

Housing NEEDS ASSESSMENT AND STRATEGY

2024

Action Plan and Strategy
(Part B)

Action Plan and Strategies

(Part B)

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Housing Options¹

Objective	Action Items	Description	Lead	Partners	Priority
<p>Increase market and affordable housing supply</p>	<p>End exclusionary zoning and implement inclusionary zoning including:</p> <ul style="list-style-type: none"> • Pre-zoning for higher density • Residential (mixed) use in commercial zones • Increase minimum density requirements adjacent to community amenities • Adding duplex and 4-plex units as permitted use in low-density housing zones • Incorporate zoning for tiny homes on existing lots or multi-unit lots • Eliminate unnecessary restrictions (i.e. building heights, 	<p>Encourage higher density by allowing mixed-use development and high-density residential as-of-right within proximity to urban cores and transit corridors; stop low-density zoning and regulation that excludes housing types such as affordable and social housing in residential areas; adopt by-laws to permit more as-of-right zoning measures, from the number of units to number of storeys</p>	<p>City of Lloydminster</p>	<p>Housing development industry</p>	<p>High</p> <p>The City of Lloydminster is currently reviewing its land-use bylaw (LUB). Strategies to address housing supply should be incorporated into this existing process including:</p>

¹ For a complete glossary of housing options, please refer to the last page of this document (Action Plan and Strategies – Part B) or the Technical Report (Part C).

	setbacks, minimum floor areas, etc.)				
Increase market and affordable housing supply	Expand the current Downtown Façade and Building Improvement program to include residential in the demotion stream	Expand the existing funded program to expand to meet the needs of both residential expansion in the DARP and for the housing needs in Lloydminster	Downtown Area Redevelopment Committee	Local Developers and Downtown Residents	Medium The City of Lloydminster should adjust current program guidelines to attract and incentivize housing redevelopment, updating, and modernizing housing supply
Increase market and affordable housing supply	Make land assets available for housing through strategies such as disposition, acquisition and/or pre-development	Making land assets or other government lands available for housing designated to be affordable has been shown to be effective in jurisdictions across Canada	City of Lloydminster	Housing development industry	Medium The City of Lloydminster should assemble an inventory of available lands and develop a disposition/development strategy designed to attract development
Increase market and affordable housing supply	Increase process efficiency by implementing new technologies or software to speed up development approvals, such as e-permitting Apply for CMHC Housing Accelerator	Slow, complex, and inconsistent building approval processes can significantly hinder residential development, delay municipal government tax revenues, impact housing affordability, and cost developers and residents money.	City of Lloydminster	Housing development industry	Medium The CMHC Housing Accelerator Fund provides incentive funding to local governments to help remove barriers and support the development of affordable, inclusive,

	Fund when applications re-open.				equitable, and climate-resilient communities
Increase market and affordable housing supply	Prioritize/enhance development approval processes for rental and affordable housing developments, including a comprehensive review of fees and charges, and use of waivers to position City as project “co-investor”	Establishing quick turn-around options for developers of affordable housing helps to ensure Lloydminster is “investment-ready” when resources and opportunities are available in the community	City of Lloydminster	Housing development industry Provincial/federal government partners	High Prioritizing rental and affordable housing development approvals may serve as an additional incentive and support for the local development industry
Increase market and affordable housing supply	Design and implement guidelines or pre-approved building plans for “missing middle” or specific accessory dwelling unit types such as laneway housing or garden suites Designate approved innovation zones to encourage new housing development pilot projects	By facilitating clear guidelines and options for innovative housing development, the City can reduce design costs and speed up development approvals	City of Lloydminster	Housing development industry Architects/designers	Medium This strategy can be developed using a ‘design lab’ approach to help encourage engagement and address NIMBY as the guidelines, standards, and pre-approved designs would not be site specific

