



## Legislation Details (With Text)

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Presented by: Lory Scott, Affordable Housing Liaison, Planning & Development Department

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**Attachments:** 1. COSA Governance Model Report, 2. Appendix A - St. Albert Housing Sector, 3. Appendix B - Governance Model Examples, 4. Halifax Affordable Housing Survey Report

Date	Ver.	Action By	Action	Result
12/9/2019	1	Community Living Standing Committee	approved	

**TAMRMS#: B09**

### Affordable Housing Governance Models

Presented by: Lory Scott, Affordable Housing Liaison, Planning & Development Department

### RECOMMENDATIONS:

1. That the Housing Governance Models report, provided as an Attachment to the December 9, 2019 agenda report entitled "Affordable Housing Governance Models", be received as information.
2. That the Community Living Standing Committee recommend that Council direct Administration to present housing affordability and accessibility recommendations to the Committee by June 15, 2020, consistent with Option 3 within the Housing Governance Models report, based on the criteria that:
  - a. The City's involvement in promoting affordable and accessible housing will not duplicate areas of responsibility of the senior levels of government but rather will focus on strategic planning and co-ordination of affordable and accessible housing initiatives with municipal goals and priorities; and
  - b. Municipal resources and investments in affordable and accessible housing will be utilized to expand the non-market housing supply and to leverage operational funding from, and partnerships with, non-municipal sources.

### PURPOSE OF REPORT

This report is being provided at the request of the former Governance, Priorities, and Finance Committee to return with recommended governance and partnership models to support the delivery of non-market and accessible housing options.

## **ALIGNMENT TO COUNCIL STRATEGIC PRIORITY**

### **Strategic Priority #5: Housing: Enhance Housing Options**

Facilitate an increase in the variety of housing types in St. Albert to respond to market demands and accommodate the diverse needs of residents.

### **2019 - 2021 Corporate Business Plan Activity**

5.3: Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility and review best practices for alternative financing.

## **ALIGNMENT TO SERVICE DELIVERY**

N/A

## **ALIGNMENT TO COUNCIL (OR COMMITTEE) DIRECTION OR MANDATORY STATUTORY PROVISION**

On December 10, 2018, the Governance, Priorities, and Finance Committee (GPFC) passed the following motion:

(AR-18-547)

That Administration return to the Governance, Priorities, and Finance Committee in Q3, 2019, with recommended governance and partnership models to support the delivery of non-market and accessible housing options.

## **BACKGROUND AND DISCUSSION**

The attached report entitled “Housing Governance Models” provides information on governance models implemented in Alberta, and municipal strategies used across Canada. The report evaluates whether similar methods would be effective for future non-market housing planning and development in St. Albert. Partnership models will be based on the Community Living Standing Committee’s (CLSC) governance model direction as part of the final report returning before June 15, 2020.

The Federal and Provincial governments play a key role in housing delivery, funding, and governance through the National and Alberta Housing Strategies. Municipal interest in housing focus on initiatives that promote quality of life, social sustainability, economic success, and future growth. Municipalities set the tone of the community by creating an environment in which housing is delivered through strategic plans, land use policies, bylaws, and regulations.

The business community, the development industry, and the community at large all have a role to play in ensuring that there is a range of housing choices for all citizens. The richness and diversity of

St. Albert is supported by having diverse ages, cultural backgrounds, and economic circumstances.

### Alberta Governance Models

In Alberta, four primary housing governance models are used to deliver, develop, and operate non-market housing, with unique variations of these models in individual municipalities.

1. Housing Management Body (HMB) providing inclusive services.
2. Housing Management Body (HMB) providing specialized services.
3. Municipally formed organization as the housing operator and/or planning lead.
4. Municipalities leading housing planning in partnership with others.

### **St. Albert Governance Model Considerations**

Three governance models were explored as options moving forward:

#### Option 1 - Designate Homeland Housing as the Primary Planning Lead

This option would delegate responsibility for housing planning to Homeland Housing on behalf of the City, requiring approval from Homeland's Board and administration, and broader collaborative planning between Homeland, the City, and the community at large.

#### Model Considerations:

- The size of Homeland's service area could lessen the City's influence on outcomes and also diverts responsibility to another organization to accomplish the City's goals.
- This model may place limitations on opportunities to develop new partnerships and housing initiatives outside of the HMB business model.
- Homeland's operations would not require ongoing operating funding.
- Fiscal support towards Homeland's development plans would enable them to leverage government funding from other sources.
- Broader regional planning would be required for the model to work effectively.

#### Option 2 - The City Forms a Municipal Housing Corporation

The formation of a municipal housing corporation would result in the City undertaking responsibility for housing planning and operations through a separate municipal entity. Seniors housing would continue to be provided through the local HMB.

#### Model Considerations:

- The City has no experience owning or operating housing.
- There would be limited ability to transition a corporation into a HMB, due to ongoing HMB consolidation efforts by the Province.

- An affiliated housing corporation may require ongoing municipal support for operational costs.

### Option 3 - The City as the Housing Planning Lead

This option designates the City as the housing planning lead, engaging in partnerships with others, through a multi-pronged approach for housing and homelessness initiatives. Housing targets would be established based on Council's strategic direction and available funding and/or resources dedicated to an Affordable Housing Program.

#### Model Considerations:

- The City can remain aligned with the Provincial funding model through Homeland Housing as one of its primary development partners while also pursuing other development opportunities and partnerships with private industry and not-for-profit operators.
- Specialized housing services for community members with unmet social needs could be facilitated through partnerships with housing operators and agencies who are specialists in these fields.
- Housing targets could be predicted based on the value of municipal resources dedicated towards the Affordable Housing Program.
- Housing targets are not likely to be achieved unless municipal financial resources or land are dedicated towards them.

### Recommendation

Administration recommends Option 3, designating the City as the primary housing planning lead. This direction would enable the City to engage in partnerships with existing organizations already operating in St. Albert and investigate new opportunities for engagement with the development industry and other regional partners. Specialized housing services for community members with unmet social needs could be facilitated through partnerships with housing operators and agencies who are specialists in these fields.

Housing targets could be predicted based on the value of municipal resources dedicated towards the Affordable Housing Program, and be directed towards housing capital costs, intended to leverage funding and partnerships from other sources.

## **STAKEHOLDER COMMUNICATIONS OR ENGAGEMENT**

This report is being provided for discussion purposes and was distributed to the Project Plan 5.3 Steering Committee for comments and feedback.

Administration will be gathering information on the public perception of housing supports and services through the 2019 Community Satisfaction Survey.

Administration has consulted with Homeland Housing prior to bringing the report to the Committee for consideration.

## IMPLICATIONS OF RECOMMENDATIONS

Direction from CLSC on the preferred governance model will guide the final recommendations for the housing affordability and accessibility report being provided to Council before June 15, 2020. Receiving this report as information will not have an impact on resource implications at this time. Partnership models and funding considerations will be based on the CLSC's governance model direction as part of the final report.

Financial:

None at this time.

Legal / Risk:

None at this time

Program or Service:

None at this time

Organizational:

None at this time

## ALTERNATIVES AND IMPLICATIONS CONSIDERED

If CLSC does not wish to support the recommendations, the following alternatives could be considered:

1. CLSC may choose to direct Administration to proceed with only some or none of the recommendations provided or may provide specific alternate direction for Administration to incorporate.
2. CLSC may chose to not direct Administration at this time.

Report Date: December 9, 2019

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