



Beaumont Affordable Housing Strategy

August 2021



Executive Summary

Beaumont is a desirable, fast-growing municipality with an excellent quality of life. While it has a high median income, many of its residents face unaffordable housing costs. Beaumont has the potential to offer more affordable housing choices and, by doing so, attract a broader range of businesses, services and employment opportunities. In turn, this can help diversify its revenue base and offer a higher quality of life for individual residents and the wider community.

In response to these challenges and opportunities, and to promote its development as a **complete community**, Beaumont has developed an Affordable Housing Strategy. The strategy sets out a **plan for addressing identified housing gaps and supporting the well-being of community members of all ages and income levels.**

The first step in the development of the strategy was the preparation of a needs assessment report, available under separate cover. This document reviewed

- The legislative and policy framework;
- Housing data from a range of sources; and
- Input from a project working group, external stakeholders, and the public.

Based on this information, it identified key housing issues the strategy must address.

The needs assessment found that as Beaumont grows, it is seeing a greater diversity of household types and a larger proportion of older residents. More rental options and an increasing range of housing types are available compared with previous years. However, housing costs in the City are higher than the regional average and are particularly unaffordable for renters. And some needed housing types, as detailed below, are still not easy to find.

Most Beaumont households can find a suitable and affordable home in the private market; however, an estimated 500 Beaumont renter and owner households have unaffordable housing costs (more than 30% of their incomes). This represents about 9% of the City’s 5,630 households in 2016. The needs assessment report identified four main housing needs in Beaumont that are not currently met:

Need	People to be Served
Market affordable rental housing, especially one-bedroom units	<ul style="list-style-type: none"> • Smaller households, particularly youth, singles and seniors
Non-market housing, especially one-bedroom units	<ul style="list-style-type: none"> • Households with lower incomes, particularly youth, singles, and seniors • Households in, or vulnerable to, core housing need
Affordable and accessible supportive housing options	<ul style="list-style-type: none"> • Seniors • People with disabilities

Need	People to be Served
Access to local emergency shelter and transitional housing options	<ul style="list-style-type: none"> • Youth • Single adults facing unemployment • Adults and children experiencing family violence

The Affordable Housing Strategy sets out an overall vision for housing in Beaumont, specific targets in response to each need, and four strategic directions to guide the City’s actions.

Vision: Beaumont is an inclusive, equitable community offering a diversity of safe, affordable housing options that meet the needs of all residents.

Need	2028 Target
Housing stock that continues to reflect general Edmonton Metropolitan Region Growth Plan framework	Median housing price and median rent affordable to households earning 100-150% of regional median income 15-20% of housing affordable to households earning 80% of regional median income
Market affordable rental housing, especially one-bedroom units	From 2022-2028, annual increase of 60 new market rental units, at least 25% of which are one-bedroom units
Non-market housing, especially one-bedroom units	Increase of 75 non-market units: <ul style="list-style-type: none"> • 25 units meeting CMHC’s Rental Construction Financing Initiative criteria (at least 10% below median market rent) • 25 units meeting CMHC’s National Housing Co-Investment Fund criteria (at least 20% below median market rent) • 25 rent-g geared-to-income (RGI) units
Affordable and accessible supportive housing options	At least 15% of new non-market units should be fully accessible, and at least 15% should provide social supports.
Access to local emergency shelter and transitional housing options	Local program able to support 15 youth needing shelter annually

Strategic Direction 1: Support investment in local affordable housing through municipal policies, processes and tools.

- **Action 1.1:** Prioritize non-market housing applications in the City’s development approval process.
- **Action 1.2:** Explore the creation of a formal financial incentive program for non-market housing development.
- **Action 1.3:** Recognize affordable housing as an objective within the City’s Land Management Strategy.

- **Action 1.4:** Identify priority locations for non-market housing in Beaumont.
- **Action 1.5:** Integrate affordability considerations in planned future Infill Housing Guidelines.
- **Action 1.6:** Explore the development of an incentive program to encourage new additional dwelling units.

Strategic Direction 2: Develop partnerships and capacity among organizations with a role in housing provision in Beaumont.

- **Action 2.1:** Dedicate staff time and resources to developing partnerships for innovative affordable housing forms and operating models.
- **Action 2.2:** Create and promote resources to encourage small-scale housing developments.
- **Action 2.3:** Work with Children’s Services to determine safe options for youth experiencing homelessness in Beaumont.
- **Action 2.4:** Continue ongoing discussions among regional municipalities and social service providers to create a coordinated response in the Leduc region for emergency shelter.

Strategic Direction 3: Increase community support for affordable housing initiatives by fostering a greater understanding of housing needs, issues, and concerns among all stakeholders.

- **Action 3.1:** Increase opportunities for residents to learn about and engage with the City’s development planning processes.
- **Action 3.2:** Track and communicate progress towards the affordable housing vision, targets and actions.

Strategic Direction 4: Advocate to senior levels of government for initiatives that help meet local housing needs.

- **Action 4.1:** Work with regional partner municipalities and the Edmonton Metropolitan Region Board to implement the Growth Plan policies related to housing, transit, and complete communities throughout the region.
- **Action 4.2:** Work with local and regional housing stakeholders to monitor and respond to provincial initiatives arising from the 2020 Alberta Affordable Housing Review Panel.
- **Action 4.3:** Work with local, regional, and provincial stakeholders to monitor and advocate for federal housing programs that align with Beaumont’s policy framework and meet local housing needs.

The strategy includes an implementation and monitoring plan to track progress. The strategy will be evaluated every two years over a **seven-year initial implementation period**, before it is comprehensively reviewed and updated in 2028.

As Beaumont continues to grow, it will be vital for the City to recognize the importance of housing affordability and choice to our quality of life, and to make it a priority. This Affordable Housing Strategy will be an important tool in that effort.

Acknowledgements

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- Sarah Fodchuk, Supervisor, Chantal Bérubé Youth Centre
- Margot Hagarty, Executive Director, Leduc Regional Housing Foundation
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Appendix – What We Heard Report





1.0 Introduction

Beaumont is a desirable, dynamic city that is growing fast. In just five years between 2011 and 2016, its population increased by 31%, to 17,396. Beaumont is also a relatively high-income community, with a median household income of \$134,443 in 2015.¹

At the same time, with 23% of Beaumont households in the bottom half of the national income distribution,² 39% of renter households in Beaumont spend more than they can afford on shelter.³ Additionally, Beaumont's growth has been driven mainly by housing development, with unmet potential for residents to reap the employment, service and tax benefits offered by a more diversified local economy. Paying attention to housing affordability in our community can help address these issues.

As an **urban centre**⁴ identified in the **Edmonton Metropolitan Region Growth Plan**, Beaumont has a commitment to plan and develop **affordable housing** (some forms of which are also referred to by terms such as attainable housing, community housing, or workforce housing) in a variety of ways. Providing a range of affordable housing types throughout the Region gives workers of all income levels the option to live near their workplaces. It also allows people to remain in a preferred community through different stages of life. Ninety per cent of the Region's **non-market housing** is in Edmonton, which makes it more difficult for lower-income community members to remain in Beaumont or choose to make it their home.

Beaumont has prepared an Affordable Housing Strategy to build on the City's understanding of housing access gaps, respond to identified housing needs, fulfil the City's regional commitments, and ensure Beaumont grows into an equitable and attractive community for a diversity of residents.

1.1 Why an Affordable Housing Strategy for Beaumont?

As Beaumont continues to grow, it has the potential to offer more affordable housing choices and a broader slate of services and employment opportunities. In turn, it has an opportunity to improve the quality of life for current and future City residents.

Affordable housing has the most immediate impact on the people who live there. It is associated with greater household stability and more resources left over for other household needs, which can in turn support better health, school performance, and employment.⁵ Additionally, a community with a range of

¹ For comparison, the Edmonton regional median household income was \$94,447 and the provincial median was \$93,835.

² Our Inclusivity: Beaumont's Social Master Plan, 2018.

³ Defined as more than 30% of their income. See Sections 1.2.1 (Affordable Housing) and 2.2.5 (Housing Costs) of this report.

⁴ Throughout this document, refer to the glossary for definitions of terms in bold.

⁵ Thomas, 2017; Brisson, 2014.



affordable housing options offers residents more opportunities to remain in their neighbourhood of choice as they grow older and their needs change.

The entire community also benefits from offering a range of affordable housing options. In addition to the social benefits of a multigenerational community with longtime residents, households who live in homes they can afford are more likely to engage in community activities, patronize local businesses, and pursue education and training.⁶ Furthermore, the presence of housing options affordable to employees of various income levels can play a role in attracting new businesses to a community.⁷ Business investment in Beaumont will help the tax base move closer to the City's 80/20 target⁸, reducing the residential tax burden and creating a more financially sustainable municipality. And employees who live near their workplaces spend less time and money commuting, reducing personal stress, road congestion, and air quality impacts.

These individual and community benefits are associated with minimal—or no—negative outcomes when housing is designed, located and operated well. Neighbours of proposed affordable housing developments often raise concerns about safety, neighbourhood character and property values. However, research in this area indicates that when housing is well-designed and -managed and located in a vibrant, mixed-income neighbourhood, nearby property values keep pace with or exceed regional trends⁹ and crime rates in the area are not affected.^{10 11} Housing development at all price points must meet City standards regarding design and traffic impacts. And as this report will show, people needing affordable housing are already our neighbours in Beaumont.

The need for affordable housing among low-income households cannot be reliably met by the private market alone, even in contexts where land costs are very low, due to the gap between the rents that must be charged to cover development costs and the rents these households can afford.¹²

For Beaumont to keep growing as a dynamic community with a high quality of life, its housing must meet the needs of all those who live, work and invest in it. The Affordable Housing Strategy will be a roadmap for making it happen.

The Strategy has been developed in two main stages: the Needs Assessment, which identified key housing needs in Beaumont based on data and stakeholder engagement; and the Affordable Housing Strategy, which identifies a framework and specific actions to address the needs and achieve Beaumont's housing vision.

⁶ Thomas, 2017; Brisson, 2014.

⁷ Suttor and Bettencourt-McCarthy, 2015; Wardrip et al., 2011.

⁸ Municipal Development Plan objective 5c, p. 44.

⁹ Insight Specialty Consulting, 2019; Thomas, 2017; Nguyen, 2005; Province of British Columbia, 2000.

¹⁰ De Wolff, 2008; Galster et al., 1999, Thomas, 2017.

¹¹ Conversely, the geographic concentration of low-income households has been associated with increases in crime and a range of negative health and education outcomes (SHS Consulting and ReFact Consulting, 2012).

¹² Coriolis and Wollenberg, 2019.





2.0 Background

2.1 Key Concepts

Beaumont's Affordable Housing Needs Assessment and Strategy rest on several key concepts that provide a framework for our work. These are described in this section.

2.1.1 Affordable Housing

This strategy uses the Canada Mortgage and Housing Corporation's definition of **affordable housing**, which is housing that is:

- **Adequate** – requires no major repairs,
- **Suitable** – has a number of bedrooms that is appropriate for the household,¹³ and
- **Affordable** – costs less than 30% of the household's pre-tax income, including all carrying costs such as rent/mortgage, utilities, taxes, condo fees, etc.

It is important to note that what is affordable for one household may not be affordable to another household with a lower income.¹⁴ The impact of exceeding the 30% threshold is also greater for a lower-income household, because the dollar amount left over for other needs is smaller than it would be for a higher-income household paying the same proportion of its income for housing.

A wide range of housing types can be considered affordable housing under this definition, including owner-occupied detached homes, apartments or townhouses rented at **market** rates (with or without a rent supplement), life-lease or co-operative communities, **non-market** or subsidized housing operated by a non-profit provider, and many more forms and tenures.

2.1.2 Housing Continuum

The **housing continuum** (Figure 1) is the framework commonly used in the housing sector for considering and addressing housing need. It illustrates a variety of housing types that may be affordable or desirable to different households at different times and includes **market** and **non-market** components. The Edmonton Metropolitan Region Growth Plan, which underpins Beaumont's housing policies, incorporates the housing continuum in its policy direction.

¹³ Enough bedrooms, based on National Occupancy Standard requirements, means one bedroom for each cohabiting adult couple; each unattached household member 18 years of age and over; each same-sex pair of children under age 18; and each additional boy or girl in the family, unless there are two opposite-sex children under 5 years of age, in which case they may share a bedroom. A household of one individual may occupy a bachelor/studio unit with no bedroom.

¹⁴ Because households' affordability needs can vary, not all below-market housing is affordable to every household; for example, housing operated by a non-profit provider with rents set 10% below market rate may not be affordable to very low-income households, who may need rent-g geared-to-income housing (where rents are set to 30% of the tenant's income).





Figure 1: The Housing Continuum (CMHC)



Figure 2: The Housing Wheelhouse

Although the continuum is often presented in a linear format, this does not mean that homeownership must be the end goal. As discussed further in the next section of this report, it is normal and desirable for people to move back and forth between categories and price points on the continuum as their needs and life circumstances change. The **housing wheelhouse** concept, developed by the City of Kelowna, offers a similar illustration of housing needs in a non-linear way (Figure 2).

Market housing consists of rental and ownership housing supplied by the private sector. The availability and price of such housing varies according to demand in the private market. Cost-effective design, location and construction can help make it more affordable. In the Growth Plan’s

housing continuum concept, market housing is intended to serve 80-85% of all households. Some housing within this category is considered **market affordable**, meaning that it is affordable at market price to households making 100 to 150% of median income, without upfront or ongoing subsidies. For the Edmonton Metropolitan Region, this income range in 2015 was \$94,447 to \$141,671.

Non-market housing serves households whose need is not met by the private market: 15-20% of households, according to the Growth Plan. It includes **affordable housing**, which consists of rental and ownership housing affordable for those making 80-100% of median income (\$75,558 to \$94,447 for the Edmonton region in 2015), sometimes with rent supplements. It also includes **subsidized housing**, which receives direct capital and/or operating subsidies to serve special needs and low-income households making 65-80% of median income (\$61,391 to \$75,558 for the Edmonton region). This category includes independent social housing, **supportive housing**, **transitional housing**, and **emergency shelter**.



2.1.3 Housing Life Cycle

The housing continuum focuses mainly on access to housing from the perspective of cost and any supports the residents may need. A related consideration is the type of housing that is needed or desired, which can change considerably over a person’s lifetime. As illustrated in Figure 3, a young single person or couple will likely be interested in a relatively small and affordable dwelling, later seeking a larger home if children are added to the family. After the children leave home, the parent(s) may again seek out a smaller dwelling, perhaps with more attention to accessibility features that can help them remain in the home as they age. Throughout this cycle, separations/divorces and the formation of multi-generational or non-family households may also influence people’s need and desire for larger or smaller homes.