<p>Promote access to housing affordability using available means</p>	<p>Generate a supplement to the <i>Lloyd Supports: A Community Services Directory</i> featuring federal/provincial programs and services to enhance options to support housing affordability within current market supply</p>	<p>Sample programs include:</p> <ul style="list-style-type: none"> Multigenerational Home Renovation Tax Credit First Home Savings Account (FHSA) Home Buyers' Plan GST/HST New Housing Rebate Saskatchewan First-Time Homebuyers' Tax Credit <p>Rent Assistance Benefits – Lloydminster Region Housing Group (AB) or Saskatchewan Rental Housing Supplement (SRHS)</p>	<p>City of Lloydminster FCSS</p>	<p>Realtors Housing Developers Housing Management Bodies</p>	<p>Medium</p> <p>Community residents have internet access to learn about housing programs and services. A local guide simply collates information and increases accessibility.</p>
<p>Increase community, supportive, and transitional housing options</p>	<p>Reduce or eliminate parking standards to increase project viability, density, and reduce carbon footprint</p>	<p>Adopting more progressive approaches for parking requirements will help to enhance project viability – especially for specialized housing developments designed for people unlikely to have personal vehicles</p>	<p>City of Lloydminster</p>	<p>Housing development industry Community housing providers</p>	<p>High</p> <p>Taking advantage of the current LUB amendment process, the City can address parking regulations within specialized housing developments</p>
<p>Increase community, supportive, and transitional housing options</p>	<p>Incorporate community, supportive, and transitional housing option types as permitted use within</p>	<p>Supportive housing options should not be classified as care facilities as they are the tenant's primary residence.</p> <p>Clarifying care facilities as locations where people go to receive treatments in the</p>	<p>City of Lloydminster</p>	<p>Community housing providers</p>	<p>High</p> <p>Designating community, supportive, and transitional housing options as permitted uses within the LUB focuses approval on</p>

	the LUB based on size, density, etc.	shorter-term with the intention of returning to a permanent residence is different that people identifying their community, supportive, or transitional housing address as their permanent address.			land-use (i.e. housing) as opposed to the people for whom it is designed
Address emergency shelter options	Expand basic shelter services to include 24/7 operations at Lloydminster Men's Shelter	A shelter that is available 24/7/365 would decrease the need for winter warming supports	Saskatchewan Housing Corporation Alberta Seniors, Community, and Social Services (Housing Division) Alberta Health Services	City of Lloydminster	High The current shelter is categorized as a basic needs shelter and therefore operates from 8:00 pm to 8:00 am daily. People accessing shelter services must vacate the premises daily (weather dependent).
Address emergency shelter options	Expand basic shelter services to include options for women experiencing homelessness	The current Men's Shelter does not include options for women, and the shelter operated by Lloydminster Interval Home Society prioritizes women and families fleeing domestic violence with a secondary priority available for women experiencing crisis including homelessness	Saskatchewan Housing Corporation Alberta Seniors, Community, and Social Services (Housing Division)	City of Lloydminster Interval Home Society	High The 2023 Point in Time (PiT) Count identified that 40.8% of people experiencing homelessness in Lloydminster identify as female.

Address emergency shelter options	Provide shelter options for youth (under 18 years of age) experiencing homelessness	The current Men's Shelter does not include options for youth under the age of 18. While shelter options are an important part of the housing continuum, strategies should always prioritize permanent housing options over emergency shelter options where possible.	Saskatchewan Child and Family Services Alberta Seniors, Community, and Social Services (Housing Division)	City of Lloydminster Interval Home Society	High The 2023 Point in Time (PiT) Count identified that 9.7% of people experiencing homelessness in Lloydminster identify as youth under the age of 25. This number is assumed to be under-represented as couch surfing is popular among youth and a limitation of the PiT Count methodology
Address emergency shelter options	Endeavor to limit shelter stays to a 30-day maximum	Emergency shelters do not address homelessness. People staying in emergency shelters are still homeless until alternate housing options are available and people appropriately placed and supported.	Saskatchewan Housing Corporation Alberta Seniors, Community, and Social Services (Housing Division)	City of Lloydminster	High Emergency shelters are only one component of an effective housing systems framework. Limiting shelter stays can only be implemented when other supportive housing options are available in the community.
Address emergency shelter options	Explore the development of a tiny home 'compound' of single units available for rapid rehousing and	Personal and community safety are issues for people sleeping rough or living in encampments. A tiny home compound designed to provide rapid rehousing	City of Lloydminster Saskatchewan Housing Corporation	Developers and business community	Medium A custom-designed tiny home with controlled access, personal amenities, and green-build features may

	permanent supportive housing	and/or permanent supportive housing options may provide the autonomy desired by people that are difficult to house and provide new options for people with partners and pets.	Alberta Seniors, Community, and Social Services (Housing Division)		address several challenges faced by people experiencing chronic or episodic homelessness
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Housing Supports

