

What We Heard Report

Purpose of This Document

The City of Edmonton is updating its 2016-2025 Affordable Housing Strategy, which will guide the City's involvement in the affordable housing sector from 2023 - 2026. Work on the project began in January 2022 and will be completed in 2023.

Stakeholder engagement is a critical component of this project. Between May and July 2022, Administration used multiple methods to engage stakeholders to gather input. This document includes a summary of the approach and feedback gathered during the course of engagement. Before being organized into themes, feedback was anonymized and edited for clarity and brevity. Feedback is reported based on the frequency of responses (where applicable).

This document is intended to help identify and prioritize actionable ideas, which will then be assessed at a high level for feasibility. The results will be reflected in the implementation plan that will accompany the final Updated Affordable Housing Strategy.

A Note on Engagement

In addition to the engagement undertaken specifically to inform the Updated Affordable Housing Strategy, other relevant and important engagement results were accounted for in the development of the foundational elements in Attachment 1, and will be considered as well during the development of the final Updated Affordable Housing Strategy, including:

- Community and lived experience engagements undertaken for the development of the Edmonton Affordable Housing Needs Assessment (see Attachments 2, 3 and 4).
- Administration's planned actions in response to the Indigenous Affordable Housing Strategy recommendations (pg 129 - 182), which were presented to Edmonton City Council on June 27, 2022 and were created through a separate and robust engagement process, led by consultants in collaboration with an Advisory Committee, Indigenous partners in Edmonton's housing and homelessness sector, representatives of Treaties and Nations, and Indigenous communities.
- Administration also consulted relevant past engagement insights, specifically engagement related to the City Plan (2018) and the homelessness prevention strategy (2020). These are summarized in Appendix 1.

Updated Affordable Housing Strategy: Summary of Engagement Approach

Purpose of engagement	Method of Engagement	Time period ¹	Total Invites	Total Participants	Engagement Tool
Review of 2016-2025 Affordable Housing Strategy to (1) assess progress made on the goals of the Strategy, and (2) assess the strategies to further the objectives and goals.	Online Questionnaire	May - June 2022	35 organizations and groups in Edmonton's Housing Sector	19 organizations and groups	Appendix 2 <ul style="list-style-type: none"> • Questions for Online Questionnaire • Questions for one-on-one conversations and multi-stakeholder workshop
	One-on-one conversations				
	Multi-stakeholder workshop				
Review and provide feedback on the draft foundational elements of the Updated Affordable Housing Strategy	Engaged Edmonton (Online engagement space)	July 2022	66 organizations and groups in Edmonton's Housing and Social Services Sectors	24 organizations and groups	Appendix 3 <ul style="list-style-type: none"> • Questions for Engaged Edmonton

¹ Each round of engagement also included periodic reminder invites using multiple approaches (such as, email and phone).

Acknowledgement

Administration would like to thank the following organizations, groups and community representatives for participating during the engagement.

- Alberta Residential Landlord Association
- Bent Arrow Traditional Healing Centre
- Bissell Centre
- Boyle Street Community Service
- Canadian Mental Health Association
- CIVIDA
- Communitas
- E4C
- Members of Edmonton Coalition on Housing and Homelessness
- Edmonton Social Planning Council
- EndPovertyEdmonton
- GEF Seniors Housing
- HomeEd
- Homeward Trust Edmonton
- Niginan Housing Ventures
- University of Alberta Affordable Housing Solutions Lab
- University of Alberta Housing for Health Group
- Mustard Seed
- Nekem Mutual Aid
- REACH
- Salvation Army
- University of Alberta Students Union

Additionally, six participants contributed anonymously through online engagement. As a result of the COVID-19 pandemic, engagement was primarily conducted through virtual and digital methods.

Review of 2016 - 2025 Affordable Housing Strategy: Engagement Feedback

In engaging stakeholders to review the 2016-2025 Affordable Housing Strategy, Administration received two broad types of inputs from engagement participants: 1) responses and commentary on areas where the City had performed well; and 2) suggestions of actions missing from the 2016-2025 Strategy.

