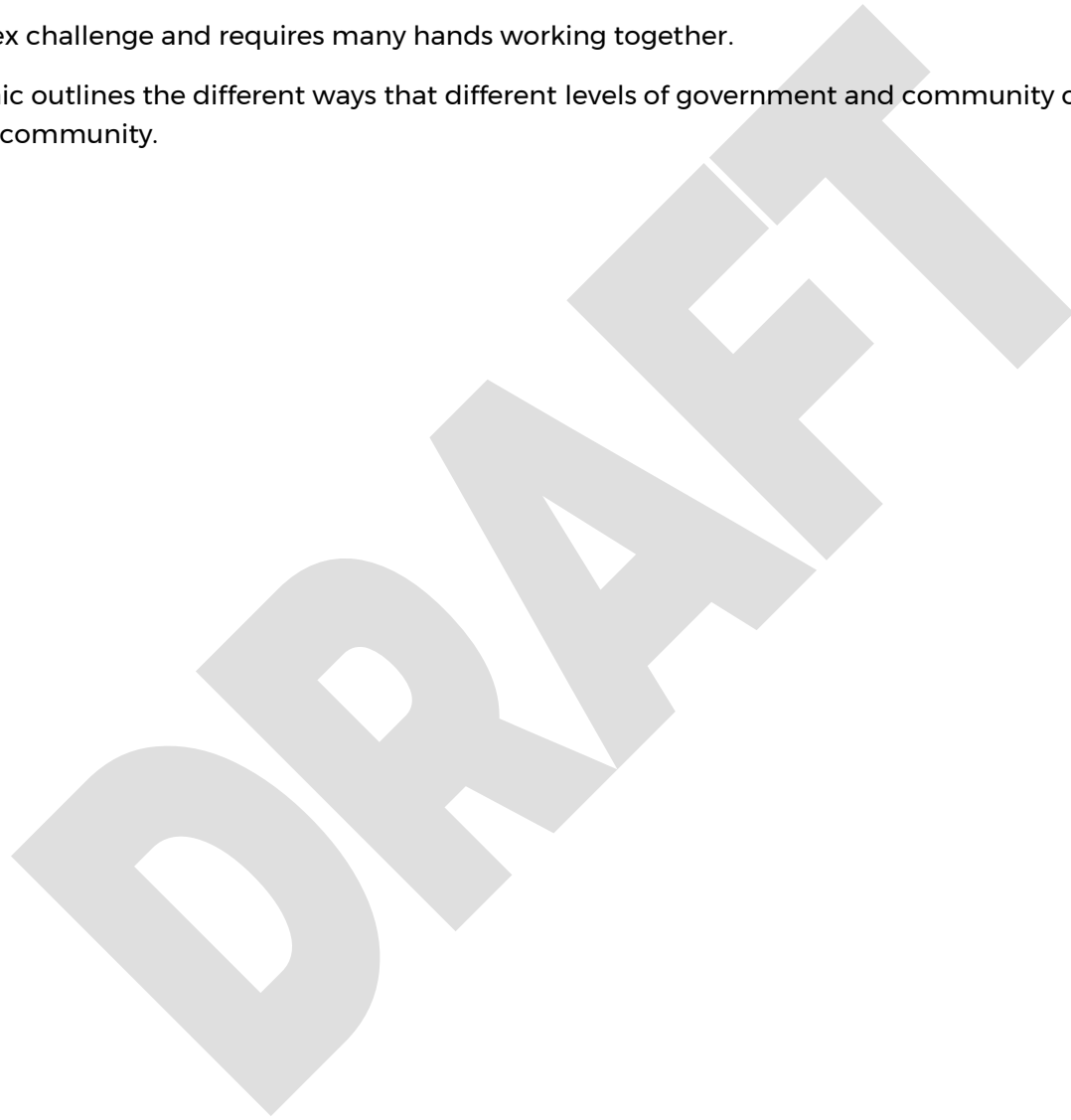


Figure 2: Roles in the Housing System

		LEVEL OF GOVERNMENT AND/OR COMMUNITY ORGANIZATION					
		Municipality	Indigenous Governments	Provincial & Federal Government	Community Based Organization	Non-profits & Other Community Organizations/ Service Providers	Developers & Builders
ROLES IN THE HOUSING SYSTEM	Regulate	Facilitate planning approvals processes for housing.	✓	✓			
	Incentivize	Support proactive programs to encourage outcomes that align with municipal priorities.	✓	✓	✓		
	Invest & Fund	Provide financial or non-monetary compensation to support initiatives that align with municipal priorities.	✓	✓	✓	✓	✓
	Monitor	Measure and evaluate progress made towards objectives.	✓	✓	✓	✓	✓
	Educate	Build awareness about important community issues to enhance understanding and foster empathy.	✓	✓	✓	✓	✓
	Partner	Collaborate with other levels of government and/or community organizations to achieve common objectives.	✓	✓	✓	✓	✓
	Build & Construct	Coordinate and drive the construction of facilities.		✓		✓	✓
	Deliver & Operate	Serve as a provider of services to the community.		✓		✓	
	Convene	Lead the organization and coordination of other levels of government and/or community organizations in order to encourage organizations to act and achieve common objectives.	✓			✓	
	Advocate	Recommend and support a position or outcome to other levels of government.	✓	✓		✓	✓
	Research & Innovate	Collect, share, and test new ideas.	✓		✓		

7 HOUSING NEED IN LETHBRIDGE

7.1 Needs Assessment Overview

As part of the MHS/CWSS Strategies update process, the City completed a comprehensive, combined Needs Assessment and Priorities Update (Needs Assessment).

The purpose of the Needs Assessment was to review existing City documents, updated quantitative data, and qualitative input from engagement in order to understand changes in Lethbridge over the past five years, and identify current trends and issues impacting wellbeing, safety and housing in the community.

This section provides a high-level snapshot of the key themes and housing needs from the Needs Assessment. For a deeper analysis of need in the community, please refer to the Needs Assessment and What We Heard documents presented under separate cover.

For an overview of wellbeing and safety-specific key themes, please see the Community Wellbeing and Safety Strategy.

7.1.1 Key Findings of Needs Assessment

The Key Themes are a consolidation of the data collected through quantitative analysis (e.g. population, income, ethnicity, housing, tenure, etc.) and the qualitative insights shared by key stakeholders, people with lived and living experience, and City administration and Council.