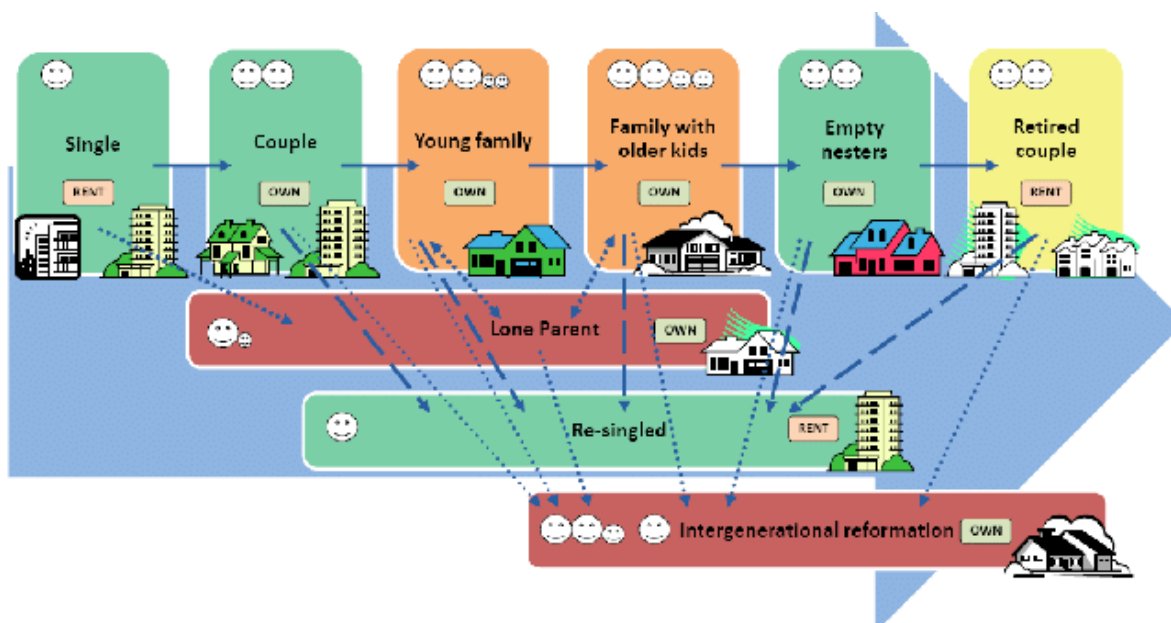


Figure 3: Changing Housing Needs over the Life Cycle (image source: Carson et al.)

To serve this diversity of needs and preferences, it is important for communities to offer a variety of housing types and sizes—including apartments, townhomes, semi-detached houses, detached houses, accessory suites, and more—both to own and to rent. Having a full range of housing options available in a single community allows people to choose to live in that community in a broader range of financial and life circumstances, and to maintain their community and family connections there throughout their lives.

2.1.4 Core Housing Need

A household is considered to be in **core housing need** if:

- Its housing is in need of major repair (inadequate), does not have enough bedrooms for the size and makeup of its household (unsuitable) or costs more than 30% of its income (unaffordable) AND
- It would have to spend 30% or more of its total before-tax income to pay the median rent on alternative local housing that is acceptable.



That is, core housing need occurs when a household’s current housing is unacceptable in some way, and it cannot afford to move to acceptable housing.

2.2 Policy Framework

The City of Beaumont has the authority and the responsibility to work with other agencies and levels of government to promote the development of a range of affordable housing in a variety of ways. The legal and policy basis for the City’s role is set out in a hierarchy of provincial legislation, regional policies, and municipal directional plans, as illustrated in Figure 4.

Figure 4: Beaumont's Housing Policy and Legislative Basis

Provincial	Alberta Housing Act		Municipal Government Act
Regional	Edmonton Metropolitan Region Growth Plan		
Municipal	Our Complete Community: Municipal Development Plan		
	Our Inclusivity: Social Master Plan	Our Places and Play: Recreation, Parks, and Facilities Master Plan	Our Connectivity: Transportation Master Plan

At the municipal level, housing-specific policies are found primarily in the Municipal Development Plan. Supporting actions and policies aimed at promoting community equity and cohesion are found in other directional plans including the Social Master Plan, the Transportation Master Plan, and the Recreation, Parks, and Facilities Master Plan.

Beaumont’s general policy direction regarding housing is to promote **complete communities**, which meet people’s needs for daily living at all ages and provide convenient access to a mix of jobs, local services, a full range of housing, community infrastructure, and multi-modal transportation choices. Notably, complete communities offer a diversity of housing options, including market affordable and non-market housing, in a variety of forms appropriate to the context.

Specific provisions of each of the acts and plans listed above are identified in the Needs Assessment Report.

2.3 Methodology

The first stage of Beaumont’s Affordable Housing Strategy was the preparation of a **Housing Needs Assessment**, which aimed to identify the specific local needs and gaps to which the Strategy must respond. It included quantitative data from Statistics Canada, the City of Beaumont, CMHC, the Realtors’ Association of Edmonton, and other sources. It also drew on qualitative information provided by members of the Affordable Housing Strategy Working Group, and through public engagement activities such as a community survey, interviews with local developers and builders, a focus group with residents experiencing housing affordability issues, and a public online workshop and video presentation.



Some limitations to the available data have been noted, including the age, availability, and quality of available census data; and the ongoing and unknown effects of the COVID-19 pandemic. These limitations are discussed in more detail in the Needs Assessment Report.

The second stage of the Affordable Housing Strategy was the **development of actions and an implementation plan** to address the identified needs and gaps. This stage involved, first, a review of municipal strategies and best practices for affordable housing provision and, second, the preparation of a draft strategy that applies promising strategies to Beaumont’s needs and context. Finally, the draft strategy was reviewed by stakeholders and the public. Following Council adoption, the strategy is to be implemented and monitored over a seven-year period. A comprehensive review and update to the strategy will determine the next steps after that.

The project process and timeline are illustrated in Figure 5. The full engagement program is detailed in the What We Heard Report in the appendix to this document.

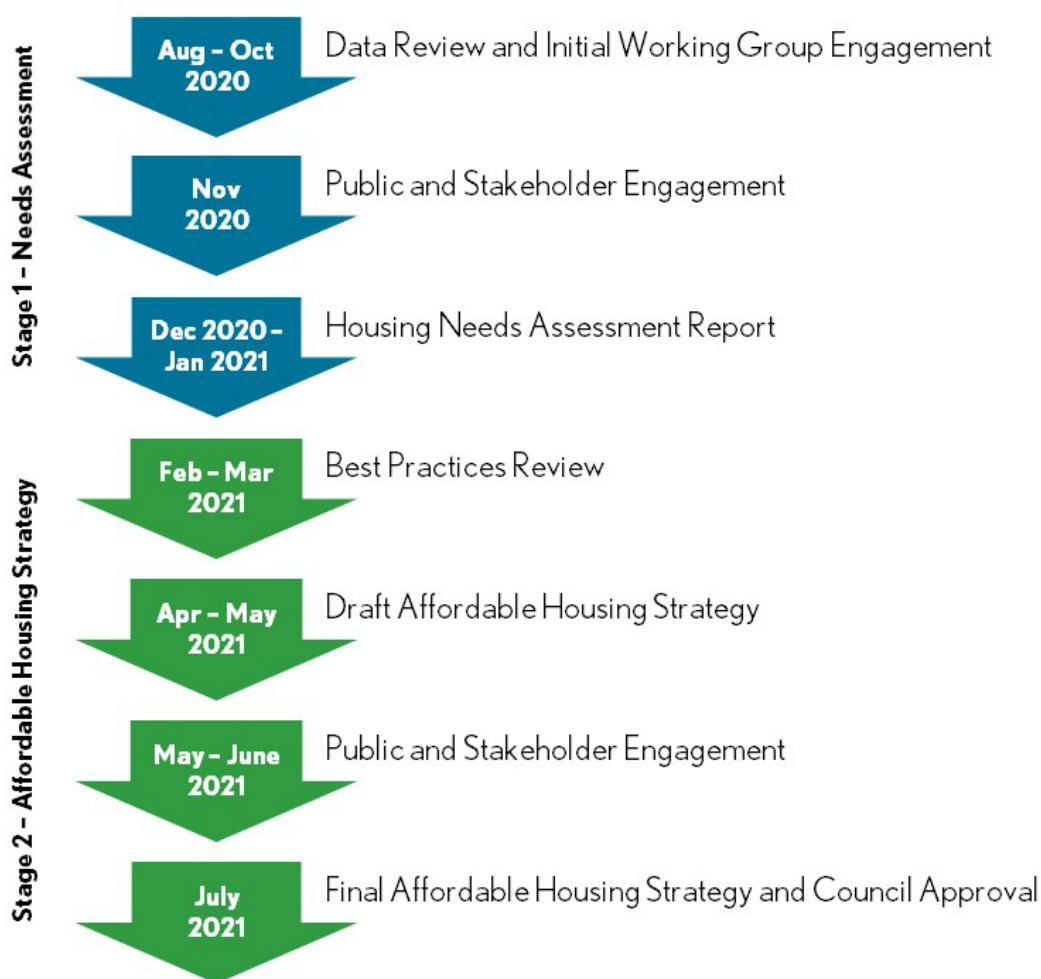


Figure 5: Affordable Housing Strategy Process and Timeline





3.0 Housing Needs Assessment

Beaumont’s Affordable Housing Needs Assessment Report was completed as part of the first stage of the strategy project. It introduced the key housing concepts underlying the project and summarized the policy framework governing Beaumont’s approach to affordable housing. It also reviewed data and supporting information from a variety of sources to identify key needs the Affordable Housing Strategy should address. The full Needs Assessment Report is available under separate cover and is summarized below.

3.1 Key Findings

The data reviewed for the Needs Assessment offered an overview of Beaumont’s demographic context, which influences housing demand, as well as its housing supply. The qualitative information that arose from engagement activities provided additional insight into needs, challenges and opportunities related to affordable housing in Beaumont.

3.1.1 Demographics and Housing Demand

The City’s population has grown rapidly over the past 15 years (to 19,236 people in 2019). The proportion of seniors has been increasing, while the proportion of youth aged 15-24 has been decreasing. The proportion of households consisting of couples with children has been gradually declining, offset by increases in couples without children and single person households (Figure 6). Average household size has remained relatively constant.

The overall median income in Beaumont (\$134,443 in 2015) is well above the regional average. Couple households (with or without children) generally earn much more, as many of them include two earners. Lone-parent and single-person households generally earn much less. Overall, renter households earn just over half of what owner households earn (median \$77,728 vs \$143,097). Median income for owner households is higher than for renter households in every household type (Figure 7).

Figure 6: Beaumont Households by Type, 2006-2016

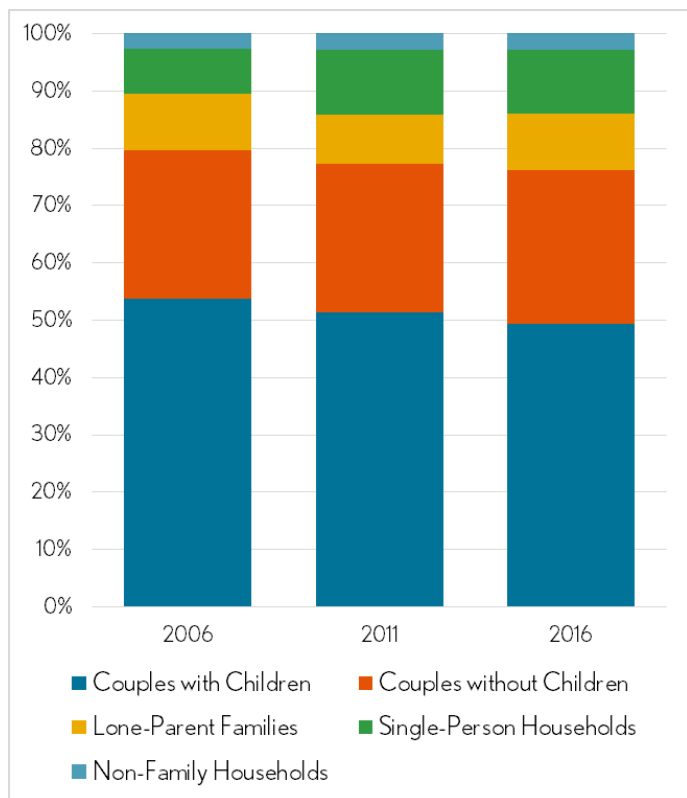
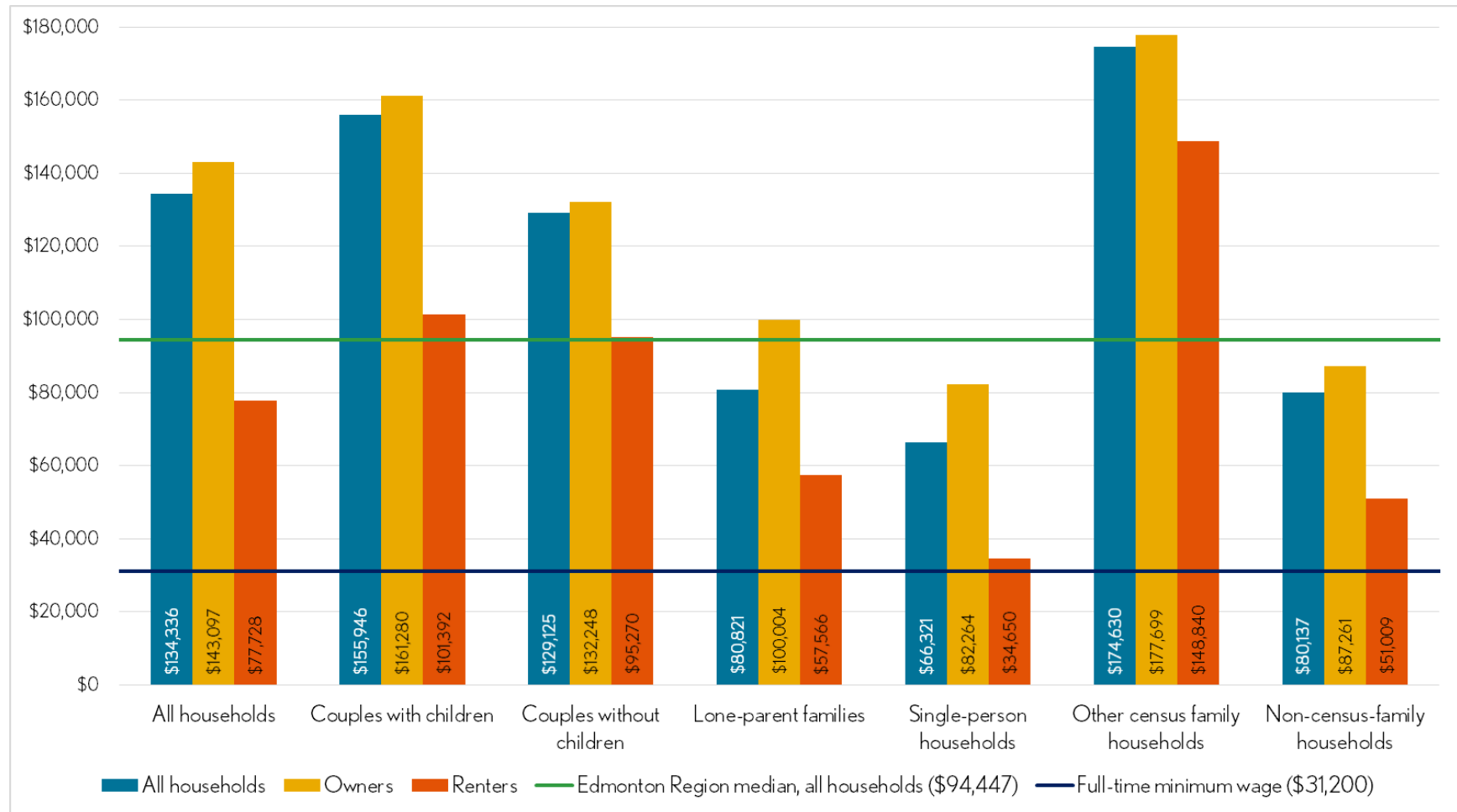


Figure 7: Median Incomes in Beaumont for Various Household Types, 2015



In 2016, Beaumont’s labour force participation rate was higher (78.2%) and its unemployment rate lower (7.2%) than the regional average (71.9% and 8.5% respectively). Only about 20% of employed residents worked in Beaumont, with about 60% of the others commuting to Edmonton. There are approximately 1,800 Beaumont-based businesses without employees, as well as approximately 530 with employees, who mainly operate in the construction, professional services, real estate, and health care and social assistance fields.