Objective	Action Items	Description	Lead	Partners	Priority
Develop and implement a housing systems framework	Secure funding through the federal homelessness prevention and reduction strategy – Reaching Home – administered by the Rural Development Network (RDN) in Alberta and Metis Nation-Saskatchewan.	Since 2019, Alberta’s Rural Development Network (RDN) has been administering funding to support housing and homelessness initiatives outside Alberta’s seven major cities. Similarly, Metis Nation-Saskatchewan plays a similar role in SK. Proposal calls happen from time to time.	City of Lloydminster The Olive Tree	Lloydminster Social Action Coalition Society Lloydminster Interval Homes Residence in Recovery	High <i>Reaching Home: Canada’s Homelessness Strategy</i> is Lloydminster’s window into federal and provincial funding to support homelessness services in the community
Develop and implement a housing systems framework	Identify, purchase, train, and implement homeless data management system (i.e. HIFIS, HMIS, SPDAT, ETO)	A number of housing information management systems exist to support coordinated intake, assessment, information sharing, decision-making, and reporting. Choosing and implementing a shared system will support	City of Lloydminster	Housing management bodies Community housing providers	High A shared information management system will serve as a foundational component to a systems framework in the community

		Lloydminster's evidence-informed principle from within the Social Policy Framework			
Develop and implement a housing systems framework	Coordinate, map, and enhance existing programs and services to align with a defined housing systems framework	There are many excellent programs and services in Lloydminster that, with some modifications, could fully align to a housing systems framework. An early alignment process would quickly identify service delivery gaps and help to inform development of new programs and approaches	SPF Ending Homelessness Working Group	City of Lloydminster Housing management bodies Community housing providers	High Programs and services already existing in Lloydminster that align with best practices in homelessness systems should be retained and modified where appropriate to create mutually reinforcing activities. Supports and services that do not align should be considered for elimination and resources redeployed to new initiatives.
Develop and implement a housing systems framework	Design and implement programs and services that target prevention and diversion and help people to retain their housing	The consequences of homelessness are far more difficult to address than preventing it or diverting people from it in the first place. Identifying people at risk of homelessness and helping them to be successful where they live should be a significant strategy in Lloydminster	Lloydminster FCSS SPF Ending Homelessness table	Community housing providers Faith community	High Helping people avoid homelessness by providing supports and services to those in core housing need will save considerable financial resources and result in better individual and family outcomes
Address rental housing conditions	Develop a social enterprise to advance	Local landlords expressed concerns about finding	TBD	Local trades businesses	High

(i.e. safety and suitability)	trades skills among people experiencing chronic and episodic homelessness	qualified tradespeople to help with renovations and improvements. A social enterprise approach to core trades (i.e. carpentry, painting, plumbing, electrical) could provide invaluable training opportunities for people experiencing barriers to employment		Chamber of Commerce Community housing agencies Local employment organizations Lakeland College	This initiative would immediately help to reduce recidivism among people experiencing homelessness while addressing a critical safety, affordability, and housing suitability challenge in the community
Address rental housing conditions (i.e. safety and suitability)	Form a new landlord/tenant collaborative	Improving relations and supports among tenants and landlords for the purpose of reducing core housing need, tenant success, and decreasing damages will improve access to safe, affordable, and suitable rental housing options and decrease vacancies due to required renovations and improvements	Housing management companies Community housing agencies	City of Lloydminster FCSS	High This is a low-cost, high-impact option that could be positioned to demonstrate immediate improvement in landlord and tenant outcomes
Address rental housing conditions (i.e. safety and suitability)	Work with local management companies to adopt the Crime Free Multi-Housing program	By introducing crime prevention techniques to multi-housing properties landlords are able to see a reduction of criminal activity on their premises making their existing units more attractive and inviting to renters.	Housing management companies RCMP	City of Lloydminster	High Landlords will facilitate a more stable, satisfied resident base, increase demand for units based on a positive reputation, lower maintenance and repair costs, and increase property values