Key Finding 1: Lethbridge has an aging population living in older homes.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none">• 18% of Lethbridge's population is over the age of 65• More than 12,500 Lethbridge households are maintained by someone over age 65• 55% of dwellings in Lethbridge are more than 30 years old• 70% of dwellings in Lethbridge have 3 or more bedrooms, creating a situation where seniors may be living in homes too big for their needs	<ul style="list-style-type: none">• Seniors and senior-supporting organizations participating in engagements noted challenges related to housing affordability, particularly for those with fixed incomes or with limited financial supports	<ul style="list-style-type: none">• Affordability• Aging-in-Place	<ul style="list-style-type: none">• Seniors

Key Finding 2: Young people in Lethbridge are facing complex challenges.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • 14% of Lethbridge's population are youth and young adults aged 15-24, or 13,245 people • The percentage of youth and young adults living in Lethbridge has declined from 17% in 2001 • High school graduation rates and post-secondary enrolment have declined over time in Lethbridge 	<ul style="list-style-type: none"> • Youth participants in engagement identified challenges related to finding affordable housing, gaining work experience, and lack of resources for youth in the community • Indigenous youth in Lethbridge struggle with ways to connect to their culture and community 	<ul style="list-style-type: none"> • Affordability • Education, employment and training • Coordinating support services 	<ul style="list-style-type: none"> • Youth and young adults • Indigenous peoples

Key Finding 3: Lethbridge is becoming more diverse.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • 3,155 people have arrived as newcomers in Lethbridge since 2016 • 15.3% of Lethbridge's population identifies as a member of a visible minority, or more than 15,000 people • Lethbridge's Indigenous population grew by more than 1,200 people between 2016 and 2021, with 6,500 people identifying as Indigenous • The number of refugees living in Lethbridge increased from 2,640 to 3,025 in 2021 • There are approximately 390 people living in Lethbridge that identify as non-binary as of 2021 	<ul style="list-style-type: none"> • Immigrant and refugee focus group participants indicated that government income supports are insufficient to meet basic needs, requiring them to navigate other social services in Lethbridge • Employment is a major challenge for newcomers and refugees, including finding suitable employment, having credentials recognized, etc. • Participants note that existing social services have been crucial to integration and community connections 	<ul style="list-style-type: none"> • Affordability • Enhancing resilience and coping skills • Coordinating support services • Education, training and employment • Racism and stigma 	<ul style="list-style-type: none"> • Immigrants and refugees • Indigenous peoples • Low-income households • 2SLGBTQI+ individuals

Key Finding 4: Neighbourhoods in Lethbridge are unique and require housing options and place based social services that support resident needs.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> Core, mature and established neighbourhoods in South and North Lethbridge are experiencing low or declining population growth Community assets are generally located in the downtown or core neighbourhood's in Lethbridge's South and North Population growth is occurring primarily in developing neighbourhoods that may not have community services located within them Lethbridge's neighbourhoods are unique in terms of demographics, incomes, and housing stock 	<ul style="list-style-type: none"> Engagement participants identified some areas of Lethbridge as in higher need for services based on perceived low incomes Participants suggested the City take a 'node' approach to delivering social supports and resources to ensure services available at the neighbourhood level are tailored to the population's needs 	<ul style="list-style-type: none"> Coordinating support services 	<ul style="list-style-type: none"> All

Key Finding 5: People living alone and roommate households are a growing proportion of the community.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> 7.2% of Lethbridge households (2,910) are two or more unrelated people living together (i.e. roommates) in 2021 28.7% of Lethbridge households (11,530) are one person households 66% of Lethbridge households are one- or two-person households, above the Alberta rate (60%) When compared with the city's housing stock (70% of housing units have 3+ bedrooms), many houses in Lethbridge likely have more bedrooms than people living in them 44% of household maintainers are over the age of 55 and many of these are one- or two-person households 	<ul style="list-style-type: none"> Several engagement participants noted living with roommates in order to afford housing costs Many seniors, individuals living in social housing, and people with disabilities reported living alone, creating affordability challenges for those on fixed incomes There are no vacancies for on-campus housing, meaning students are searching for housing in the community, often with roommates 	<ul style="list-style-type: none"> Affordability Poverty and inequality 	<ul style="list-style-type: none"> Seniors Students Youth and young adults People with disabilities Immigrants and refugees

Key Finding 6: Indigenous people in Lethbridge are facing intersecting challenges in the community

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> Lethbridge's Indigenous population has increased by 70% between 2011 and 2021, with 6,395 people now identifying as Indigenous in Lethbridge Lethbridge is the closest major service centre for members of Blood Tribe / Kainai Nation and Piikani Nation and both of these Nations are important service delivery partners for the City of Lethbridge Indigenous people disproportionately make up over half of all individuals counted in the city's 2022 Point in Time (PiT) homeless count. 72% of unsheltered individuals identified as Indigenous. Indigenous communities have been disproportionately affected by the opioid crisis, both in terms of use of opioids and harms resulting Lethbridge's Indigenous population have unique needs, histories, backgrounds, and lived experiences that all impact how individuals access support and seek assistance 	<ul style="list-style-type: none"> Engagement participants identifying as Indigenous noted having challenges navigating life off-reserve, with several reporting having experienced homelessness, encountering human trafficking situations, and violence against women There is need for housing that encourages social and cultural connection to the broader Indigenous community (e.g. allows friends to visit, amenity areas, shared kitchens) Focus group participants shared experiences of racism when trying to access housing in the community, including landlords blacklisting them based on having an Indigenous sounding last name and feelings of being stereotyped when applying for housing 	<ul style="list-style-type: none"> Affordability Poverty and inequality Homelessness response Interpersonal violence prevention / intervention Enhancing resilience and coping skills Racism and stigma Mental health and addictions supports 	<ul style="list-style-type: none"> Indigenous peoples

Key Finding 7: Income has not kept pace with the rising cost of living, particularly for middle and low income households.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> Median household incomes have increased by 11% in Lethbridge between 2016 and 2021. However, Lethbridge's median income is \$14,000 lower than the provincial median Even though the rate of median household income growth is higher than provincial averages in Lethbridge, the rate of increase has not kept pace with the rising cost of living that many residents are struggling with Individuals on fixed incomes, including pensions and AISH, receive modest monthly incomes that are being eroded by inflation and rising cost of living in housing, food, and transportation 	<ul style="list-style-type: none"> Engagement participants frequently brought up cost of living as a significant housing, wellbeing and safety challenge Interest rates and rising costs of rent were also identified as factors affecting affordability Many participants indicated that they are struggling to meet basic needs, particularly if homeless, not receiving income supports, or on fixed incomes Some participants noted that they must choose between eating, paying rent, mortgage, or utilities, and transportation costs 	<ul style="list-style-type: none"> Affordability Poverty and inequality Homelessness response 	<ul style="list-style-type: none"> Indigenous peoples Seniors Students Families with children People with disabilities Low income households