Compared to the Edmonton region, a similar proportion of residents identified as Indigenous in 2016 (6.2% vs 5.9%), and a much lower proportion were recent immigrants to Canada (1.6% vs 6%). These residents are more likely to be in core housing need. Compared to the region, a similar proportion of households have a member with activity limitations (48% vs 52%); these households are also more likely to be in core housing need and may require more accessible dwellings.

3.1.2 Housing Supply

The proportion of single-detached homes in Beaumont (81%) is much higher than in the Edmonton region overall (57%), but it is decreasing. Semi-detached and multi-attached homes, rather than apartments, account for much of the change. While almost 90% of Beaumont homes had three or more bedrooms in 2015, just 58% of households had three or more people (Figure 8). This may reflect a choice by many households to have more living space, but perhaps also a lack of housing options for smaller households.

Homeowners make up a much higher proportion of Beaumont households (86%) than the regional average (65%), which may reflect the City’s high median income and suburban nature, but also a lack of rental options. The proportion of renter households has been increasing, however, and may be related to the increasing proportion of dwelling types other than single-detached homes.

In 2018, Beaumont’s primary rental market consisted of 579 purpose-built rental units, or 8.4% of the total dwelling units in Beaumont (Table 1). The primary market is estimated to meet approximately 75% of the demand for rental units, with the balance served by the secondary market.

Figure 8: Beaumont Household and Dwelling Sizes, 2016

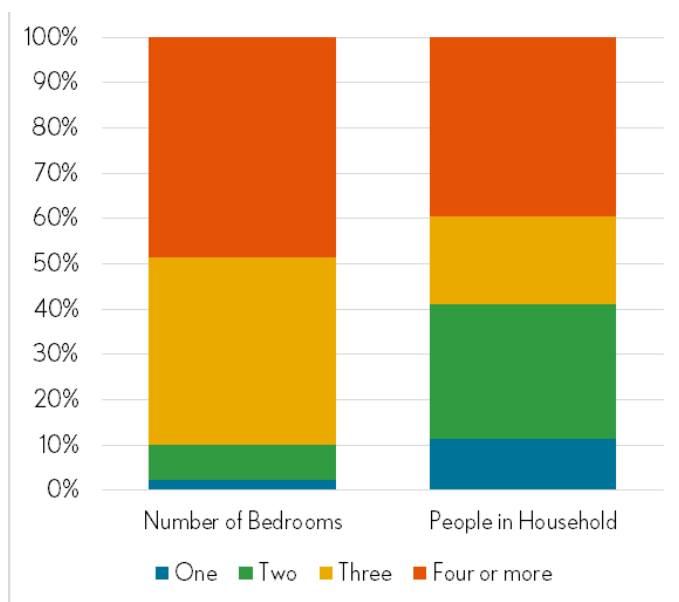


Table 1: Purpose-Built Rental Units in Beaumont, 2018

Type	Number	Percentage
Market Rental - Apartment	256	44%
One bedroom	35	14%



Type	Number	Percentage
Two-bedroom	140	55%
Three-bedroom	71	28%
Unknown	10	4%
Market Rental - Townhome	65	11%
Seniors' Life Lease - Apartment	97	17%
Seniors' Assisted Living	49	8%
Seniors' Non-market Rental - Apartment	12	2%
Non-market Rental - Apartment	99	17%
TOTAL	579	100%

In 2016, 15% of all Beaumont households (11% of owners and 39% of renters) spent more than 30% of their income on shelter costs. This represents approximately 840 households (535 owners and 305 renters). Real housing costs in Beaumont grew faster than real incomes between 2005 and 2015. Since then, home sales prices have slightly decreased when adjusted for inflation, but the effect of this decrease on housing affordability for owners is unclear without updated income data. Average rents are higher in Beaumont (\$1,333 in 2017) than in the Edmonton region (\$1,101), potentially because many Beaumont rental units are very new.

The most recent data available suggests that most Beaumont households can afford to meet their housing needs in the market (Figure 9). However, one quarter of Beaumont households could not afford to purchase a home at the median price in 2015. Almost one-third could not afford the median single-detached home, while one-fifth could not afford the median semi-detached/rowhouse and almost 15% could not afford the median condominium. This represents up to 1,000 households who cannot afford to buy a home that meets their needs. However, a household that may wish to buy a home, but cannot afford to, does not necessarily lack affordable housing if appropriate rental options are available in a community.

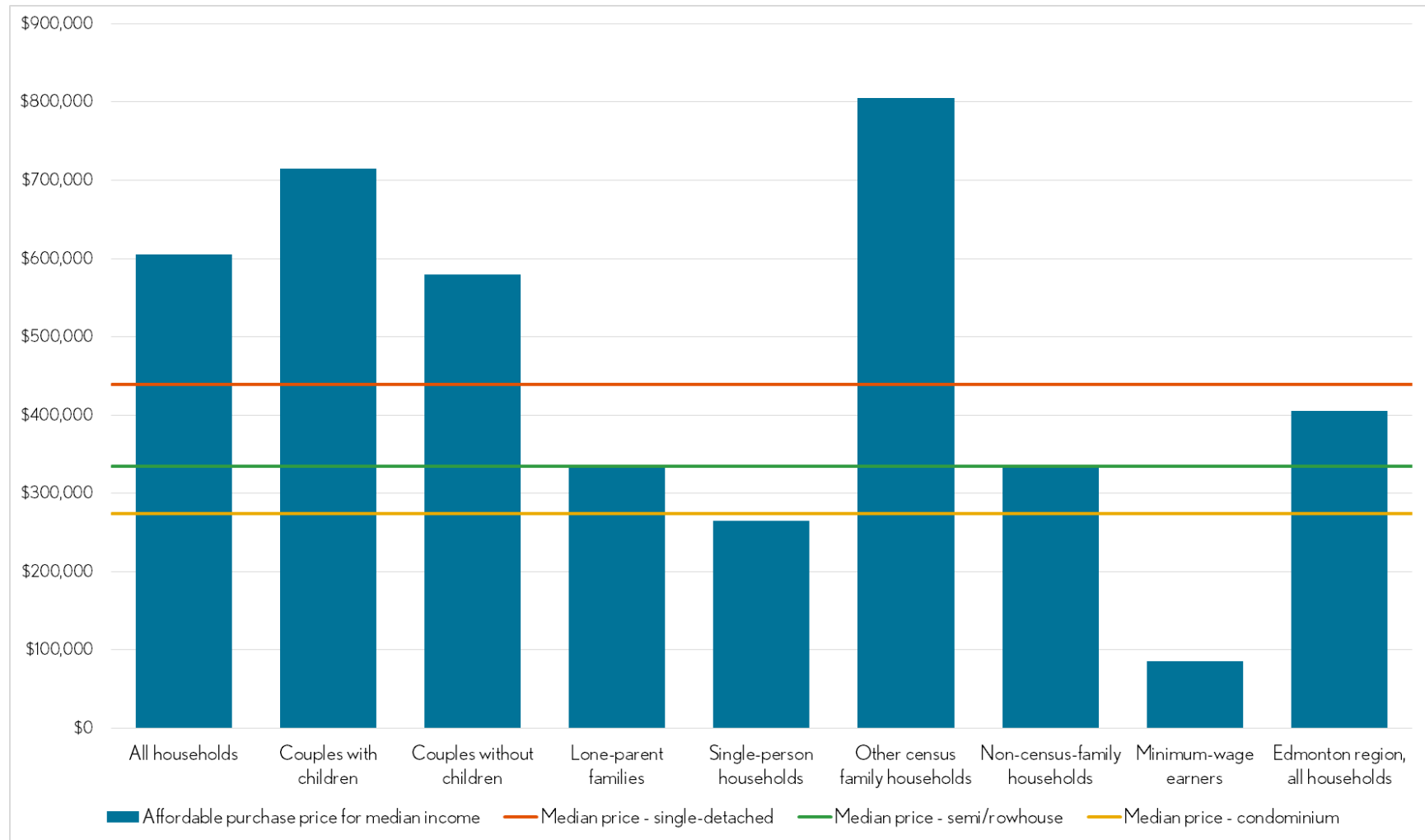
While median-income renters can generally afford to meet their housing needs in the rental market, a significant proportion of all Beaumont households (between 6% and 10%, or 300 to 550 households) did not earn enough in 2015 to afford even the lowest documented rents, before considering utilities. These households are most likely to be single-person, lone-parent, and non-census-family households, though there are likely gaps for lower-income households of all types. Affordability gaps are a particular problem in the rental market because, while renting is a financially viable option for many households who cannot afford to own, there are few other options for households who cannot afford to rent a suitable home.

Vacancy rate information is very limited for Beaumont but has been within a healthy range overall in recent years (4.0% in 2019; CMHC considers 3-5% to be an appropriate figure).

There are 193 units of rental and life-lease housing serving distinct populations in Beaumont, including seniors, people requiring long-term care, and households on low income. Various personal support services are also available, as are provincial housing support programs and rent supplements. There are currently waiting lists for below-market one-bedroom apartments in Beaumont, as well as a small number of vacancies for below-market two- and three-bedroom apartments.



Figure 9: Affordability of Ownership Housing in Beaumont, 2015



A total of 5.8% of Beaumont households (2.9% of owners and 23.3% of renters) were considered to be in core housing need in 2016. Households headed by people under 25 or over 65, by women, by immigrants, and by Aboriginal people were particularly vulnerable to core housing need, as were households in which at least one member has an activity limitation. In all demographic groups, renters were more likely than owners to be in core housing need.

There are people in Beaumont experiencing homelessness, particularly youth (18 individuals in 2019) and older single men. A minority of them may sleep outdoors, while others experience “hidden homelessness” through couch-surfing, living in a vehicle, and other precarious housing arrangements. No transitional or emergency housing is available in Beaumont, so residents needing this service must travel to Leduc or Edmonton.

Under the current planning frameworks, an estimated 21,146 new dwelling units are expected to be provided in Beaumont once its lands are fully built out. These units will be built at higher densities than most of the City’s current developed area. They are expected to offer a wider range of unit sizes and housing choices to serve an increasingly diverse population.

3.1.3 Public and Stakeholder Engagement

Frequent and notable themes arising from public and stakeholder engagement are listed in Table 2 below. More detailed information on engagement findings is available in the What We Heard Report in the appendix to this document, as well as in the Needs Assessment Report under separate cover.

Table 2: Major Engagement Themes

Needs	<ul style="list-style-type: none"> • More diverse housing types and rental options, especially 1-bedroom units • Units affordable to very low income individuals • Supportive and emergency housing • Units that allow pets
Challenges	<ul style="list-style-type: none"> • Negative views of non-market and lower-cost housing and of development processes • High land costs that make smaller ground-oriented units (e.g., bungalows) hard to develop • Challenges of obtaining financing for innovative and affordable housing forms • High upfront costs of environmentally sustainable building technologies • Lack of transit and other affordable transportation options; high parking demand • Tradeoff between greater unit quality and maintenance in primary rental market, and greater landlord flexibility in secondary market
Opportunities	<ul style="list-style-type: none"> • Residents and developers alike value Beaumont’s open space, small-town feel, and community amenities • Widespread support for a diversity of housing types within a thoughtfully designed neighbourhood, especially small-scale and low-rise forms • City could more actively promote the possibilities of 2019 Land Use Bylaw, ensure its regulations support its policy direction, and increase its understanding of financing and grant structures • City could continue to seek more business investment and development to increase local employment, support local housing demand, and reduce residential tax rates



3.2 Key Needs

The needs assessment found that as Beaumont grows, it is seeing a greater diversity of household types and a larger proportion of older residents. At the same time, the variety of housing types available has been increasing, and more rental options are available than before. However, housing costs in Beaumont are higher than the regional average and may be growing faster than incomes. While most Beaumont households can meet their housing needs in the private market, at least 500 Beaumont households are thought to experience housing affordability issues. As illustrated in Figure 10, the housing supply in Beaumont does not extend to all areas of the housing continuum, and some gaps need particular attention.

The main housing needs identified, as well as key groups of people who can be served by meeting them, are summarized in Table 3 below. It is important to note that affordable housing needs are closely related to other components of a complete community, including access to affordable transportation, businesses and public services. As described under specific items in the action plan (Section 4.5), and in the implementation plan (Section 5.0), this strategy will be implemented in the context of Beaumont’s broader policy framework, which recognizes these relationships.

Table 3: Beaumont's Key Affordable Housing Needs

Need	People to be Served
<ul style="list-style-type: none"> ■ Market affordable rental housing, especially one-bedroom units 	<ul style="list-style-type: none"> • Smaller households, particularly youth, singles and seniors (at least 300 households in 2015)
<ul style="list-style-type: none"> ■ Non-market housing, especially one-bedroom units 	<ul style="list-style-type: none"> • Households on low income, particularly youth, singles, and seniors (approximately 270 households in 2015) • Households in, or vulnerable to, core housing need (approximately 315 households in 2015)
<ul style="list-style-type: none"> ■ Affordable and accessible supportive housing options 	<ul style="list-style-type: none"> • Seniors (10% of household maintainers in 2015) • People with disabilities (members of nearly half of households in 2015)
<ul style="list-style-type: none"> ■ Access to local emergency shelter and transitional housing options 	<ul style="list-style-type: none"> • Youth (approximately 20 individuals in 2019) • Single adults facing unemployment (numbers variable¹⁵) • Adults and children experiencing family violence (144 calls to Beaumont RCMP in 2020)

¹⁵ Accurate unemployment-related need has been hard to define during COVID-19 because individuals may temporarily be accessing CRB and other federal benefits.