Municipal and Community Leadership

Objective	Action Items	Description	Lead	Partners	Priority
Establish and support a strong housing governance and leadership model within the Social Policy Framework (SPF)	Host a housing symposium with federal and provincial government departments.	Coordination between provincial government departments in Alberta and Saskatchewan could pose significant challenges, or facilitated well, tremendous opportunities for collaboration. A 'government-centric' symposium would help to build relationships and provide deeper clarity on programs and services available to the community.	SPF Housing Working Group City of Lloydminster	Community housing organizations CMHC Saskatchewan Housing Corporation Ministries of Justice, Child and Family Services, Health (AB/SK) Metis Nations – Saskatchewan Rural Development Network (AB) Alberta Seniors, Community, and Social Services (Housing Division)	High The community housing conference was a good starting point for discussions and potential collaboration. A symposium specifically designed to deepen relationships and explore opportunities for collaboration is needed to advance the housing agenda in Lloydminster.
Establish and support a strong housing governance and leadership model	Identify, appoint, and empower community leaders to the SPF Housing Leadership Table to oversee and	The Social Policy Framework (SPF) identifies seven priority areas for the community of Lloydminster – including the priority of	SPF Leadership Table	Community housing organizations	High The Social Policy Framework (SPF) establishes housing as

<p>within the Social Policy Framework (SPF)</p>	<p>implement the <i>Lloydminster Housing Needs Assessment and Strategy</i></p>	<p>housing and homelessness. A Housing Leadership Table would support the coordination of mutually reinforcing activities within the housing realm and serve as a link to help align housing initiatives with government relations, other areas of social priority, and help to coordinate an evidence-based approach between priorities.</p>	<p>City of Lloydminster</p>	<p>Housing management bodies Government departments (AB/SK)</p>	<p>one of seven priority areas of social development in the community, and provides a framework with values, principles, and strategies toward a collective impact approach. This is the adopted mechanism to support housing development in Lloydminster</p>
<p>Establish and support a strong housing governance and leadership model within the Social Policy Framework (SPF)</p>	<p>Reach out to and connect with neighbouring communities to determine mutually reinforcing activities and strategies to advance action on homelessness between communities</p>	<p>The PIT Count revealed a high proportion of people experiencing homelessness in Lloydminster identify as Indigenous (73%) having recently arrived from neighbouring communities within the past six (6) months (29.4%). Establishing strong working relationships with neighbouring communities may be helpful in determining potential prevention and diversion strategies to ensure people experiencing homelessness have ongoing access to their natural supports.</p>	<p>SPF Housing Leadership Table Community housing organizations</p>	<p>City of Lloydminster</p>	<p>Medium While important as a longer-term strategy, building regional relationships will take time and can be accomplished while other direct actions and strategies are being implemented</p>

Establish and support a strong housing governance and leadership model within the Social Policy Framework (SPF)	Maintain and support the backbone activities required to achieve the mutually reinforcing activities of the SPF collective impact model.	There are six key functions associated with the provision of backbone support to a collective impact approach to community development – guiding vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilization of funding.	City of Lloydminster SPF Leadership Table	Community housing organizations	High The SPF Housing Leadership Table is the central organizing and coordinating body to help advance strategic implementation of the <i>Housing Needs Assessment and Strategy</i> . To achieve the actions and strategies, backbone support is required to advance the work.
Establish and support a strong housing governance and leadership model within the Social Policy Framework (SPF)	Prioritize facilitation and engagement, data management and research, and policy coordination as municipal actions to support housing priorities.	The City of Lloydminster is in the best position to “hold space” for the ongoing work within the SPF, and to provide oversight through data management, research, and policy coordination.	The City of Lloydminster	SPF Housing Leadership Table	High The investment of time and resources by the City in the early stages of implementation will help to set the foundation for ongoing community work.
Set effective policies in place to help guide future housing decisions and actions	Adopt a <i>Housing First</i> policy to help guide decision-making and future policy direction.	<i>Housing First</i> is a recovery-oriented approach to ending homelessness that centres on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports and services as needed. There are five core principles of <i>Housing First</i> :	City of Lloydminster SPF Housing Leadership Table	Housing management bodies Community housing organizations	Medium The decision to adopt a <i>Housing First</i> policy does not have to happen prior to priority action being taken, but simply reinforces the directions proposed in the <i>Lloydminster Housing Needs Assessment and Strategy</i> and provides