Key Finding 8: Transit routes and reliability are a challenge for those using transit as their primary mode of transportation.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> Spatial data indicates that community services are largely concentrated in core, mature and established neighbourhoods, with these areas having generally higher volumes of transit access Population growth is occurring in developing neighbourhoods and urban growth areas which often have more limited access to transit routes Several areas in Lethbridge are on limited transit schedules The CityLINK Ride-on-Demand program provides service to zones where fixed transit routes may not be available, but accessing the program for individuals without smartphones or access to a telephone may be difficult 	<ul style="list-style-type: none"> Participants in all focus groups noted challenges experienced with transit in Lethbridge, including safety, availability of and access to service Participants with developmental disabilities and immigrants and refugees noted that it can be hard to navigate the transit system due to struggling with reading and understanding maps, schedules, and directions Immigrant and refugee focus groups noted there is limited transit access to industrial employment areas of the city, making it difficult to get to and from work 	<ul style="list-style-type: none"> Affordability Poverty and inequality Homelessness response 	<ul style="list-style-type: none"> Indigenous peoples Seniors Students Families with children People with disabilities Low income households

Key Finding 9: There is growing reliance on housing and social service providers to help people meet their basic needs.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • More than 1,600 residents accessed the Fee Assistance Program (FAP) in 2022. The FAP was enhanced to include recreation and culture activities, as well as transit passes • More than 8,100 children were supported by Lethbridge Interfaith Food Bank in 2022, an increase of 71% from 2021 • The ending of COVID-19 relief benefits have resulted in a 'boomerang' effect on child poverty rates, with many households as more financially vulnerable with these benefits concluding • Food insecurity is increasing, with the average family of 4 in Canada now estimated to spend \$16,300 per year on food alone 	<ul style="list-style-type: none"> • Participants in all focus groups expressed gratitude for service providers in the community that help them navigate systems in the community; participants indicated long waitlists for housing, limited spaces for detox and treatment programs, and limited access to programs for women and families fleeing violence • Many participants indicated accessing food bank programs regularly, including individuals with disabilities and seniors 	<ul style="list-style-type: none"> • Affordability • Poverty and inequality • Balancing prevention and crisis response • Interpersonal violence prevention / intervention • Coordinating support skills 	<ul style="list-style-type: none"> • All

Key Finding 10: People are experiencing stigma and discrimination when trying to find housing and employment in Lethbridge

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • No data is currently available or tracked related to this finding. 	<ul style="list-style-type: none"> • Engagement participants shared experiences of stigma associated with reaching out for social and health supports, including stigma associated with drug and alcohol use, mental health, and discrimination on the basis of age, race, and sexual orientation • Individuals face daily challenges in accessing housing and social supports, including restrictive criteria for accessing housing (e.g. mailing address, references, pets, age, household type) 	<ul style="list-style-type: none"> • Poverty and inequality • Racism and stigma • Mental health and addictions supports 	<ul style="list-style-type: none"> • Indigenous people • Immigrants and refugees • Those with mental health challenges and addictions • People with disabilities • 2SLGBTQI+ individuals

Key Finding 11: Opioid related overdoses and deaths in Lethbridge have increased significantly.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> There were 111 opioid drug poisoning deaths in Lethbridge between January and October 2023, compared to 77 for the entirety of 2022 and 65 in 2021 Lethbridge has the highest rate of drug poisoning deaths of any municipality in Alberta being monitored in the public Nearly half of opioid poisoning deaths in Lethbridge occurred in public in 2023, compared to 24% in 2022 and 20% in 2021. The visibility of the opioid crisis has increased in the community. AHS Overdose Prevention Service (OPS) is not a direct replacement for supervised consumption services that were available in Lethbridge until 2022; the OPS is seeing more than 475 unique visits for service per quarter as of 2023 	<ul style="list-style-type: none"> The Government of Alberta is shifting its approach to addressing addiction support, moving toward a recovery-oriented system This shift to a recovery-oriented system of care has seen investment in a new 50-bed recovery facility east of Lethbridge operated by Fresh Start Recovery Centre, and construction of a 75 bed Recovery Community near Cardston operated by the Blood Tribe Department of Health Stigma surrounding homelessness, poverty, and accessing social services was identified as a barrier to seeking help and accessing housing and well-being resources. 	<ul style="list-style-type: none"> Poverty and inequality Racism and stigma Mental health and addictions supports 	<ul style="list-style-type: none"> Indigenous people Immigrants and refugees Those with mental health challenges and addictions

Key Finding 12: There is a growing perception in the community that Lethbridge is unsafe.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> Crimes against people and property have increased steadily between 2020 and 2022, with climbing counts of sexual assault, assault, theft, theft of vehicles, and mischief LPS Crime Data reports higher incidences of crime occurring in downtown and pockets of neighbourhoods in South and North Lethbridge, often along major roadways, key transit routes, and areas with higher proportions of individuals experiencing homelessness 	<ul style="list-style-type: none"> Engagement participants noted several locations in Lethbridge that feel unsafe, many of which are located downtown: Galt Gardens, public library, emergency shelter Participants living in social housing downtown noted an increased presence of patrol and outreach efforts to support high-acuity individuals and people experiencing homelessness Many participants shared experiences of having property stolen, particularly when sleeping rough or while accessing temporary shelters 	<ul style="list-style-type: none"> Community safety measures Poverty and inequality Mental health and addictions supports 	<ul style="list-style-type: none"> All

Key Finding 13: Relationship building is required between City Council, City Administration, and housing and social service providers to improve trust and collaboration.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Some engagement participants expressed frustration with City Council and City Administration, with a lack of trust and authentic working relationships noted The City is viewed as taking a supervisory and directive approach, rather than working as partners, resulting in an 'us versus them' mentality Participants from City Departments noted there is an opportunity for more awareness, relationship building, and alignment between Departments to improve implementation efforts 	<ul style="list-style-type: none"> Balancing prevention and crisis responses Coordinating support services 	<ul style="list-style-type: none"> All