Figure 10: Beaumont's Housing Continuum

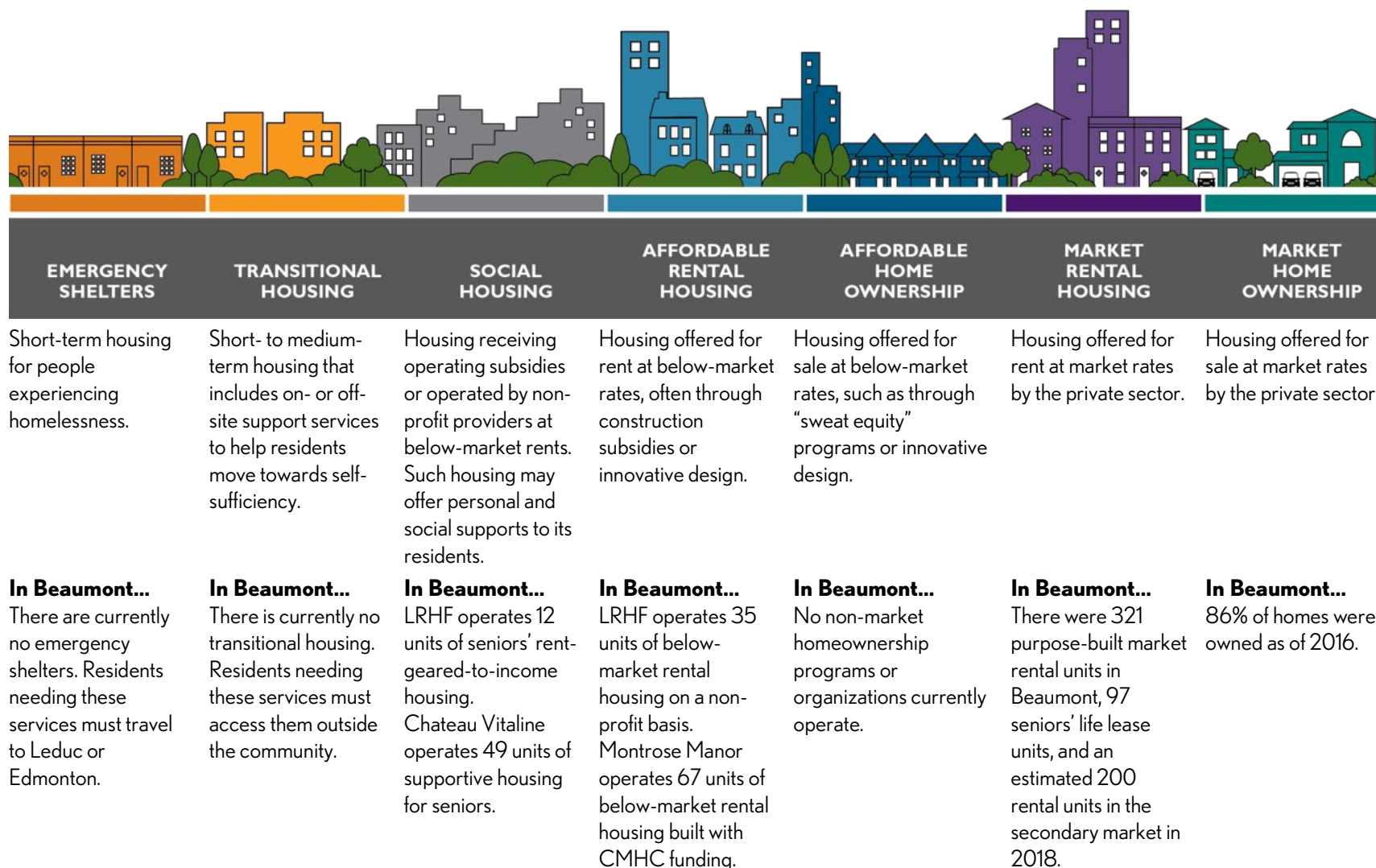
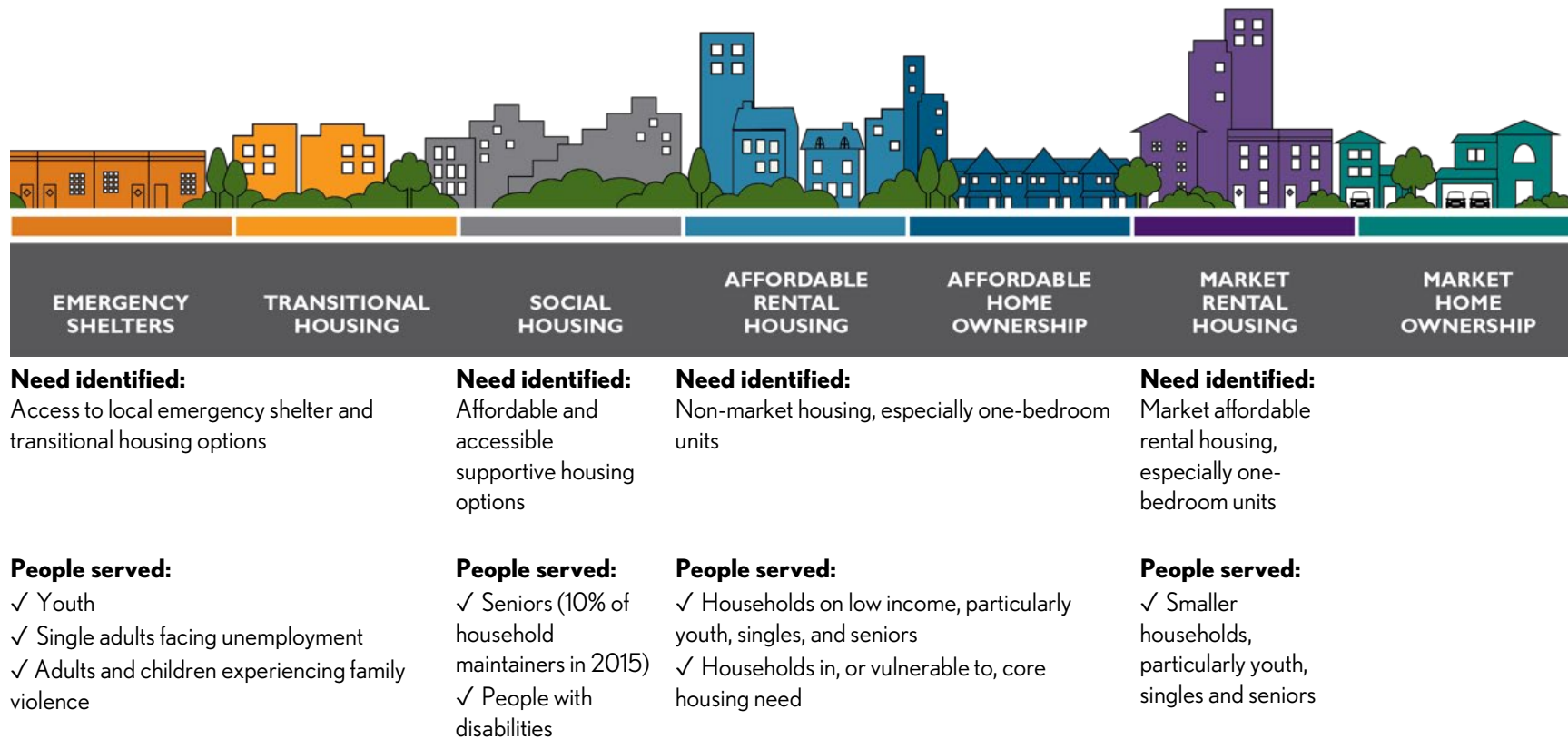


Figure 10: Beaumont's Housing Continuum





4.0 Affordable Housing Strategy

The actions and implementation plan set out in this section were developed as the second stage of the Affordable Housing Strategy project. As noted earlier in this report, this stage began with a review of municipal best practices for affordable housing provision. A draft strategy was then prepared that applies promising practices to Beaumont's needs and context. Finally, the draft strategy was circulated to stakeholders and the public for review. Following Council adoption, the strategy will be implemented and monitored over a seven-year period until 2028. After that, a comprehensive review and update will be undertaken.

4.1 Framework

A wide range of stakeholders are involved (and often partner) in the housing sector in different roles, including developers, builders, non-profit organizations, and all levels of government.

The **federal government** is responsible for financial regulations that affect the housing market and has a major role in funding and financing non-market development (although its overall contributions, and the number of units produced with federal assistance, have declined since the 1980s).

The **provincial government** has primary responsibility for regulating land titles, the rental market, the real estate industry, and children's services, among others. It shares funding responsibility for infrastructure and housing with other levels of government and provides the regulatory framework for land-use planning and building codes. It also operates rent supplement programs and oversees a portfolio of affordable housing programs, such as the **Seniors' Lodge** program, that are operated by third parties.

Municipal governments are the most directly involved in local housing and infrastructure implementation, through local land-use, transportation, and development policies and permits. Their budgets are generally more constrained than those of higher levels of government; however, as they are often the first to see the direct impacts of policy and other changes in the housing system, they can be very motivated to act. Municipal actions to promote affordable housing are aimed at reducing the costs of (and barriers to) development in several core ways:

- **Facilitating** new housing through supportive partnerships, policies and approval processes;
- **Incentivizing** new development through grants, waived fees, tax breaks, and other financial tools;
- **Regulating** new development through bylaw and policy requirements;
- **Educating** housing providers, stakeholders and the public on local housing issues and the role of each in addressing them.¹⁶

¹⁶ Krause, 2021.



While incentives and regulation are well-known tools in municipal toolboxes, it is important not to underestimate the potential for municipal facilitation and education to reduce barriers to housing development. Through research and advocacy, municipalities may also try to influence areas in which they have an interest but no direct responsibility or control, such as other levels of government.

Municipalities may choose to play a more or less active role in promoting affordable housing depending on the resources and impact needed; they are likely to be more active where there is a gap between what is needed and what the market provides. Generally, the closer a project is to market housing along the housing continuum (Figure 1), the fewer resources are likely required, and the more likely it is that private-market actors—potentially supported by municipal facilitation, regulation and education initiatives—will provide what is needed. The further a project is from market housing, and the more capital and operating supports are needed, the more likely it is that municipal incentives will be needed in addition to the municipality's other roles. At the same time, these projects can have a greater positive impact on the most vulnerable people in need of housing and supports.

Overall, greater impact in the affordable housing realm requires greater investment, although it is seldom feasible for public investment to come from the municipal level alone.¹⁷ When public resources have been invested, it is also important for non-market housing to include mechanisms to maintain affordability and social and environmental sustainability over the long term.

With these considerations in mind, and recognizing the wide variety of housing types that can support Beaumont's development as a complete community, the strategy below includes:

- A vision that describes the ideal outcome to be achieved by this strategy;
- Targets that can offer a concrete measure of progress;
- Four strategic directions that identify key areas for City action;
- Fifteen actions that set out what the City will do, encompassing a variety of the municipal roles listed above.

4.2 Vision

The following vision has been identified for Beaumont's Affordable Housing Strategy:

Beaumont is an inclusive, equitable community offering a diversity of safe, affordable housing options that meet the needs of all residents.

This vision was developed with input from the community and the project Working Group. It is intended to provide general support for affordable housing along the whole housing continuum and throughout the housing life cycle, with a focus on the key needs identified during the needs assessment. More specifically, it encourages a broad range of housing types while recognizing the need to actively promote non-market options.

¹⁷ Urban Matters, 2021



4.3 Targets

Based on the four key needs identified through the Needs Assessment, and an overall need to maintain a housing stock that reflects the Edmonton Metropolitan Region Growth Plan framework, the Strategy's targets for 2028 are outlined in Table 4. The targets are intended to outline the scale of the action needed to address housing affordability considerations in Beaumont, and to provide a guide for City staff and proponents in developing affordable housing proposals. They are not intended to constrain the City and its partners in seizing emerging opportunities for other affordable housing development. 2028 was identified as the date for the next review and update of the strategy because housing data from the 2026 Census of Canada is expected to be available at that time.

(Continued on next page)



Table 4: Beaumont's Affordable Housing Targets, 2021-2028

Need	Current Context	2028 Target
<p>Housing stock that continues to reflect general Edmonton Metropolitan Region Growth Plan framework</p>	<p>Regional median household income was \$94,447 in 2015</p> <p>Median housing price (\$416,250) was affordable to households earning 102% (\$96,600) of regional median household income in 2015.</p> <p>Median renters' shelter cost (\$1,634) was affordable to households earning 69% (\$65,300) of regional median household income in 2015.</p>	<p>Median housing price and median rent affordable to households earning 100-150% of regional median income</p> <p>15-20% of housing affordable to households earning 80% of regional median income</p> <p>Rationale: to maintain overall affordability in line with regional Growth Plan continuum</p>
<p>■ Market affordable rental housing, especially one-bedroom units</p>	<p>Overall, 18% of market rental and life lease units are one-bedroom</p> <ul style="list-style-type: none"> • 418 existing purpose-built market rental and life lease units (as of 2018); 14% are one-bedroom • 31 legal additional dwelling units (as of June 2020); 71% are one-bedroom <p>Average rents in Beaumont are considered market affordable, as they are less than 30% of the regional median income. There is a need to encourage more affordable rents for one-bedroom units, to reflect lower incomes among single-person households.</p> <p>Growth in renter households from 130 to 785 between 2006 and 2016 (average 66 new renter households per year)</p> <p>366 new purpose-built market rental units and 31 legal additional dwelling units from 2010-2018 (average total of 49 units per year)</p>	<p>From 2022-2028, annual increase of 60 new market rental units, at least 25% of which are one-bedroom units</p> <p>Rationale: to match historical growth in renter households (recognizing that some renter households rent detached houses) while increasing the proportion of one-bedroom supply. Increased one-bedroom supply may encourage more affordable rents in this category, to be monitored as part of the overall affordability target above</p>



Need	Current Context	2028 Target
<p>■ Non-market housing, especially one-bedroom units</p> <p>■ Affordable and accessible supportive housing options</p>	<p>There are 111 non-market rental units in Beaumont as of 2018</p> <p>300 Beaumont households were in core housing need in 2016</p>	<p>Overall increase of 75 non-market units:</p> <ul style="list-style-type: none"> • 25 units meeting CMHC’s Rental Construction Financing Initiative criteria (at least 10% below median market rent) • 25 units meeting CMHC’s National Housing Co-Investment Fund criteria (at least 20% below median market rent) • 25 rent-geared-to-income (RGI) units <p>At least 15% of new non-market units should be fully accessible, and at least 15% should provide social supports.</p> <p>Rationale: to begin to close the existing gap between core housing need and non-market supply, while acknowledging the complexity of developing non-market housing</p>
<p>■ Access to local emergency shelter and transitional housing options</p>	<p>Between 18-20 youth annually have sought housing support from the Chantal Bérubé Youth Centre in recent years</p>	<p>Local program able to support 15 youth needing shelter annually</p> <p>Rationale: to address historical demand while accounting for potential impact of Family and Community Support Services homelessness prevention initiatives</p>



4.4 Strategic Directions

Based on the framework and vision above, four strategic directions for Beaumont's Affordable Housing Strategy were developed. These identify key areas for City action in response to Beaumont's identified needs, strengths, and challenges:

- **Strategic Direction 1:** Support investment in local affordable housing through municipal policies, processes and tools.
- **Strategic Direction 2:** Promote partnerships and capacity among organizations with a role in housing provision in Beaumont.
- **Strategic Direction 3:** Increase community support for affordable housing initiatives by fostering a greater understanding of housing needs, issues, and concerns among all stakeholders.
- **Strategic Direction 4:** Advocate to senior levels of government for initiatives that help meet housing needs.

The **first** strategic direction focuses on how the City can best use its processes and resources to encourage desired affordable housing development. The **second** focuses on how the City can encourage new affordable housing by helping to build connections and knowledge among developers, builders, non-profits, community organizations, and others in the housing sector. The **third** focuses on ensuring the City and residents understand each other's interests and concerns related to affordable housing, so they can be addressed in development proposals. Finally, the **fourth** recognizes that regional, provincial and federal governing bodies have a major influence on Beaumont's housing environment; it focuses on promoting alignment among each level's policies and programs.

In keeping with Beaumont's move toward simpler and more flexible land use regulation through the 2019 Land Use Bylaw, the general approach set out in this Strategy has focused on building awareness of affordable housing issues and opportunities, as well as providing support and incentives for development that meets the identified needs. Specific regulations and requirements regarding affordable housing have not been included. The success of this approach will be evaluated and adjusted as needed at the Strategy's seven-year review (see Section 5.0).