		<ul style="list-style-type: none"> • Immediate access to permanent housing with no housing readiness requirements • Consumer choice and self-determination • Recovery orientation • Individualized and client-driven supports • Social and community integration 			policy direction to the SPF Housing Leadership Table
Set effective policies in place to help guide future housing decisions and actions	Adopt Gender-Based Assessment (GBA+) or Intersectionality Based Assessment (IBPA) tools in planning, implementation, and evaluation of housing and homelessness related strategies and initiatives	<p>People do not experience housing and homelessness in the same way depending on their life experiences and attributes.</p> <p>For example, an immigrant woman with three children will not follow the same housing journey as a young, single, Indigenous male. Programs and services must be designed for flexibility and adaptability to avoid silos.</p>	Housing Leadership Table (SPF)	<p>Housing management bodies</p> <p>Community housing organizations</p>	<p>Medium</p> <p>GBA+ and IBPA tools and resources will need to be resourced and implemented over time to create a culture of diversity and inclusion within Lloydminster’s housing supports and services</p>
Set effective policies in place to help guide future housing decisions and actions	Promote mixed use, including rental housing and commercial mixes as a permitted use within the Downtown Façade and Building	Increasing rental housing options within existing downtown buildings (i.e. second story apartments, etc.) will increase downtown vibrancy and promote economic sustainability while taking advantage of	City of Lloydminster	<p>Downtown Area Redevelopment Committee</p> <p>Chamber of Commerce</p>	<p>High</p> <p>By amending the guidelines within a current grant program, the City can have an immediate influence on affordable rental housing options – especially for</p>

	Improvement Grant Program	existing buildings in the community			people working in the downtown core
Set effective policies in place to help guide future housing decisions and actions	Apply a housing diversity lens to the current Land-Use Bylaw (LUB) Review	The City of Lloydminster is currently reviewing its land use bylaw (LUB). By streamlining land use regulations to align with housing options and housing supports identified in the <i>Housing Needs Assessment and Strategy</i> , the City of Lloydminster positions itself as a champion of housing development for all.	City of Lloydminster	Development industry	High The timing of the Land Use Bylaw (LUB) review coincides with the engagement and development of the <i>Housing Needs Assessment and Strategy</i> thereby providing an important opportunity to address legislation and regulations that could otherwise pose barriers to housing development in the community.
Create an 'investment ready' approach to community housing	Adopt an "in-place" approach to housing options and housing supports in advance of federal or provincial housing investments, including: Land in-place Designs in-place Developers in-place Providers in-place	Federal and provincial housing fund announcements can happen quickly. Waiting for announcements will likely result in missed opportunities. An "in-place" mindset can result in projects that are ready, and be promoted across government in the event that resources exist. Land in-place is the ongoing practice of knowing about and having access to	City of Lloydminster SPF Housing Leadership Table	Development industry Business community Housing management bodies Community housing organizations	Medium This strategy is rated medium simply because other strategies, priorities, and policies need to be in place before an investment ready reality can be realized

		<p>developable lots that are appropriately zoned and available through the municipality or private sector.</p> <p>Designs in-place, especially for housing options and supports on the left side of the housing continuum, will ensure appropriate and safe spaces for identified populations.</p> <p>Developers in-place require strong partnerships that have been developed over time based on commitment to new housing projects.</p> <p>Providers in-place will ensure that necessary supports and services can be provided to the identified populations.</p>			
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Glossary of Housing Options

Single-family homes – detached houses designed to accommodate a single family. They offer privacy and often include a yard or outdoor space.

Apartments – Multi-unit buildings with separate living spaces for different households. Apartments can vary in size and may be part of high-rise buildings or low-rise complexes.

Condominiums (Condos) – Privately owned units within a larger building or community. Condo owners typically share common areas and may pay fees for shared maintenance and amenities.

Townhouses – Attached houses in a row or a block, each with its own entrance. Townhouses often share walls with neighboring units but have their own yards or outdoor spaces.

Cooperative Housing – residents collectively own and manage a housing complex, sharing responsibilities and decision-making. Cooperative housing often involves a democratic structure where members have a say in the community's operation.

Mobile Homes – Factory-build homes that can be transported to a chosen location. They can be situated in mobile home parts or on private land.

Senior Housing – Housing options specifically designed for older adults, such as retirement communities, assisted living facilities, or nursing homes.

Student Housing – Accommodations tailored for students, including dormitories, student apartments, or shared housing near educational institutions.

Transitional Housing – Temporary housing solutions designed to assist individuals or families in transition, such as those moving from homelessness to permanent housing.

Affordable Housing – Housing options that are priced below the market rate to make them more accessible to individuals or families with lower incomes.

Shelters – Temporary accommodations for individuals experiencing homelessness, domestic relationship violence, or unsafe living conditions, providing a safe and secure place to sleep, eat, and access basic amenities.

Emergency Housing – Immediate and short-term housing solutions for individuals facing urgent situations, such as those affected by disasters or sudden displacement.