Key Finding 14: The dominant form of housing in Lethbridge continues to be large single-detached homes.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> The percentage of housing units in Lethbridge that are single-detached homes is comparable to other mid-sized Alberta municipalities. While the predominant form of housing has remained single-detached housing in Lethbridge, households earning the median household income (\$82,000) or less, let alone households on a fixed monthly income, do not earn enough to make home ownership of a single-detached home a reality without overspending on housing costs each month. The supply of alternative forms of low-density housing (i.e. duplex, semi-detached and row/townhouses) increased by 1,120 units (8.3%) between 2016 and 2021. 	<ul style="list-style-type: none"> Youth, seniors, and people living on fixed incomes expressed frustration with the lack of housing supply and options that they can afford. Workshop participants expressed concern over the City relying on market driven housing that targets middle-to-high incomes earners—it was shared that this approach to housing leaves low-income and fixed income community members behind. Further, many housing and social service providers indicated that demand for housing options—beyond what is available and driven by the market—is outpacing supply. 	<ul style="list-style-type: none"> Affordability Aging in place 	<ul style="list-style-type: none"> Seniors Families with children, especially lone-parent households Low-income households

Key Finding 15: The supply, diversity, and affordability of market rental housing is a challenge for renter households in Lethbridge.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> The percentage of renter households is increasing – up from 28% (11,760 households) in 2006 to 32% (12,785 households) in 2021. Data indicates that purpose-built rental housing is not keeping pace with the increasing demand for market rental units. Despite the median income increasing by 11% between 2016 and 2021, those earning less than the median income, those on a fixed monthly income, one parent households with children, people living alone, and roommates, are struggling to afford much more than a bachelor suite. 	<ul style="list-style-type: none"> Participants shared that large rental property groups/management companies often hesitate to rent to individuals that have complex and co-occurring health and social needs. Youth, refugee, and homeless focus group participants shared that on their fixed monthly income, they cannot afford the costs associated with market rental housing and have to choose between meeting their monthly basic needs and housing. Landlords and property management companies are increasing parameters that are required in order to apply for market rental units. 	<ul style="list-style-type: none"> Affordability Racism and stigma Poverty and inequality 	<ul style="list-style-type: none"> All

Key Finding 16: Lethbridge needs more housing options with supports to help people with complex needs.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> Between 2018 and 2022, the number of individuals experiencing homelessness in Lethbridge has doubled from 223 people to 454 people, respectively. In the same period, 45 additional emergency shelter beds have been added increasing the total beds from 112 to 157. 	<ul style="list-style-type: none"> Participants in the focus groups shared their frustration with limited emergency shelter options. Engagement participants also underscored the importance of having enough housing options to meet the needs of all different types of people accessing non-market housing options. The City of Lethbridge, in partnership with the Blood Tribe Department of Health, have developed a By-Name List (BNL) which is a real-time list of all known people experiencing homelessness in the city. 	<ul style="list-style-type: none"> Mental health and addictions supports Homelessness Poverty and inequality Coordinating support services Affordability Racism and stigma 	<ul style="list-style-type: none"> All

Key Finding 17: The majority of people in Core Housing Need are in Core Housing Need because of affordability.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • 9.4% of Lethbridge households are in core housing need in 2021. • Core housing need in Lethbridge was growing prior to the Canada Emergency Response Benefit (CERB) being provided to people through the COVID-19 pandemic. CERB likely resulted in artificially depressed Core Housing Need seen in the 2021 data. • Of the 9.4% households in core housing need in 2021, renters are disproportionately represented. Renters make up 71% (2,655) of the core housing need households, while owners only make up 29% (1,110). • 88% of households in core housing need are experiencing affordability challenges. • Higher percentage of households in core housing need are in mature and established neighbourhoods in Lethbridge. • Suitability and adequacy of housing are less of an issue than housing affordability for individuals in core housing need. 	<ul style="list-style-type: none"> • Rising costs of shelter are putting increased pressure on households managing all household expenses. 	<ul style="list-style-type: none"> • Affordability • Poverty and inequality • Homelessness response • Coordinating support services 	<ul style="list-style-type: none"> • All

7.1.2 Underlying and Projected Housing Need

7.1.2.1 Underlying Need

CORE HOUSING NEED

Core Housing Need is a definition used to identify households living in housing considered unsuitable (i.e., overcrowded), inadequate (i.e., requires major repairs), and is unaffordable (i.e., spending more than 30% of before-tax household income on housing costs).

As of 2021, there were 3,765 households in Core Housing Need in Lethbridge. A majority of these households (88%, 3,140 households) in Core Housing Need are experiencing affordability challenges. Further, renters in Lethbridge make up 71% (2,655 households) in Core Housing Need.

Moreover, 2021 Census data identifies that several priority populations face a higher incidence of housing need. The following table indicates several demographic groups that are overrepresented in Core Housing Need in Lethbridge.

Figure 3: Demographic Groups with Higher Incidence of Core Housing Need in Lethbridge, 2021

Owner Households (as a percent of total owner households in Core Housing Need)	Renter Households (as a percent of total renter households in Core Housing Need)
Head of Household is Transgender (11%)	Head of Household is over 85 (40%)
Single Person Households (11%)	Head of Household is a Single Parent (36%)
Head of Household is a Single Parent (10%)	Single Person Households (33%)
Head of Household is over 85 (7%)	Primary Household Maintainer is Indigenous (30%)

Addressing Core Housing Need can be achieved by adding units to the housing stock in a community to increase affordability, and providing income interventions to households (e.g., rent supplements).

EXTREME CORE HOUSING NEED

Extreme Core Housing Needs identifies households spending 50% or more of before-tax household income on housing costs. As a result, and in comparison, with Core Housing Need, Extreme Core Housing Need provides a more accurate proxy measure for underlying housing need in a community because it identifies households that need deep subsidy to afford housing.

As of 2021, there were 1,350 households in Extreme Core Housing Need in Lethbridge. A majority of households in Extreme Core Housing Need (64%, 870 households) are renters.

HOMELESSNESS

Two sources of information provide the City with data regarding the number of people experiencing homelessness in Lethbridge.

1. In 2022, the City completed a Point in Time (PiT) Count on September 27, 2022. On the night of the PiT Count, 454 individuals were identified as experiencing homelessness.
2. In 2023, the Blood Tribe Department of Health received funding from the City of Lethbridge to develop and maintain a comprehensive By-Names-List (BNL). The BNL is a real-time list of all know people experiencing homelessness in a community. It includes a robust set of data points that support coordinated access and prioritization to understand the inflow and outflow of homelessness at a system level. As of February 2024, the BNL had 422 identified individuals experiencing homelessness.

As a result of two data sources informing numbers of people experiencing homelessness, the MHS has used a range to reflect the variance between the PiT Count data and the collected BNL information.