The actions are also intended to complement the recommendations of the Final Report of the Alberta Affordable Housing Review Panel released in October 2020, notably as these relate to developing capacity, partnerships and innovative solutions that are appropriate for our city's context. The preparation of this Strategy itself meets a Review Panel recommendation and promotes good decision-making in support of many of the others.

4.4.1 What is Not Included

Many common municipal tools for encouraging affordable housing development have already been implemented in Beaumont, notably through the 2019 Land Use Bylaw. These include reducing or removing minimum dwelling unit sizes and parking requirements; offering mixed-use, multi-unit and additional dwelling unit development opportunities without special approval; prioritizing walking, cycling



and transit in transportation plans; and offering timely permit approvals. The City will continue to monitor the effects of these policies and practices on development and affordability.

Other common municipal tools were reviewed but ultimately not recommended for Beaumont, as they are most effective in other contexts. For example, where developers see value in building beyond the densities permitted in the Land Use Bylaw, density bonusing¹⁸, inclusionary zoning¹⁹, or transferable development rights²⁰ may be effective. Where older and lower-cost rental housing is regularly being renovated or demolished and replaced by higher-priced condominiums, rental conversion restrictions or replacement requirements may be needed. Where a large number of short-term rental units cut into long-term rental supply, tighter regulation of those units may be appropriate. None of these conditions has been observed in Beaumont.

4.5 Action Plan

To work towards achieving Beaumont's affordable housing vision, 15 actions have been identified within the four strategic directions. Each action describes a program or practice the City will undertake to help meet our key housing needs, achieve our targets, and promote our affordable housing vision. The sections below describe each action in turn. The key housing needs addressed by each action are identified according to the following legend:

- Market affordable rental housing
- Non-market rental housing
- Affordable and accessible supportive housing options
- Access to local emergency shelter and transitional housing options

For each action, a lead, potential partners, and target completion dates are identified. The role of the lead is to take the initiative and coordinate the required activities to complete the action by the target completion date. Partners play a supporting role as defined by the lead, which may include sharing information, providing advice, or creating or reviewing materials.

¹⁸ An incentive whereby a municipality allows a developer to build more than the permitted unit density in return for a community amenity (park, daycare, etc.)

¹⁹ A program whereby a municipality requires a developer to build a certain number or proportion of affordable units in a new development (or contribute funds allowing them to be built elsewhere).

²⁰ A program whereby the owners of land that is not developed to its maximum density may sell the rights to develop that density to the owner of a different property, allowing the second owner to develop beyond the maximum density on the second property and compensating the first owner for preserving an amenity on the first property (e.g. a heritage building, open space, etc.) that would not otherwise generate profit.



4.5.1 Strategic Direction 1

Support investment in local affordable housing through municipal policies, processes and tools.

Action 1.1: Prioritize non-market housing applications in the City's development approval process. ■■■

Housing development permit approvals are generally completed in a timely manner in Beaumont, meeting the City's service standards. However, multi-unit development proposals are often more complex and can involve lengthy discussion between applicants and Planning and Development staff even before an application is formally submitted. A longer approval process can, in turn, increase applicants' financing and development costs. To offer an incentive and reduce development costs for affordable housing projects, the City will develop a program to give priority in the City's queue to projects that contribute to the City's supply of non-market affordable housing. Projects meeting the program criteria, which will be defined as part of the program development, would be anticipated to benefit from priority access to staff support and a reduction in approval timelines. Eligible proponents may include private developers, non-profits, co-operative or cohousing organizations, and others.

Lead: Planning & Development

Partners: Affordable housing proponents

Completion: 2022+

Action 1.2: Explore the creation of a formal financial incentive program for non-market housing development. ■■■

Municipalities have the ability to offer financial support to development projects through a variety of means, including deferring fees such as offsite levies, or waiving part or all permit fees or a parcel's property taxes for a set period or a particular tax year. Municipalities may also establish reserve funds—pools of money set aside for a specific purpose—that may be earmarked to support non-market housing projects, as Canmore and Cochrane have done. Access to capital sometimes allows projects to access matching funding from another agency or level of government.

To enhance the City's ability to proactively pursue its housing policy objectives in a transparent and predictable manner, the City should explore the development of a financial incentive program for non-market housing developments meeting set criteria. This program may include items listed above, or additional items identified during its development. Specific tasks related to this action should include defining the criteria for accessing the program and the mechanism(s) to be used to provide the required financial resources, including to capitalize any reserve fund.

Lead: Planning & Development

Partners: Finance, Economic Development



Completion: 2024 (implementation of any incentives or funds, if recommended, would be a separate action with a later timeline)

Action 1.3: Recognize affordable housing as an objective within the City's Land Management Strategy. ■■■

The City intends to adopt a Land Management Strategy to provide a framework for the acquisition and disposition of municipal land. As set out in the City's Land Management Policy (C49), the strategy guides the City in acquiring, maintaining, and disposing of land in a manner that maximizes its long term strategic and/or economic advantage.²¹ Beaumont's strategic goals, as noted in the policy framework for this Affordable Housing Strategy, include promoting the well-being of its citizens and building connected communities with a range of housing options; its specific policies, as set out in the Municipal Development Plan, include collaborating on the funding and delivery of non-market affordable housing. A land strategy that considers affordable housing as a potential objective for the use of municipal land can make it easier for the City to develop mutually beneficial partnerships and take advantage of development opportunities in a transparent and cost-effective manner. As noted in the Affordable Housing Review Panel report, access to lower-cost municipal land can often be leveraged to unlock funding from another agency or level of government.²²

Lead: Planning & Development

Partners: Economic Development

Completion: 2022

Action 1.4: Identify priority locations for non-market housing in Beaumont. ■■■

Building on the future Land Management Strategy, the City will assess land needs and develop guidance for identifying locations that best meet its policy goals for affordable housing. Such guidance may be location-based (as was done in Kingston, ON) or process-based (as was done in Kelowna, BC.) The City of Kingston undertook a Locational Analysis Study that identified the most suitable neighbourhoods for non-market housing development, based on objectives including offering good access to transit and amenities and building mixed-income communities. The City of Kelowna developed a clear decision-making process for identifying potential sites for any proposed shelters or supportive housing. The approach incorporated best practices for land use planning and community engagement, and allowed the City and stakeholders to be confident that any such site was chosen in a clear and robust way. Recognizing the strong relationship between housing affordability and transportation access, any such framework developed for Beaumont must consider proximity to shops and services, as well as current and planned transit availability.

²¹ The strategy itself is anticipated to be confidential in order to protect the City's negotiating position and commercially sensitive information.

²² SHS Consulting, 2020, p. 16.



Lead: Planning & Development

Partners: Economic Development, Family and Community Support Services, Community Services, Leduc Regional Housing Foundation, development community

Completion: 2023

Action 1.5: Integrate affordability considerations in planned future Infill Housing

Guidelines. ■ ■ ■ ■

Housing affordability is a Beaumont policy priority that is implemented through a variety of bylaws, policies, standards and guidelines. While Beaumont, with its newer housing stock, is currently seeing minimal infill and redevelopment, infill has been associated with gentrification and higher housing prices in other municipalities. A planned future City policy initiative is to prepare Infill Housing Guidelines, which will address design and planning requirements for this type of housing. A central consideration in the development of these guidelines will be ensuring that affordability and accessibility can be maximized through this housing form while promoting neighbourhood compatibility and good design.²³

Lead: Planning & Development

Partners: Leduc Regional Housing Foundation, development community

Timing: 2024

Action 1.6: Explore the development of an incentive program to encourage new additional dwelling units. ■ ■

Additional dwelling units, including basement, garage and garden suites, allow communities to offer more housing options while maintaining or enhancing the community character that is highly valued in Beaumont. Additional dwelling units are permitted in all neighbourhoods under the City's 2019 Land Use Bylaw; however, many residents may not be aware of this option and it may not be used as often as it could be. While the City's first priority should be promoting public awareness of additional dwelling unit requirements and options under the Land Use Bylaw (see Action 2.2), the City should consider developing an incentive program. Incentives could be used to encourage more additional dwelling units in general, to bring existing non-compliant units up to code, or to specifically encourage units that are affordable or accessible, according to need. Many communities offer or have offered this type of program, including the City of Edmonton; the Town of Okotoks, AB; the District of Kitimat, BC; the City of Kingston, ON; and the Regional Municipality of Niagara, ON. Incentives vary according to needs and resources in each specific community, but they can include waiving permit fees or offering construction loans or grants. Some programs have additional requirements, including that units be accessible, or that they be rented to a moderate- or lower-income tenant for a certain period of time.

²³ It should be noted that these guidelines will complement the existing Beaumont Urban Design Guidelines. Based on an Environmental Master Plan recommendation, these are anticipated to be revised to include green-building considerations that may support longer-term affordability and energy efficiency.



Lead: Planning & Development

Partners: Finance, Economic Development, development community

Timing: 2024

4.5.2 Strategic Direction 2

Develop partnerships and capacity among organizations with a role in housing provision in Beaumont.

Action 2.1: Dedicate staff time and resources to developing partnerships for innovative affordable housing forms and operating models. ■■■■

Affordable housing projects can be very context-specific and need the right mix of partners to be developed successfully. To be prepared to seize affordable housing partnership opportunities as they arise—and to contribute to those partnerships—the City should identify a staff role with the capacity to proactively and systematically engage with a wide range of stakeholders in the sector. The City currently has strong working relationships and communication channels with local developers, builders, and the Leduc Regional Housing Foundation. It also offers flexible land-use policies and responsive economic and land development departments with an appetite for innovation. In conjunction with its own internal capacity-building, the City should broaden and deepen its relationships and communicate its strengths, both within its existing networks and to new builders, non-profit organizations, and Indigenous communities and housing organizations. These efforts should explore and support unconventional delivery models (such as cohousing, co-operative housing, shared-equity homeownership, and original financing models) or innovative forms of housing (such as net-zero and Passive House technologies, and container or prefabricated housing) that may increase long-term affordability and environmental and social sustainability. The City should be particularly alert to the possibilities for pilot projects in these areas. It may also provide support in the preparation of funding applications, including through the provision of mapping information, data, letters of support or other resources required.

Lead: Planning & Development

Partners: Economic Development, external partners

Completion: Ongoing

Action 2.2: Create and promote resources to encourage small-scale housing developments. ■■

The City's Land Use Bylaw offers considerable flexibility for housing development, even in traditional lower-density districts. This flexibility allows homeowners and developers alike to incorporate features that can increase the supply of housing units and adapt to residents' needs over time, while maintaining the low-rise neighbourhood character so many residents value. For example, all residential lots in the City may include additional dwelling units (including basement, garage, or garden suites) with no redistricting required. Residents can also build homes that incorporate zero-step entrances, barrier-free washrooms



and other accessibility features from the outset, avoiding the potential need for costly retrofits. The City should prepare and promote resources that outline the possibilities and benefits of the Land Use Bylaw, as well as additional considerations for those choosing to put the bylaw to work for them. Topics might include developing additional dwelling units, developing adaptable and accessible housing (similar to Edmonton's Home for Life resources²⁴), landlords' and tenants' guides aimed at the secondary market, environmentally sustainable building technologies, and more. Alongside these materials, the City will consider gathering feedback from permit applicants to better understand their needs and priorities.

Lead: Planning & Development

Partners: Communications & Marketing, Economic Development

Completion: 2022+

Action 2.3: Work with Children's Services to determine safe options for youth experiencing homelessness in Beaumont. ■

Youth homelessness is a very complex issue that lies outside the jurisdiction of the City of Beaumont and Family and Community Support Services. As the provincial Ministry of Children's Services is mandated to support parents and children/youth up to the age of 18, the City will work with the Ministry to explore whether and how the City can support initiatives to address emergency housing needs for local youth.

Lead: Family and Community Support Services & Chantal Bérubé Youth Centre

Partners: Beaumont Interagency Group, local community organizations

Completion: Ongoing

Action 2.4: Continue ongoing discussions among regional municipalities and social service providers to create a coordinated response in the Leduc region for emergency shelter. ■

Conversations are ongoing among municipalities, Family and Community Support Services, and other community agencies in Leduc Region about how best to offer short-term emergency shelter to area residents experiencing homelessness or family violence. Family and Community Support Services will continue to participate in these discussions to help develop a sustainable program and minimize the need to refer vulnerable residents to supports outside their home region.

Lead: Family and Community Support Services

Partners: Beaumont Interagency Group, regional municipal governments, regional Family and Community Support Services

Completion: Ongoing

²⁴ <https://www.homeforlife.ca/>



4.5.3 Strategic Direction 3

Increase community support for affordable housing initiatives by fostering a greater understanding of housing needs, issues, and concerns among all stakeholders.

Action 3.1: Increase opportunities for residents to learn about and engage with the City's development planning processes. ■■■■

Residents, external stakeholders and City staff can all benefit from engagement that is not focused on a particular project or application. Such programs help residents, developers, realtors and other stakeholders engage with future development applications with a greater understanding of the processes involved. They also offer City staff an opportunity to have early conversations about potential resident concerns. In turn, they can help inform the design and development of affordable housing proposals, foster community acceptance, reduce the risk of appeals, and result in a more welcoming environment for existing and new residents once a development is completed.

Examples of potentially helpful programs include the City of Kamloops' semi-annual meetings with local neighbourhood associations about a range of development and planning issues. These meetings provide an opportunity for general conversations on housing issues and the nature of development that neighbours can anticipate in coming years, without the sense of urgency that can accompany a specific development application. They can also offer an indication of where additional engagement may be needed for specific projects. The City of Ottawa hosts regular half-day Planning Primer sessions, whose core courses provide an overview of the general planning process. Participants who have completed the core courses have the option to attend elective sessions on specific topics ranging from environmental planning to heritage conservation.

Lead: Planning & Development

Partners: Communications & Marketing

Completion: 2022+

Action 3.2: Track and communicate progress towards the affordable housing vision, targets and actions. ■■■■

Initial targets for the Affordable Housing Strategy were identified in Section 4.3 above. As part of the Strategy's implementation, City staff will monitor progress towards those targets, as well as other indicators of affordability, such as median rents or the number of households in core housing need (see Section 5.3). Where targets are described in relation to quantitative indicators they will be updated as new data becomes available (see Section 5.0). Annual reports on those indicators and their implications should be prepared in a format accessible to the public and other housing stakeholders, and should be communicated in a proactive way through media and annual council updates.

Lead: Planning & Development



Partners: Communications & Marketing

Completion: 2023+

4.5.4 Strategic Direction 4

Advocate to senior levels of government for initiatives that help meet local housing needs.

Action 4.1: Work with partner municipalities and the Edmonton Metropolitan Region Board to implement the Growth Plan policies related to housing, transit, and complete communities throughout the region. ■■■■

Growth Plan policies underscore the importance of offering a range of market and non-market housing types in all communities in the region, in order to support the development of complete communities, residential choice, and quality of life. The 2017 Edmonton Metropolitan Region Growth Plan notes that Edmonton, with 70% of the region's population, accommodates 90% of the region's non-market housing, which is not consistent with the Growth Plan's framework for prosperity and sustainability. Other Growth Plan policies emphasize the need for an efficient and convenient transit system throughout the region to support economic activity and residents' well-being. The City is a member of the Edmonton Metropolitan Transit Services Commission, a partnership to develop a regional transit system, which will help implement these policies and improve transit service to Beaumont. As an EMRB member municipality that stands to benefit from dynamic and sustainable growth, it is in the City's interest to work collaboratively towards a more diverse regional housing supply and a more efficient transportation system.

Lead: Planning & Development

Partners: Family and Community Support Services, Leduc Regional Housing Foundation, development community

Completion: Ongoing

Action 4.2: Work with local and regional housing stakeholders to monitor and respond to provincial initiatives arising from the 2020 Alberta Affordable Housing Review Panel. ■■ ■■

The Alberta Affordable Housing Review panel, comprising a variety of housing stakeholder representatives, was convened to reimagine the province's role in providing housing supports. Its final report, released in October 2020, included four principles and 19 recommendations aimed at getting more value for government spending, addressing housing needs through the private market, and identifying the appropriate role for government in housing. As noted above, many existing Beaumont practices and actions recommended in this Affordable Housing Strategy align with these recommendations. In order to leverage, support, and advocate for a provincial framework that meets the housing needs of Beaumont residents, the City should work with local partners to continue to understand and respond to policy changes arising from the Panel's report.

Lead: Planning & Development



Partners: Family and Community Support Services, Economic Development, Leduc Regional Housing Foundation, development community

Completion: Ongoing

Action 4.3: Work with local, regional, and provincial stakeholders to monitor and advocate for federal housing programs that align with Beaumont's policy framework and meet local housing needs. ■■■■

The federal government has been involved in housing provision since the passage of the National Housing Act in 1938. The Canada Mortgage and Housing Corporation, founded in 1946 to address the postwar housing shortage, has provided various assistance programs for builders and residents over its history. In addition to offering loan and mortgage insurance programs to support homebuyers, it financed the widespread development of public and co-operative housing from the 1950s through the 1970s. More recently, with the adoption of the National Housing Strategy in 2017, CMHC is increasing federal investment in housing with a focus on vulnerable populations. This includes capital investments in rental and community housing development and repairs; low-cost and long-term financing; new housing funding provided to provinces and territories; and the continued provision of mortgage loan insurance. As the available programs are detailed and subject to change, the City should work with local housing providers, regional municipal partners, and provincial agencies to ensure the offerings reflect the goals of the National Housing Strategy while being applicable to Beaumont's context.

Lead: Planning & Development

Partners: Family and Community Support Services, Economic Development, Leduc Regional Housing Foundation, development community

Completion: Ongoing





5.0 Implementation and Monitoring

Beaumont's Affordable Housing Strategy will have an initial implementation period of seven years, until 2028. During this time, the actions identified above will be put into practice, led by specific departments and partner organizations along the timelines identified in this section. Implementation will also consider other elements of the City's policy context—particularly land-use planning and development, transportation, economic development, and social and community services—that complement housing in creating a complete community. Resources for the implementation of the strategy actions will be identified as part of the City's annual budgeting process; any resources to support specific development projects are to be identified separately, in keeping with any frameworks and partnerships developed as a result of this strategy. Implementing departments, with support from City communications staff, may undertake additional public and stakeholder engagement related to specific actions as required.

The City's Planning & Development department will lead the preparation of monitoring reports every two years. Notably, as some actions are achieved, new actions may need to be identified to take logical next steps and seize opportunities that may result.

Updated data derived from the 2021 Census is anticipated to be released starting in 2022. It is recommended that the 2023 progress review include an update to the Needs Assessment Report with reference to the most recent Census data, particularly regarding incomes, shelter costs, and core housing need. The next full review and update of the Affordable Housing Strategy is recommended for 2028 to bring the review cycle into line with the availability of up-to-date Census data.

As noted above, a variety of strategies commonly used by municipalities to support housing affordability were considered but not included in this Strategy. In particular, additional policy and regulation was not pursued, which is consistent with the City's movement towards more flexible land use policy and regulation in recent years. The approach in this Strategy leans towards building awareness of affordable housing issues and opportunities, and towards providing support and incentives for providers who are prepared to leverage these opportunities for the benefit of lower- and moderate-income residents. Should the seven-year evaluation find that this approach has not generated the anticipated benefits, the City may opt to pursue more regulatory tools.

5.1 Indicators

The indicators listed in Table 5 will be considered as part of the progress reports and the review and update. Primary indicators are those that directly show whether the target has been achieved. Supporting indicators provide additional information to improve City and stakeholder understanding of progress and impact. Additional indicators may be included as appropriate.



Table 5: Affordable Housing Indicators for Monitoring

2028 Target	Primary Indicators (Source)	Supporting Indicators (Source)
<p>Median housing price and rent affordable to households earning 100-150% of regional median income</p> <p>15-20% of housing affordable to households earning 80% of regional median income</p>	<p>Median housing price (Realtors Association of Edmonton)</p> <p>Median monthly shelter cost (Statistics Canada)</p> <p>Average market rent (CMHC)</p> <p>Median secondary market rent (City of Beaumont)</p> <p>Median household income (Statistics Canada)</p>	<p>Number and percentage of households spending 30% or more of income on shelter (Statistics Canada)</p> <p>Number and percentage of households in core housing need (Statistics Canada)</p> <p>Size of gaps between affordable and actual costs for various household and housing types (City of Beaumont analysis)</p>
<p>From 2022-2028, annual increase of 60 new market rental units, at least 25% of which are one-bedroom units</p>	<p>New and total number of purpose-built market rental units, by type (City of Beaumont)</p> <p>New and total number of legal additional dwelling units (City of Beaumont)</p>	<p>Breakdown of residential building permits by type (City of Beaumont)</p> <p>Median development approval timelines for market rental projects (City of Beaumont)</p> <p>Vacancy rate (CMHC)</p>



2028 Target	Primary Indicators (Source)	Supporting Indicators (Source)
<p>Overall increase of 75 non-market units:</p> <ul style="list-style-type: none"> • 25 units meeting CMHC’s Rental Construction Financing Initiative criteria (at least 10% below median market rent) • 25 units meeting CMHC’s National Housing Co-Investment Fund criteria (at least 20% below median market rent) • 25 rent-gearred-to-income units <p>At least 15% of new non-market units should be fully accessible, and at least 15% should provide social supports.</p>	<p>New and total number of non-market rental units, by type and rent level (City of Beaumont)</p> <p>Number of households on waitlists for non-market housing (non-market housing providers)</p>	<p>Median development approval timelines for projects with a non-market component (City of Beaumont)</p> <p>Impact of any new non-market housing developments following implementation:</p> <ul style="list-style-type: none"> • Quantitative measures (e.g. nearby property values, traffic counts, police/bylaw calls for service) • Qualitative measures (e.g. interview property manager, residents, neighbours) <p>Amount of city contributions (funding or in-kind; e.g. fee waivers, parking reductions) to new non-market housing projects; number and type of new units supported</p> <p>Following establishment of Affordable Housing Reserve Fund:</p> <ul style="list-style-type: none"> • Amount of funds raised and disbursed; • Number of submitted and successful applications; • Number and type of new units supported
<p>Local program or facility able to support 15 youth needing shelter annually</p>	<p>Number of youth served annually following implementation</p>	<p>Qualitative measures of program impacts (e.g. interviews with clients, providers, Family and Community Support Services)</p>





Glossary

Additional dwelling unit: A private, self-contained unit with its own bathroom, kitchen, living area and sleeping area, that is secondary to the main dwelling unit on a property. Sometimes called an accessory dwelling unit. This category includes basement, garage and garden suites.

Adequate: Housing that does not need any major repairs, as reported by residents. Major repairs include structural repairs to walls, floors, or ceilings, or repairs to defective plumbing or electrical wiring.

Affordable: Housing that has shelter costs equal to or less than 30% of total before-tax household income.

Affordable housing: According to CMHC, housing that is adequate, suitable, and affordable. According to the Edmonton Metropolitan Region Growth Plan, a category of non-market housing that is affordable for those making 80-100% of median income, either rental or ownership.

Complete community: A community that meets people's needs for daily living at all ages and provides convenient access to a mix of jobs, local services, a full range of housing, community infrastructure and multi-modal transportation choices.

Core housing need: A household is considered to be in core housing need if its housing is unacceptable (does not meet one or more of the adequacy, suitability or affordability standards), and acceptable alternative housing in the community would cost 30% or more of its before-tax income.

Dwelling type: The type of living quarters in which a person or household resides. Common dwelling types include single-detached homes, townhomes, or apartments.

Edmonton Metropolitan Region Growth Plan: The guiding document for growth in the Edmonton Metropolitan Region, of which Beaumont is a member. The Growth Plan, adopted in 2017, sets out a vision, guiding principles, and policies for the region's development over the next 30 years. The Growth Plan policies inform Beaumont's Municipal Development Plan and other directional plans and policies.

Emergency shelter: According to the National Housing Strategy, facilities providing short-term accommodation for individuals and families experiencing homelessness or those in crisis. This may or may not include other services such as food, clothing or counselling.

Garden suite: A self-contained dwelling located in an accessory building that is physically separate from the principal dwelling and which may include a garage. They are typically one- or two-storey structures built in the back yards of single detached homes and have their own kitchen, bathroom, and living space. They are frequently also called garage suites, carriage houses, backyard suites or laneway homes.



Household type: The type of household in which a person resides. Statistics Canada's primary breakdown is between census-family and non-census-family households, but further analysis of household composition (e.g. couple families with/without children, lone-parent families, etc.) is also possible.

Housing continuum: A framework used to identify a full range of housing options required to meet the diverse housing needs of the population as a whole. Its presentation in a linear manner is sometimes interpreted to imply that homeownership is the most desirable goal.

Housing wheelhouse: A model illustrating the range of housing options required in a community in a circular way, reflecting that changes to housing needs can occur in multiple different directions, and many households may not choose homeownership as their ultimate goal.

Market affordable housing: Rental or ownership housing that is modest in form and specification and capable of being produced for moderate income households without upfront or ongoing direct government subsidies.

Market housing: Rental and ownership housing supplied by the private sector, without direct subsidies to purchase or maintain, whose availability and price varies with market demand.

Metropolitan Area: The Growth Plan policy tier that includes the area surrounding Edmonton's metropolitan core, including portions of county lands, urban communities, major and local employment areas, and intervening undeveloped areas that are socio-economically tied and that share industry, housing and infrastructure. Beaumont lies within this policy tier.

Non-market housing: According to the Growth Plan, housing that is funded, created and/or operated through direct government subsidies.

Seniors Lodge program: Alberta provincial program offering rooms, meals, housekeeping services and recreational opportunities for independent seniors. Local housing providers manage lodges and set fees within provincial guidelines; community-based services may offer supports and amenities within lodges.

Shelter costs: For owner households, shelter costs include, where applicable, mortgage payments, property taxes and condominium fees, along with the costs of electricity, heat, water and other municipal services. For renter households, shelter costs include, where applicable, the rent and the costs of electricity, heat, water and other municipal services.

Subsidized housing: According to the Edmonton Metropolitan Region Growth Plan, a category of non-market housing that receives direct capital and/or operating subsidies to serve special needs and low-income households making 65-80% of median income.

Suitable: Housing that has enough bedrooms for the size and make-up of resident households. This is measured according to the National Occupancy Standard (NOS), as follows:

- A maximum of two persons per bedroom.
- Household members, of any age, living as part of a married or common-law couple share a bedroom with their spouse or partner.



- Lone parents, of any age, have a separate bedroom.
- Household members aged 18 or over have a separate bedroom, except those living as part of a married or common-law couple.
- Household members under 18 years old of the same sex share a bedroom, except lone-parents and those living as part of a married or common-law couple.
- Household members under 5 years old of the opposite sex share a bedroom if doing so would reduce the number of required bedrooms. This situation would arise only in households with an odd number of males under 18, an odd number of females under 18, and at least one female and one male under the age of 5.
- An exception to the above is a household consisting of one individual living alone. Such a household would not need a bedroom (i.e., may live in a studio apartment).

Supportive housing: According to the National Housing Strategy, housing that provides a physical environment that is specifically designed to be safe, secure, enabling and home-like, with support services such as social services, provision of meals, housekeeping and social and recreational activities, in order to maximize residents' independence, privacy and dignity.

Transitional housing: According to the National Housing Strategy, housing that is intended to offer a supportive living environment for its residents, including offering them the experience, tools, knowledge and opportunities for social and skill development to become more independent. It is considered an intermediate step between emergency shelter and supportive housing, and has limits on how long an individual or family can stay.

Urban Centre: In the Growth Plan, central urban areas in the metropolitan area that provide a sub-regional level of service. Urban centres are intended to accommodate mixed use development at higher intensities, and include downtowns and central areas of urban communities. Beaumont is identified as an urban centre in the Growth Plan.



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AFFORDABLE HOUSING STRATEGY APPENDIX A – “WHAT WE HEARD” REPORT

Introduction

The purpose of the Affordable Housing Strategy project is to ensure the City grows as an accessible, affordable community of choice for a variety of residents. The project was undertaken in response to local and regional policy direction for the City to develop as a complete community that meets the needs of all residents. It also aims to help the City and its residents reap the benefits of affordable housing for individuals, families and communities.

Key stakeholders include residents, housing providers, social support organizations, developers and builders, and the City of Beaumont itself. A Working Group comprising stakeholder representatives from the municipal, social support and housing sectors was established to guide the project.

This report summarizes the public and stakeholder engagement undertaken throughout the project. It includes three meetings with the Working Group and two rounds of public engagement.

Purpose of Engagement

Working Group engagement throughout the project is being carried out at the Collaborate level on the IAP2 spectrum, with the promise to members that the City will look to them for advice and innovation in formulating solutions and incorporate that advice into the decisions to the greatest extent possible.

The purpose of the first meeting with the Working Group was to introduce the project and the group’s role, to seek their input on the most important needs that should be addressed by the strategy, to discuss information still needed and any external factors to consider, and to draft a vision for the strategy.

The purpose of the second meeting was to review the findings of the fall 2020 public engagement (discussed further below), refine the key needs, and begin to identify actions in response.

The purpose of the third meeting was to discuss and refine the proposed actions and implementation plan to ensure they were feasible and relevant, before the final draft strategy was presented to the public for feedback.

Public engagement was carried out at the Consult level on the IAP2 spectrum, with the promise to stakeholders that the Project Team will keep the public informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decisions.

The purpose of the first round of public engagement, held in October and November 2020, was to introduce the project and seek stakeholders' input on the most important housing needs in Beaumont. A secondary purpose of this engagement was to present and seek feedback on the vision for the strategy that was drafted by the Working Group. It was intended that the input received during this engagement would be considered alongside Working Group input and quantitative data to identify the key needs to be addressed by the strategy, and to form the basis for the Working Group's efforts to develop a draft strategy.

The purpose of the second round of public engagement, in June and July 2021, was to present the draft strategy for stakeholder feedback. The input received during this engagement was to be used to refine the actions and the broader strategy as required, to ensure they were clear, feasible, and relevant.

Engagement Activities

Working Group

Initial engagement with the Working Group consisted of a three-hour virtual workshop on September 16, 2020. It included an introduction to the Working Group, its members, and its role; an overview of affordable housing concepts and Beaumont's current housing context; a brief discussion of key housing strengths, housing needs, information needs, and external constraints that members see; a brainstorming session to develop a vision for the strategy, and a discussion of the next steps in the project. Eleven participants attended the workshop.