7.1.2.2 Projected Need

Lethbridge is growing. In order to anticipate future housing needs, the Needs Assessment generated population and household projections until 2029.

It is important to note that actual growth in the community will be influenced by a variety of factors, including economic and population growth in the region, availability of housing, land-use decisions, and jobs in the community. These projections do not account for emergent changes that may occur in the community and represent minimum targets required to accommodate growth and do not necessarily reflect the full underlying demand in the community (e.g., adult children living with their parents or households living in other communities who may prefer to live in Lethbridge if appropriate housing was available).

Two growth scenarios were developed to anticipate future housing need: baseline and high. To reference assumptions and modelling used to project population growth for each growth scenario, please refer to the Needs Assessment document.

7.1.2.3 Summary of Housing Need

OVERVIEW OF NEED

Housing need targets were calculated by adding Underlying Need and Projected Need unit numbers together.

Underlying Need was calculated by adding Extreme Core Housing need numbers and current data related to homelessness.

- **Extreme Core Housing Need:** number of units determined by taking Extreme Core Housing Need (1,350 households) and netting out owner households in Extreme Core Housing Need without a mortgage. *Housing types associated with this need: non-market housing types that provide deep subsidy.*
- **Homelessness:** number of units determined using counts provided by the By-Names-List (Baseline), and PiT Count (High). *Housing types associated with this need: emergency shelter, transitional, and supportive housing units.*

Project Need was calculated by tenure for each growth scenario by analysing and projecting historic trends in housing tenure from the last four Census periods (2006, 2011, 2016, 2021). *Housing types associated with this need: market housing.*

The following table outlines housing need by each growth scenario.

By providing unit numbers for two scenarios, the City has a potential range of housing need, depending on potential future growth of the community. The numbers below do not represent absolute values; rather, the range is provided in order demonstrate the magnitude of housing need and guide potential targets the City should strive towards. Likely, the City will make an impact towards achieving a portion – not all – of the housing need outlined in the table below. The data provided is designed to help the City establish pragmatic targets to evaluate progress over the next five years.

Figure 4: Summary of Housing Need

	Growth Scenario	
	Baseline	High
Underlying Need	1,677	1,709
Extreme Core Housing Need	1,255	1,255
Homelessness	422	454
Projected Need	5,325	6,353
Owned Units	2,600	3,275
Rental Units*	2,725	3,078
TOTAL UNITS	7,002	8,062

PRIORITY POPULATIONS

In the 2019 CWSS, social issues and priority populations were identified; many of these social issues and populations remain relevant in 2024. However, it is important to recognize the significant impact that the COVID-19 pandemic has and continues to have at a community level. In addition, newer datasets (e.g., Statistics Canada 2021 Census) are available, and can shed light on current context of social need in Lethbridge.

The 2024 Needs Assessment and Priorities Update identified some additional social issues and priority populations that have emerged since the 2019. These issues and priority populations were identified through background research, as well as quantitative data and qualitative input from community members that were shared in the “What We Heard” report.

Social issues and priority populations are listed below, with new priorities identified in **bold**.

Social Issues:

- Mental health and addictions supports
- Balancing prevention and crisis responses
- Community safety measures
- Interpersonal violence prevention / intervention
- Homelessness
- Poverty and inequality

- Enhancing resilience and coping skills
- Coordinating support services
- Education, employment, and training
- **Affordability**
- **Aging in place**
- **Racism and stigma**

Priority Populations:

- Indigenous peoples
- Youth and young adults
- Seniors
- Immigrants and refugees
- Women fleeing violence
- Families with children, especially lone-parent households

- People with disabilities
- Those facing mental health challenges and substance use addictions
- Low-income households
- **2SLGBTQI+ individuals**

8 STRATEGIES AND IMPLEMENTATION

8.1 Outcomes Overview

Outcome 1: Increase the supply of non-market housing options to meet housing need.

Outcome 2: Expand market rental housing options to increase housing choice and affordability for renters.

Outcome 3: Build and redevelop neighbourhoods to support a diversity of housing types.

Outcome 4: Collaborate with housing providers to deliver services that address community needs.

Outcome 5: Ensure priority populations have equitable housing opportunities.

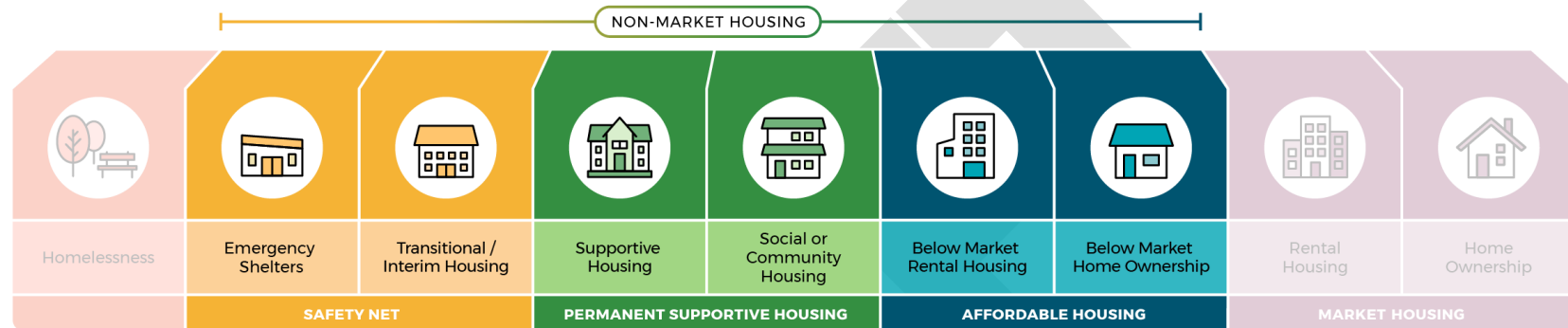
8.2 Outcome Implementation Tables

How to Understand Outcomes Implementation Table

- Outcomes describe a desired state or condition that will result from action.
- Objectives provide categories of action that will help achieve the desired Outcomes.
- Actions are the steps that can be taken to help to realize the desired outcome.
- Timing is about when this action should occur, based on relative level of need or priority, and organized into short (1-2 years), medium (3-4 years), and long (5 or more year) timelines.
- Roles of City and Community are based on delineated roles and responsibilities presented below.