The second meeting with the working group took place via Zoom on January 27, 2021. The three-hour workshop included a review of the needs assessment that was prepared based on the first meeting, public engagement, and external research; and a discussion of potential actions the City and its partners could take to address the needs. Nine participants attended.

The third meeting with the working group took place via Zoom on June 10, 2021. This was also a three-hour workshop and included a detailed review and discussion of the proposed targets, actions, and indicators. Eight participants attended.

Feedback on the structure and organization of the working group sessions was generally positive. Participants noted the importance of a variety of discussion formats and of documents provided for review in advance.

Public Engagement

The first round of public engagement included the following activities:

- The launch of a project page on the City website with information on the project and upcoming engagement events;

- A community survey that was available online and in hard copy for a three-week period from October 21 to November 13, 2020. The survey sought input on perceived housing needs and the project vision, and received 51 responses from a broad cross-section of residents. Findings are summarized in Appendix A;
- Semi-structured interviews with six stakeholders in the land development community to understand what market, policy and other factors have been helpful in developing affordable housing, and what factors have presented challenges. Ten interview invitations were sent to selected local developers, five recipients responded, and one interviewee referred one of their builders for an additional conversation. Interviews took place over Zoom between October 29 and November 6, 2020, and lasted between 30 and 60 minutes each. As of November 30, a specific interview with a local affordable housing builder was still being sought;
- A two-hour in-person focus group discussion with community members with lived experience of housing affordability issues, to discuss the needs, challenges and opportunities they see. It took place on November 18, 2020, with five participants;
- A public online workshop scheduled for November 19, 2020, to provide background information and offer an opportunity for the public to ask questions and identify perceived housing needs. Three people registered but only one (a Working Group member) attended. This member was already familiar with the workshop content through Working Group activities, and was attending to hear other points of view. Therefore, the workshop did not take place and the presentation portion was recorded and posted to the City's YouTube channel and the project webpage.

Engagement activities during the first round of engagement were affected by the COVID-19 public health situation and associated restrictions on in-person gatherings. In particular, the public online event that was intended to stand in for an open-house style event saw low participation. However, invitation-only engagement activities remained very effective.

The second round of public engagement included the following activities:

- Updates to the project webpage with the draft strategy, a summary of the draft strategy, an FAQ document, links to engagement materials, and phone/email contact information for further questions;
- A two-minute video shared online and via social media, introducing the project and encouraging viewers to complete the survey;
- A community survey that was available online and in hard copy for a three-week period from June 21 to July 9, 2021. The survey asked respondents to rate and comment on the importance of each strategic direction and the perceived impact of the recommended actions, and received 86 responses.
- Direct emails to seven stakeholders in the land development community to provide a copy of the draft strategy and invite comments, both in general and in response to particular guiding questions. A meeting with one such stakeholder was held, at their

request, to discuss relevant components of the strategy. One additional stakeholder provided comments in response to the email invitation.

Due to particularly high COVID-19 case numbers at the time of the second round of engagement, in-person engagement activities were not possible to organize.

All activities in each round were promoted through City communication channels including social media, the Beaumont News, the City's digital sign, posters displayed by community partners, and emails to local businesses and interested community members.

Results of Engagement

The main and most consistent themes that emerged from the Working Group and public engagement during the needs assessment phase of the project are:

Housing Needs

- There is a need to diversify housing and increase rental options, particularly to keep young people and seniors in Beaumont;
- There is some need for rental housing affordable to very low income individuals; subsidized housing can work very well if properly designed and operated in a mixed-income neighbourhood;
- There is a need for supportive and emergency housing options;
- Unmet rental demand is greatest for 1-bedroom units;
- Rental housing can be hard to find for people with pets; there is also often a tradeoff between unit quality and maintenance (higher in the primary market) and resident autonomy or landlord flexibility (higher in the secondary market);
- Lack of transportation overlaps with lack of housing options to make Beaumont less accessible to a diversity of residents; at the same time, vehicle dependency plays a role in driving housing preferences regarding parking availability.

Factors Supporting or Discouraging Affordable Housing

- The main barriers to affordable housing development, in Beaumont and elsewhere, are land/building costs and community concerns;
- In particular, land costs make smaller ground-oriented units (e.g. bungalows, one-storey apartments) less feasible;
- New building technologies are not currently driving affordability;
- Beaumont's new Land Use Bylaw offers needed flexibility and has the potential to be a great way to encourage more diverse housing offerings;
- City needs to fully understand and consider how its fees and timelines affect developers' costs, and similarly, to evaluate how property taxes affect residents' costs;
- City needs to understand financing/grant structures and be ready to take advantage of opportunities;

- City needs to continue to facilitate discussions and proactively solve problems during land development processes;
- City needs to push the development industry to do more; innovation typically doesn't occur unless developers are required to be creative and change how things have been done.

Community Perceptions Related to Housing and Development

- Residents choose Beaumont because they like the community, including space and small-community feel;
- There is support for a diversity of units within a thoughtfully designed neighbourhood; however, large housing complexes are not widely desired in Beaumont, and low-rise, accessory suite and townhome types would be better;
- Community design and amenities are an important element in quality of life and should be prioritized;
- Clear notification (in a range of formats) and consideration for community wishes is needed prior to development;
- Most survey respondents agree the vision is something they would like to see realized; only about half agree the vision makes the benefits of AH clear.

These themes were the focus of further research and discussion with the Working Group to refine the assessment of key needs and identify actions to address them.

The second phase of the project (second and third working group meetings and second round of public engagement) focused on identifying appropriate actions to respond to the needs. The working group suggested a wide variety of actions and the project consultant provided additional information on potentially effective initiatives. These were investigated further by the project team for inclusion in the strategy as appropriate. When the proposed actions were presented for public review, the overall public rating was moderately to highly effective; however, responses were somewhat polarized, with a plurality of respondents generally in support, a smaller proportion consistently opposed, and relatively few neutral responses.

Many comments identified issues that had previously been considered during the strategy development process, including:

- Concerns about community impacts including safety and property values;
- The need to communicate effectively with residents in areas related to affordable housing development; and
- The need for partnerships and advocacy to higher levels of government.

Other comments indicated a need to clarify elements of the strategy, including:

- How actions can support accessible and seniors-oriented housing;
- The relationship between affordable housing and transportation access; and
- The roles and responsibilities of the City and other levels of government.

Appendix A summarizes overall engagement findings and how they were addressed in the needs assessment and the final strategy. More detailed documentation of working group meetings and survey results is to be posted on the project webpage with the final report.

Next Steps

A final version of the Affordable Housing Strategy, informed by the comments received during engagement, is to be presented for Council adoption in August 2021. Following adoption, City departments named in the strategy will continue to collaborate to implement the priority actions and review progress.

A key lesson learned by the project team during strategy development was the importance of in-person engagement opportunities for providing access, making connections, and encouraging discussion. In-person gatherings were limited during this project due to COVID-19, which meant that engagement was not able to take advantage of community events and gathering places to meet people where they were. A combination of approaches should be used for any engagement associated with implementing specific actions in the strategy.

An additional lesson learned during this project related to the value of community partnerships in gathering input and promoting opportunities for public feedback. Working group members representing a variety of organizations were instrumental in identifying needs and potential solutions; and in making their members, contacts and clients aware of age-friendly engagement activities. The project team recognizes and is grateful for their involvement.

Appendix

Stakeholder Input

“WHAT WE HEARD” REPORT APPENDIX – STAKEHOLDER INPUT

Main Themes Emerging from Stakeholder Input

(sources – F: focus group; I: industry stakeholders; S: surveys; W: working group)

- Subsidized housing works very well if designed/run properly in a mixed-income community and not concentrated; meets a real need (I)
- There is a need to diversify housing and increase rental options, particularly to keep young people and seniors in Beaumont (I, S, F, W)
- There is some need for rental housing affordable to very low income individuals (W, F)
- There is a need for more supportive and emergency housing (S, W)
- 1-bedroom rental units are in greater demand, but these would not sell as an ownership property (W, F, I)
- There is demand for diverse units, although some product segregation is needed so that higher-priced options will sell (I, S)
- Land Use Bylaw offers needed flexibility and has the potential to be a great way to encourage more diverse housing offerings (I, W)
- Need to fully understand and consider how City fees and timelines affect developers’ costs (I); similarly, to evaluate how property taxes affect residents’ costs (S)
- City needs to understand financing/grant structures and be ready to take advantage of opportunities (I)
- City need to continue to facilitate discussions and proactively solve problems (I)
- City needs to push industry to do more; due to cost and efficiency pressures, innovation typically doesn’t occur unless developers are required to be creative and change how things have been done (I)
- New building technologies are not currently driving affordability (I)
- Community design and amenities are an important element in quality of life and should be prioritized (I, S, F, W)
- Residents choose Beaumont because they like the community, including space and small-community feel (I, S, F)
- Clear notification (in a range of formats) and consideration for community wishes and impacts is needed before development (S)
- Land costs make smaller ground-oriented units (e.g. bungalows, one-storey apartments) less feasible (I, F)
- Large housing complexes not desired in Beaumont; low-rise, accessory suite and townhome types would be better (I, S)

- Lack of transit overlaps with lack of housing options to make Beaumont less accessible to a diversity of residents (W, S, F); at the same time, vehicle dependency plays a role in driving housing preferences regarding parking availability (I, F)
- Rental housing can be difficult to find for people with pets; also often a tradeoff between unit quality/maintenance (higher in the primary market) and autonomy/flexibility (higher in the secondary market) (F)
- Main barriers to affordable housing development are land/building costs and community concerns (S, F, I, W)
- Most respondents to survey 1 agree the vision is something they would like to see realized; only about half agree the vision makes the benefits of AH clear (S)
- Respondents to survey 2 generally rated the strategic directions and actions as neutral to positive; responses were fairly polarized, with more residents in support than in opposition (S)
- There is widespread support for action to address youth homelessness in Beaumont, though it will require different strategies than addressing housing issues at other points on the housing continuum (S)
- Support from other levels of government, and partnerships with various agencies and stakeholders, is essential to developing more affordable housing (S, W, I)

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
Sept 16, 2020	Working Group Meeting #1	Group members discussed key housing needs that have emerged in their work, and other considerations for the project. Discussion included: <ul style="list-style-type: none"> • The needs assessment should provide information on the number of households that fall into various types or gaps; • A brainstorm regarding Beaumont’s housing system: <ul style="list-style-type: none"> ○ Elements working well: Partnerships between the City and LRHF to provide non-market affordable housing and supports; continued growth in market housing; policies that support secondary suites and increasing diversity of housing types; good infrastructure and design ○ Elements to improve: public perception of affordable housing; small affordable rental units for singles (esp. young adults and seniors); more deeply subsidized housing for people on very low incomes; emergency shelters, especially for youth, single men, survivors of violence 	These discussion points were considered as part of the needs assessment and eventual strategy.

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<ul style="list-style-type: none"> ○ Information still needed: more recent data; population and housing demand projections; policy review; developer input on building costs ○ External factors: Economic and market conditions, especially in light of COVID-19; construction costs; potential incentive policies; transportation networks; economic development and employment opportunities; environmental concerns associated with growth ● A draft project vision statement was developed and later presented to the public for review. 	
Oct 29, 2020	Developer 1, interview	<ul style="list-style-type: none"> ● Prefers to do multi-family (MF) which is a critical part of the development industry to avoid land and infrastructure pressures ● Important in to design buildings and communities so a mix of ages & demographics live & work together. ● Relevant City costs include offsite levies, securities, consultant/ time costs of applications & delays, anything resulting in redesign, anything that penalizes developers new to Beaumont ● City needs to be clear on priorities & requirements and help problem-solve between developer & departments ● Important for City to understand financing/grant structures and work with them in mind; should have a point person so the City is prepared to take advantage of opportunities for partnerships ● Affordable housing needs to be part of market housing for social integration, but must be financially viable; % affordable will vary depending on financing ● Integrated developments need to be creatively designed to distribute AH units throughout, which isn't always as efficient from structural/HVAC point of view ● Mixed-income developments generally sold to a property manager; if not mixed, more likely to need to be managed by an AH provider ● Consider lease/sale of City land for specific projects ● Ensure strategy is results-focused, not process-focused 	Comments considered as part of needs assessment; several suggestions incorporated into action plan

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
Oct 30, 2020	Developer 2, interview	<ul style="list-style-type: none"> • Sales challenging in Beaumont right now due to low interest rates (even pre-COVID) and competition with south Edmonton; people less likely to move out to Beaumont when it's not expensive to buy in Edmonton • Mixed use suites in their area likely to do well; could be sold individually, or to a property management company who would rent them • Also doing several new homes with basement and garage suites; facilitated by land use bylaw allowing it as of right on all lots • Increasing demand for townhomes, lane zeros, front zeros; won't build more duplexes because they're not much different from these types and don't compete well with zeros • Not using manufactured components in Beaumont; more efficient, but can result in cookie cutter look that is harder to sell • Land use bylaw changes have made it much easier to offer this variety; bylaws similar to other progressive communities; City willingness to facilitate discussions and solve problems has also helped 	Comments considered as part of needs assessment; several suggestions incorporated into action plan
Nov 2, 2020	Developer 3, interview	<ul style="list-style-type: none"> • Rents are driven by cost per unit, and size of unit is the primary driver of costs; City can't change much there, other than promoting innovative construction practices and taking a close look at its standards (e.g. landscaping) • New land use bylaw is bold and positive, offers greater flexibility and density, not much more could be changed about it • Development industry won't change unless pushed to; Beaumont is on the right track to more market affordable housing with new land use bylaw, but industry moves slowly—give it time • Many builders don't use architects or adapt designs and siting to the land; infill builders are more likely to do so • Rental market and smaller units in Beaumont have been undersupplied; there would be demand for bungalows but these would be hard to make affordable due to land costs relative to unit size 	Comments considered as part of needs assessment; several suggestions incorporated into action plan

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<ul style="list-style-type: none"> Complaint from Edmonton was that people used Edmonton facilities but all the affordable housing was in Edmonton, suburban cities weren't taking on responsibility/share City has innovative, knowledgeable and motivated planners; to get the most out of the land use bylaw changes, could more strongly promote its framework and philosophy—give staff more discretion to ask developers if they've considered certain aspects, even if what is proposed already meets standards; engage builders regarding the full range of possibilities under our bylaw Subsidized housing works very well if designed/run properly and not concentrated; meets a real need Not diversifying housing & increasing rental will chase young people out of Beaumont and make it hard for seniors 	
Nov 5, 2020	Developer 4, interview	<ul style="list-style-type: none"> "Affordable housing" (and sometimes rental) has a negative connotation that in their experience can be exploited by sales reps and drive community opposition Demand for diverse units is there; consider Beaumont's high growth compared to Sherwood Park, which has a less diverse offering; there still needs to be some segregation of dwelling types for higher price points to sell (this can be done in a manner consistent with policy direction) Underserved demographics in Beaumont are empty nesters and young people moving out Difficult to be innovative until you're forced to make the change. In many areas, we're not forced yet. One thing that has had to change is density requirements, and we have more success spreading out density and doing ground-oriented as much as possible, rather than low-density with occasional towers. To sell, community also has to be attractive and programmed right. City should focus on community design standards rather than detailed architectural design standards to bring down costs without compromising community form 	Comments considered as part of needs assessment; several suggestions incorporated into action plan