8.2.1 Outcome 1: Increase the supply of non-market housing options to meet housing need.

Housing Spectrum Addressed with Outcome:



Connection to Need in Community

- Key Finding 1: Lethbridge has an aging population living in older homes.
- Key Finding 3: Lethbridge is becoming more diverse.
- Key Finding 6: Indigenous people in Lethbridge are facing intersecting challenges in the community.
- Key Finding 7: Income has not kept pace with the rising cost of living.
- Key Finding 10: People are experiencing stigma and discrimination when trying to find housing and employment in Lethbridge.
- Key Finding 11: Opioid related overdoses and deaths in Lethbridge have increased significantly.
- Key Finding 16: Lethbridge needs more housing options with supports to help people with complex needs.
- Key Finding 17: The majority of people in Core Housing Need are in Core Housing Need because of affordability.

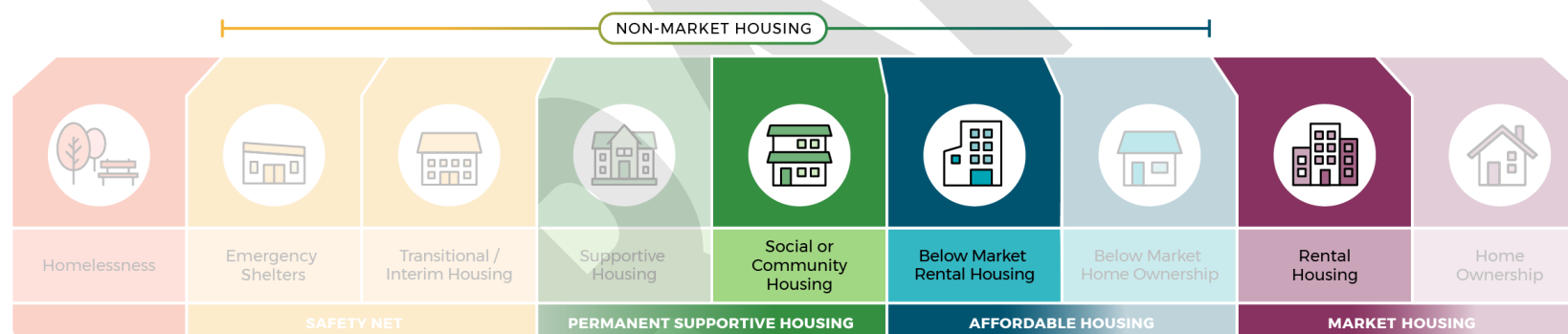
Objective 1.1: Enable housing providers to add new non-market units			
Action	Timing:	Role of City:	Role of Community:
.1 Continue to help housing developers and providers, proposing non-market housing options, navigate City planning process by continuing to invest in, and expand, City Administration positions that coordinate and facilitate this customer support.	Short-term	Regulate Invest & Fund Incentivize	
.2 Review and amend current City-led programs (i.e., Affordable and Social Housing Grant) that fund non-market housing (e.g., expand project funding eligibility to include pre-development costs and prioritize housing for priority populations), and explore additional ways for the City to fund non-market housing development.	Short-term	Invest & Fund Research & Innovate	
.3 Establish incentives for non-market units: <ul style="list-style-type: none"> a. Review opportunities to implement rebates on development fees and charges (e.g., development permit, building permit), b. density bonusing for developing and/or locating non-market housing in Activity Nodes (Map 4) in MDP c. significant parking reduction requirements for non-market housing options. 	Short-term	Regulate Incentivize	
.4 Work with housing providers to explore the applicability of using alternative forms of housing construction (i.e. modular, manufactured, prefabricated) to increase efficiency, longevity, and affordability of non-market housing units.	Medium-term	Regulate Research & Innovate Convene	

Objective 1.2: Use City-owned land to support non-market housing development in all neighbourhoods.			
Action	Timing:	Role of City:	Role of Community:
.1 Establish inventory of City-owned land, identified with the support of housing developers and providers, suitable for non-market housing development.	Short-term	Invest & Fund Partner	
.2 Work with non-market housing developers and providers to: <ul style="list-style-type: none"> a. identify desirable, and shovel-ready, City-owned land to use for non-market housing development. b. understand what criteria is important for the City to consider when acquiring land for non-market housing development. 	Short-term	Partner	
.3 Build on the purpose and principles of the existing Land Banking Strategy by: <ul style="list-style-type: none"> a. developing and implementing an ongoing collaborative process to dispose of City-owned land at below-market value to achieve non-market units serving priority populations. b. establishing and implementing a process to proactively acquire land to achieve non-market units serving priority populations. 	Medium-term	Invest & Fund Partner	
.4 Establish a Revolving Non-Market Housing Fund to supplement provincial and federal funding for non-market housing using funds from: <ul style="list-style-type: none"> a. the revenue from City-owned land sales. b. current and/or expanded revenue contributions from municipal planning and development fees (e.g., subdivision fees). c. other potential incentivize programs (e.g., density bonusing, etc.). 	Medium-term	Invest & Fund	

.5 Leverage the value of municipal land by co-locating non-market housing with the development of community facilities (i.e., fire stations, libraries, transit stations, parkades).	Short-term	Invest & Fund Partner Build & Construct	
.6 Work with alternative land-owning community groups (e.g., faith communities, school divisions, etc.) to understand highest and best use of their sites and support development of non-market housing units, as appropriate.	Short-term	Convene Partner Invest & Fund	

8.2.2 Outcome 2: Expand rental housing options to increase housing choice and affordability for renters.

Housing Spectrum Addressed with Outcome:



Connection to Need in Community

- Key Finding 5: People living alone and roommate households are a growing proportion of the community.
- Key Finding 15: The supply, diversity, and affordability of market rental housing is a challenge for renter households in Lethbridge.
- Key Finding 17: The majority of people in Core Housing Need are in Core Housing Need because of affordability.