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<ul style="list-style-type: none"> • Cities can support innovation by facilitating discussions between departments on innovative designs so they don't get delayed by technicalities; focus on overall goal and help make it happen 	
Nov 6, 2020	Builder, interview	<ul style="list-style-type: none"> • Market climate of last couple of years has increased demand for more affordable housing, as it is harder to get approved for a mortgage • Lots of success in Beaumont with zero lot line homes, including those that include basement and garage suites (permitted as of right under new land use bylaw, which has opened lots of new opportunities for us) • Also doing mixed-use development (apartments over commercial), for individual sale rather than rental • In other cities, home-based business (live-work) spaces becoming more popular for custom builds where zoning permits, may become a more standard offering if demand takes off due to COVID • Hard to appeal to all demographics in one location; need some separation or higher price points won't sell • Community amenities (parks, trails, etc.) also important • Hasn't seen much new building tech that drives affordability in short-term. Many energy saving technologies (triple glazed windows, solar panels, etc.) are expensive upfront. • Programs that help people into first time ownership can help if well designed • People need lower costs but want the same amenities in a smaller package; a design and siting challenge for builders • Would not build 1bd units for sale because resale value in Beaumont would not be good; minimum would be 1bd + den to meet people's preferences • Larger complexes would change character of Beaumont; low-rise and townhomes would do better 	Comments considered as part of needs assessment; several suggestions incorporated into action plan

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
Nov 6, 2020	Planning Consultant, interview	<ul style="list-style-type: none"> • We try to build flexibility into all our land use plans because we don't know exactly where the market will go (depends on what competitors are building at a given time, whether market is saturated for one particular type) • Land use bylaw has helped with flexibility; avoids lots of rezonings, which helps both developer & City re: costs, time, public perception, risk of Council refusal • Have had to push for similar changes in Edmonton eg. Permitting corner stores in residential areas • One challenge is market demand, and the need to shift consumer mindsets about what medium and higher density housing can be • Land use bylaw has been the biggest positive change • City should consider how to work with developers to incorporate more affordable units in new communities 	Comments considered as part of needs assessment; several suggestions incorporated into action plan
Oct 21 – Nov 3, 2020	Community Survey	<ul style="list-style-type: none"> • Broad age distribution, from 15-19 up to 75-84 • 11 of 15 Beaumont neighbourhoods represented • 71% owned, 18% rent, 6% life lease (slightly lower rate of homeownership among respondents than Beaumont as a whole) • 69% in detached home, 14% in apartment, 10% in semi/row (lower rate of detached home residence than Beaumont as a whole) • Nearly 90% of owner respondents lived in SD homes; renters lived in a much more diverse set of housing types • Incomes in almost every band from \$10K to \$150K+, with half of respondents earning \$100K+ (vs 70% of HH earning \$100K+ in census) • Housing costs in every band from <\$500 to \$2,500+, with a bunch in \$1,000-\$1,249 and above \$1,750 • Overall, approximately 23% of respondents spent more than 30% of incomes on housing, including approximately 11% spending more than 50%. 	

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<ul style="list-style-type: none"> • Renters were more likely and owners less likely to spend more than these thresholds (broadly consistent with census findings, though renters in this survey were even more likely to spend more than 30%; owners were similar to census proportions) • Breakdown of household types among respondents was broadly consistent with census proportions; lone parents and one-person households underrepresented • Couple families (two adults with children) were slightly more likely and lone-parent and single-person households much more likely to spend more than 30%, while couple-only and other households (more than two adults) were much less likely • People in detached homes were less likely and people in other types were more likely. Of those in detached homes spending above 30%, about half were renters; of those in other types spending above 30%, all were renters. • 22% said they've had to trade off between housing costs and other expenses (54% of renters, 11% of owners) • 60% of respondents indicated at least one area where costs cause them financial stress (75% of renters, 40% of owners); mainly food, housing, child care and clothing • Most common factors in choosing current home include liking the neighbourhood (61%), number of bedrooms (41%), convenient to services/activities (37%), affordable rent/mortgage (27%), and convenient to schools/child care (27%) • 74% satisfied with current living arrangements (owners more likely to be satisfied than renters) • Main changes people would make are cheaper rent/mortgage (67% of unsatisfied respondents), and would rather own (33%). Secondary reasons (25% each) include more bedrooms, larger property, quieter location, and more convenient to 	<p>Affordability and choice concerns intended to be addressed by the strategy</p>

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<p>services/activities. All listed options for more convenient amenities were also selected by at least one respondent.</p> <ul style="list-style-type: none"> Main reasons people aren't moving are cost of preferred housing (42%) and can't find preferred housing in Beaumont (33%) Main housing issues people are seeing are high costs to buy a home (48%); lack of supportive housing for seniors (37%), people with disabilities (33%), and people with mental health issues (28%); lack of downsizing options for seniors (33%); high cost of renting (28%); low availability of rentals (24%); seniors without adequate home care (24%); lack of emergency housing (22%); and lack of housing served by transit (20%). All options except "long-term leases not available" selected at least once. Main forms of housing people thought we need are assisted living (47%), detached homes (36%), detached suites like garden suites (32%), and apartment buildings with fewer than 4 storeys (28%). All options selected at least 4 times. Most common themes for how City could help create wider range of options are lower taxes (10%), more options not necessary (8%), and more affordable seniors' options (6%); 22 separate themes were identified in comments. Most preferred notification options were public notice on social media (62%), in Beaumont news (60%), sign on development site (55%), and public notice on City website (53%), though all options were selected by at least 25% of respondents. 70% of respondents either agreed or strongly agreed that they wanted to see the vision statement happen, vs 9% neutral and 19% either disagree or strongly disagree 	<p>Actions included in the strategy to address most of these concerns, though home care is beyond the strategy's scope</p> <p>Actions included in the strategy to facilitate these types</p> <p>Strategy's focus is not on financial tools and may help diversify tax base, though tax policy is beyond its scope</p> <p>Noted.</p> <p>Noted. Vision statement subsequently revisited with Working Group.</p>

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<ul style="list-style-type: none"> 47% of respondents either agreed or strongly agreed that the vision statement makes benefits clear, vs. 15% neutral and 36% either disagree or strongly disagree Most common themes in final comments were concern about community outcomes of encouraging affordable housing (6%); request that City consider residents' wishes (4%) and view that more affordable housing is not needed (4%); 13 different themes were identified in comments. 	<p>Noted. Concerns re: community outcomes are discussed in S. 1.1 of the strategy</p>
Nov 18, 2020	Focus Group	<ul style="list-style-type: none"> Participants' reasons for moving to Beaumont included liking the community, moving here originally with family, and/or they could afford to buy Rents are high; even below-market is unaffordable for some, and rent-geared-to-income (30%) is more feasible. It was noted that landlords' mortgages remain the same during downturns, so they can't easily lower rents even when tenants' incomes are affected immediately Members said larger-scale/primary landlords offer better maintained properties but less flexibility around pets, employment/ credit checks, and special requests; conversely, private (secondary) landlords do not maintain as well, but would be open to flexibility on rent or accommodate pets or other special requests. Many rental properties don't allow pets or charge an extra fee for them, which can harm resident mental health Smoking was a major concern, especially when contrasted with pet policies. Smoking is often permitted in rental buildings for no extra fee, despite the smell and risk of fire Seniors face a variety of housing challenges in Beaumont, including unaffordable rents for pension incomes, poor advertising of housing options, lack of small unit sizes, lack of 	<ul style="list-style-type: none"> Comments were incorporated into needs assessment report Strategy includes actions to address concerns about housing cost, choice, location, and community perception Property management factors such as pet and smoking policies are beyond the City's control.

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<p>personal support and social networks (including potential to own a pet), and lack of transportation.</p> <ul style="list-style-type: none"> • Transportation problems are related to housing issues in Beaumont. Lack of transit and cabs makes it almost impossible to live here without personal transportation, and makes parking issues worse. Transit and seniors' buses have had to shut down due to COVID and/or low ridership. Smaller lot sizes help affordability but can also make parking issues worse. • Community amenities (trails, parks, services) support quality of life by offering more autonomy for kids, seniors and other non-drivers, and supporting low-cost recreation • Barriers to developing more affordable housing included NIMBYism, land costs, transportation issues • More affordable housing would make room for other priorities like paying off student debt, buying recreation passes, saving for kids' education, paying other bills. 	
Jan 27, 2021	Working Group Meeting #2	<p>Group members reviewed the draft needs assessment. Discussion included:</p> <ul style="list-style-type: none"> • Need for report to acknowledge age of data, link to affordable transportation • Review of public comments regarding vision statement • Consultant overview of potential actions and considerations to include in the strategy • Need for partnerships to make deeply affordable housing viable • Importance of communicating affordable housing initiatives clearly to the public, and humanizing the need for it • Brainstorm of strengths and challenges facing Beaumont in the affordable housing area • Brainstorm of priority areas for action, resulting in draft strategic directions 	<ul style="list-style-type: none"> • Revisions to needs assessment report to address comments • No change to vision statement following group review of comments • Discussion of potential actions and strategic directions was a starting point for additional research and discussion in developing the strategy

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
Feb 3, 2021	Home Builder, email	<ul style="list-style-type: none"> Needs assessment report very thorough Strategy needs to achieve a balance between providing smaller or higher-density units that are needed, while also preserving Beaumont's family-oriented reputation and appeal 	<ul style="list-style-type: none"> Comment noted and consistent with other feedback Strategy includes actions to promote smaller units in small-scale and lower-density forms
June 10, 2021	Working Group Meeting #3	<p>Group members reviewed the draft strategy, particularly the draft targets, actions, and indicators. Discussion included:</p> <ul style="list-style-type: none"> Revisions to non-market and emergency shelter targets to be more feasible Suggested additions and revisions to actions regarding waiving municipal fees/taxes, developing a youth emergency shelter program, and developing an emergency shelter program serving adults and families Minor updates to proposed indicators and data sources 	Suggested revisions were incorporated into strategy
June 21 – July 9, 2021	Community Survey (online and hard copy)	<ul style="list-style-type: none"> 86 total responses (81 online, 6 paper) Respondents in every age category from 25+; most aged 35-44 (37%), followed by 45-54 (22%) and 25-34 (19%). Respondents from all neighbourhoods except rural area Most respondents (71%) had two adults in the household; 39% had no children at home 78% of respondents were owners; 19% renters 70% lived in a detached home; 17% in an apartment 25% of respondents earned \$150K+ annually, followed by 18.5% earning \$100-149K; responses in virtually all income brackets Overall, a broad cross-section of respondents, with a slightly higher representation of seniors, renters, apartment residents, and those earning less than \$150K compared to Beaumont's overall population 	

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<p>Median ratings of strategic directions and actions were generally neutral to positive (median ratings 3 or 4). Responses were somewhat polarized, with a plurality of respondents generally in support, a smaller proportion consistently opposed, and relatively few neutral responses.</p> <p>Most frequent comment themes were:</p> <ul style="list-style-type: none"> • Link between affordable housing and affordable transportation and transit, noting that we can't address the first without the second. For some respondents, this is a reason not to develop affordable housing in Beaumont but redirect it to Edmonton; for others, it is a reason to improve transit and walkability in Beaumont. • Need for transparency, trust and community engagement about affordable housing; some respondents noted that there is a need for the City to be clear on the community benefits of affordable housing, as they feel many other residents are opposed due to misconceptions • Among comments in opposition, concerns about crime/drugs, changes to the character of the community, lower property values, and infrastructure pressures; • Widespread support for involvement of other levels of government. For some commenters affordable housing is a fully provincial/federal responsibility and Beaumont should not have any role; others noted the potential for constructive partnerships, especially related to youth homelessness; • Frequent support for addressing youth homelessness in Beaumont; • Need to carefully consider the potential benefits and costs of a secondary suite incentive program. 	<p>No changes made to strategic directions or actions as a result of ratings alone</p> <ul style="list-style-type: none"> • As set out in S. 2.2, the City's policy framework provides direction for more housing choice and affordability • Transit provision is beyond the strategy's scope; however, the City is pursuing it in other ways. Action 1.4 notes the need to consider transit in identifying affordable housing locations. • Concerns regarding community impacts are discussed in S. 1.1 of the strategy and addressed in Strategic Direction 3. • Partnerships are addressed in Action 2.1; advocacy in Strategic Direction 4.

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<p>Respondents also made several specific suggestions regarding affordable housing advisory group; advocacy to the province regarding youth homelessness; need for actions relating to accessible and seniors' housing; and considerations for secondary suite incentive programs.</p>	<ul style="list-style-type: none"> Youth homelessness is addressed in Action 2.3. Secondary suite incentives are addressed in Action 1.6. An affordable housing advisory group can be contemplated through the implementation of Actions 2.1 and 3.1. More accessible and seniors' housing are intended outcomes of the strategy as a whole, and actions 1.1-1.4 and 2.1, in particular.
July 15, 2021	Home builder representatives, meeting	<ul style="list-style-type: none"> Primary area of interest is market affordable housing, with potential for partnership on non-market projects Definition of market affordability and how market affordable housing targets will be tracked must be very clear in the document. As market affordability is based on household income, having a diversity of housing types lends itself to affordability for a diversity of households. Policies that facilitate full legal secondary suites are of interest to detached home builders, as secondary suites can provide affordable rental market housing. Secondary suites can be facilitated through timely permits for suites; clear and feasible regulations and supporting information; incentives or a cost-share program to meet servicing challenges; and relaxing parking requirements if appropriate. Strategy should promote both 	<p>Comment noted.</p> <p>Document reviewed for clarity of definitions and indicators; context added to targets</p> <p>Comment noted; covered in Actions 1.6 and 2.2; wording adjusted to include all forms of additional suites. Land Use Bylaw already has minimal parking requirements</p>

DATE	SOURCE	KEY POINTS OF FEEDBACK RECEIVED	IMPACT OF FEEDBACK
		<p>basement and garden suites, and consider how to support accessibility.</p> <ul style="list-style-type: none"> • Educational material on secondary suites etc. would likely be more useful to residents than to industry. Guides related to accessible housing may have lower uptake; demand for accessible new homes has been low. • The City should ensure it has intentional regulations and policies that reflect its desired direction on affordable housing, to minimize the need for variance applications that may prompt community pushback. Communication on housing affordability and density should inform residents about how it can increase the tax base and lower individual tax bills, and how it can support different life stages and family structures. • Asked that City confirm whether any developer contribution towards new affordable units is included in this strategy, noting that such contributions do not always create the units that were envisioned. • Strategy should not be too prescriptive regarding specific housing models or forms, as this does not allow developers and builders to respond to market conditions. • City should consider how urban design requirements may work against affordability, and be open to new approaches. • Various area municipalities have recently put significant fee increases in place. It should be noted that these affect affordability, as builders can't absorb much before the costs must be passed on to homebuyers. 	<p>Comment noted.</p> <p>Comment noted. Strategy is intended to be consistent with these approaches.</p> <p>City confirmed this is not currently proposed.</p> <p>Comment noted; strategy intended to provide flexibility. Comment noted.</p> <p>Comment noted. Fees are set separately; changes are not contemplated in the strategy.</p>
July 15, 2021	Planning consultant, email	As Planning & Development department is lead on most actions, consider whether any actions could be led by other departments to better distribute the workload and promote effective implementation	Comment noted; actions reviewed but confirmed P&D is best lead on all