Objective 2.1: Encourage mixed-market housing development by housing providers.			
Action	Timing:	Role of City:	Role of Community:
.1 Develop and implement incentives, through land economics testing, to encourage mixed-market applications, for example: <ul style="list-style-type: none"> a. partial rebates on development fees and charges (e.g., development permit, building permit). b. municipal property tax rebate for non-market housing c. density bonusing for the provision of dedicated non-market housing options for a minimum length of time (confirmed through a housing agreement). d. parking reductions in proximity to community services and amenities (transit, activity nodes, etc.) 	Short-term	Regulate Incentivize	
.2 Collaborate with post-secondary institutions to understand student housing needs and identify how to work together to ensure housing options for students in Lethbridge.	Medium-term	Partner Invest & Fund Incentivize	
.3 Explore how to scale alternative rental housing options (e.g., co-operative housing) in Lethbridge, and the City's role in supporting various housing models.	Long-term	Convene Research & Innovate Invest & Fund Incentivize	

Objective 2.2: Continue to support provision of rental subsidy programs.			
Action	Timing:	Role of City:	Role of Community:
.1 Advocate to provincial government to make sure local housing authorities receive adequate funding to deliver rental subsidy programs (e.g., Lethbridge Economic Assistance Program (LEAF)).	Short-term	Advocate	
.2 Work with local housing authorities to review rental subsidy programs (e.g., funding levels, demographic participation rates) to ensure alignment with identified priority populations.	Short-term	Convene Research & Innovate Invest & Fund	

8.2.3 Outcome 3: Build and redevelop neighbourhoods to support a diversity of housing types.

Housing Spectrum Addressed with Outcome:



Connection to Need in Community

- Key Finding 1: Lethbridge has an aging population living in older homes.
- Key Finding 2: Young people in Lethbridge are facing complex challenges.
- Key Finding 3: Lethbridge is coming more diverse.
- Key Finding 4: Neighbourhoods in Lethbridge are unique and require housing options and social services that support resident needs.
- Key Finding 5: People living alone and roommate households are a growing proportion of the community.
- Key Finding 8: Transit routes and reliability are a challenge for people using transit as their primary mode of transportation.
- Key Finding 14: The dominant form of housing in Lethbridge continues to be large single-detached homes.

Objective 3.1: Encourage appropriate housing mix, tenure, and density in neighbourhoods			
Action	Timing:	Role of City:	Role of Community:
.1 Consider establishing a process to amend the MDP to set recommended minimum percentages for non-market housing options out of the total housing units in a neighbourhood with the intent to increase housing diversity and supply in every neighbourhood and signal the City's commitment to non-market and market housing options throughout the City.	Short-term	Regulate Monitor	
.2 Continue to increase residential densities in established areas, and locations identified in Policy 66 of the MDP, when reviewing or updating City planning policies.	Short-term	Regulate Monitor	
.3 Consider amending the necessary bylaws to provide additional development flexibility, for example: <ul style="list-style-type: none"> a. allow base residential district to allow for single, semi, row and townhouses b. enable secondary suites as a permitted use in base residential district c. allow for more than one secondary suite on one parcel d. enable more social uses as permitted uses in Land Use Bylaw 	Short-term/ Medium-term	Regulate Research & Innovate	
.4 Implement recommendations from the City's Infill Infrastructure Guidelines, with priority to create a GIS mapping tool that evaluates and prioritizes alignment between existing infrastructure capacity and condition (facilities, services, systems necessary for housing in a community including water, waste water, stormwater, and transportation), policy direction, and market interest.	Short-term	Research & Innovate	
.5 Identify opportunities to upgrade infrastructure capacity and/or condition (i.e., facilities, services, systems necessary for housing in a community including: water, waste water,	Medium-term	Build & Construct	

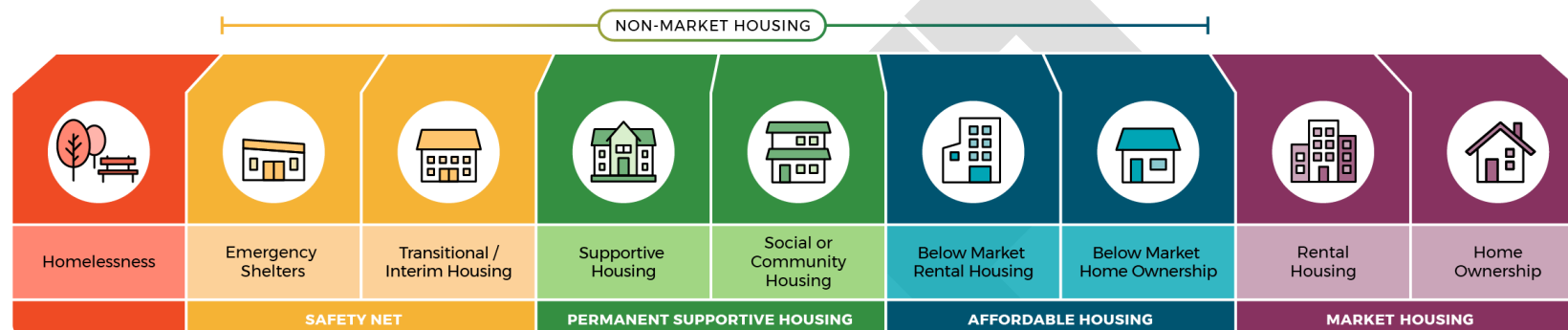
stormwater, and transportation) in neighbourhoods identified as highest priority areas to increase housing options, as part of 2026-2030 Capital Improvement Program (CIP) process.			
.6 Consider reviewing the City's portion of property tax rates for multi-residential dwellings to encourage medium and high-density residential development.	Medium-term	Regulate Incentivize	
.7 Work with Lethbridge Land to develop administrative policy that would direct the department to: <ul style="list-style-type: none"> a. increase residential densities for City-led greenfield residential development (i.e., densities beyond what is required through the MDP, where appropriate) b. build infrastructure capacity in City-led greenfield development beyond what is needed for planned density in order to accommodate for future density (e.g., secondary suite development, missing middle housing forms). c. explore opportunities to upzone City owned properties in established areas to encourage development of more missing middle housing forms. 	Short-term	Regulate Build & Construct	

Objective 3.2: Amend and streamline planning policy and processes to support diverse housing options.			
Action	Timing:	Role of City:	Role of Community:
.1 Identify and test options to refine development application process to better support housing providers proposing alternative housing types navigate the planning and development process.	Short-term	Regulate Research & Innovate Monitor	
.2 Work with relevant Internal departments to explore the potential to increase regulatory flexibility in applicable design standards in order to simplify and streamline the development/building process (e.g., increasing buildable area,	Short-term	Convene Regulate Monitor	

allowing for flexible lot consideration, or reducing minimum lot size requirements)			
.3 Explore implementing a design competition (e.g. City of Kelowna) to develop new infill housing options (e.g., secondary suites, row or townhouse infill, purpose-built rental) that meet City criteria in order to reduce pre-development costs for developers and property owners and to raise awareness in the community.	Medium-term	Research & Innovate Convene Educate Invest & Fund Regulate	
.4 Establish an Infill Development Committee to: <ul style="list-style-type: none"> a. develop a guideline document serving internal and external audiences that details when/where infrastructure upgrades and/or technical studies are required for infill development projects in order to potentially remove cost-prohibitive development requirements b. establish and coordinate an infill development application review process that allows for timely circulation and relevant comments that do not unnecessarily burden or restrict infill development 		Regulate Convene Monitor	

8.2.4 Outcome 4: Ensure housing providers deliver services that address community needs.

Housing Spectrum Addressed with Outcome:



Connection to Need in Community

- Key Finding 1: Lethbridge has an aging population living in older homes.
- Key Finding 4: Neighbourhoods in Lethbridge are unique and require housing options and social services that support resident needs.
- Key Finding 6: Indigenous people in Lethbridge are facing intersecting challenges in the community.
- Key Finding 13: Relationship building is required between City Council, City Administration, and housing and social service providers to improve trust and collaboration.
- Key Finding 16: Lethbridge needs more housing options with supports to help people with complex needs.

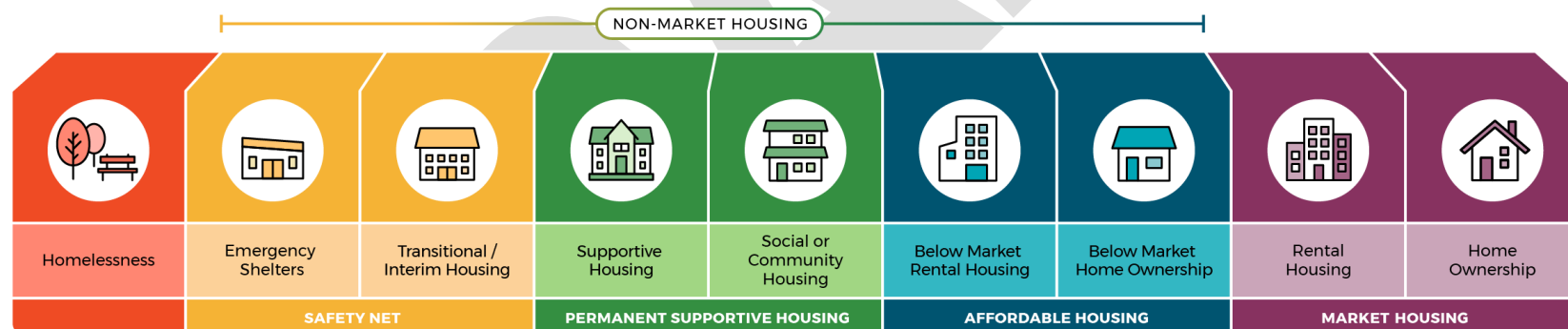
Objective 4.1: Collaborate with housing providers to enhance functioning of the housing system.			
Action	Timing:	Role of City:	Role of Community:
1 Establish a compact housing working group that connects key drivers in the housing system (i.e., private developers, non-	Short-term	Convene Partner	

<p>market housing providers, identified City representatives, local housing authorities, property management companies) to:</p> <ul style="list-style-type: none"> a. identify real or perceived barriers and/or market dynamics impacting development in Lethbridge b. explore collaborative funding opportunities c. establish partnerships to build and/or operate alternative housing forms that serve priority populations d. foster a culture of innovation where ideas, technology, and trends are shared, explored, and evaluated at annual forum or housing lab hosted by housing working group. 		Educate Research & Innovate	
.2 Administer federal funds to build and/or operate more housing (e.g. Reaching Home)	Short-term	Invest & Fund Partner	
.3 Advocate to provincial government to make sure Lethbridge Housing Authority, Green Acres Foundation, and Indigenous Housing Authorities receive adequate funding.	Short-term	Advocate	
.4 Convene a group a non-market housing developers and providers that meet regularly to: <ul style="list-style-type: none"> a. collaborate and identify areas of advocacy to Provincial and Federal government b. develop an awareness building campaign to help community members understand housing need in Lethbridge and reduce stigma and discrimination towards non-market housing options 	Short-term	Convene Advocate Educate	
.5 Collaborate with other municipal jurisdictions to identify common advocacy interests, and partner to advocate to the Government of Alberta to achieve legislative changes that support increased certainty for non-market housing development, for example:	Medium-term	Convene Advocate Research & Innovate	

<ul style="list-style-type: none"> a. exempting non-market housing applications from planning process requirements, such as a public hearing, b. exempting properties, held by housing providers that are providing non-market housing options, from the provincial portion of the property tax, c. requiring a portion of Municipal Reserve for the purpose of non-market housing development. 			
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8.2.5 Outcome 5: Ensure priority populations have equitable housing opportunities.

Housing Spectrum Addressed with Outcome:



Connection to Need in Community

- Key Finding 2: Young people in Lethbridge are facing complex challenges.
- Key Finding 6: Indigenous people in Lethbridge are facing intersecting challenges in the community.
- Key Finding 7: Income has not kept pace with the rising cost of living.

- Key Finding 10: People are experiencing stigma and discrimination when trying to find housing and employment in Lethbridge.
- Key Finding 14: The dominant form of housing in Lethbridge continues to be large single-detached homes.
- Key Finding 15: The supply, diversity, and affordability of market rental housing is a challenge for renter households in Lethbridge.
- Key Finding 17: The majority of people in Core Housing Need are in Core Housing Need because of affordability.

Objective 5.1: Align funding and programming opportunities with needs of identified priority populations.			
Action	Timing:	Role of City:	Role of Community:
.1 Share updated needs of priority populations with Internal departments at the City of Lethbridge, other levels of government, and community organizations to build awareness, advocate for relevant policy change, and potential funding opportunities.	Short-term	Educate Advocate Research & Innovate	
.2 Develop regular reporting expectations for MHS objectives and actions in order to demonstrate progress made towards addressing needs of priority populations.	Short-term	Advocate Monitor	
.3 Build on the work of the Integrated Coordinated Access system and continue to prioritize housing initiatives that serve priority populations.	Ongoing	Convene Invest & Fund Monitor Partner	

Objective 5.2: Advance the City's understanding of the needs of priority populations in Lethbridge.			
Action	Timing:	Role of City:	Role of Community:
.1 Support on-going research and analysis of By-Names-List in partnership with community organizations serving priority populations.	Short-term	Research & Innovate Partner Invest & Fund	
.2 Improve data collection, management, and distribution about needs of priority populations to foster a common understanding of need in Lethbridge with partners in the housing system.	Short-term	Research & Innovate Partner Educate	

9 MEASURES OF SUCCESS

[Insert content following stakeholder engagement in March 2024]

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10 APPENDICES

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