In reviewing the foundational elements of the Updated Affordable Housing Strategy, participants' responses can also be organized in two different categories: 1) suggestions for improving or clarifying language of updated guiding principles, goals, objectives, and city's roles; and 2) additional ideas of actions for City's consideration.

The feedback reported below combined the suggested action ideas for City's consideration received during both rounds of engagement due to significant overlap.

In reviewing the City's 2016-2025 Affordable Housing Strategy, in your opinion, what has worked well? (*open ended*)

- **Most frequently occurring ideas:**

- Direct investment to improve supply of affordable and supportive housing;
- Acquisition of financial resources by leveraging relationships with other orders of government to improve supply of affordable housing;
- Investments in housing supports through the Community Bridge program and support to homeless-serving sector during the pandemic
- Collaboration with partners and stakeholders in Edmonton's housing sector and willingness to engage in conversations to respond to homelessness; collaboration with other government agencies to address problem properties and with affordable housing providers to construct permanent supportive and affordable housing;
- Improving public awareness on importance of affordable housing
- Leveraging City-owned land to improve supply of affordable housing

- **Somewhat frequently occurring ideas:**

- Creating and advocating for Minimum Emergency Shelter Standards.
- Leveraging municipal planning tools to create new affordable housing in proximity to transit and amenities
- Preventing evictions through financial supports (such as Community Bridge program)
- Combating homelessness by providing temporary housing and shelters during the pandemic

The following questions pertain to the four goals in the 2016-2025 Affordable Housing Strategy. Reflecting on the past five years, to what extent would you agree that the City has met the goals included in the Strategy?

Total responses: 17

- 5 Strongly agree
- 4 Somewhat agree
- 3 Neither agree nor disagree
- 2 Somewhat disagree
- 1 Strongly disagree

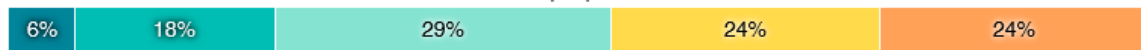
Goal 1: Increase the supply of affordable housing in all areas of the city



Goal 2: Maintain the supply of affordable and market rental housing



Goal 3: Enable stable residential tenancies and transition people out of homelessness



Goal 4: Anticipate, recognize and coordinate actions to respond to housing and homeless needs



Are the four goals in the 2016-2025 Affordable Housing Strategy still relevant and responsive to the affordable housing needs of Edmontonians?

Total responses: 17

- Yes
- No

Goal 1: Increase the supply of affordable housing in all areas of the city



Goal 2: Maintain the supply of affordable and market rental housing



Goal 3: Enable stable residential tenancies & transition people out of homelessness



Goal 4: Anticipate, recognize and coordinate actions to respond to housing and homeless needs



The following question pertains to the objectives and strategies listed in the image below used by the City to implement Goal 1: increase the supply of affordable housing in all areas of Edmonton. To what extent would you agree/disagree with the following statements?

Total responses: 7

- 5 Strongly agree
- 4 Somewhat agree
- 3 Neither agree nor disagree
- 2 Somewhat disagree
- 1 Strongly disagree

The strategies under Objective 1.1 have helped the City to play a direct role in increasing the supply of affordable housi...



The strategies under Objective 1.2 have helped the City to enable external organizations to increase the supply of affor...



The strategies under Objective 1.3 have helped the City to acquire, leverage, and provide the financial resources and t...



The following question pertains to the objectives and strategies listed in the image below used by the City to implement Goal 2: Maintain the supply of affordable and market rental housing. To what extent would you agree/disagree with the following statements?

Total responses: 4

- 5 Strongly agree
- 4 Somewhat agree
- 3 Neither agree nor disagree
- 2 Somewhat disagree
- 1 Strongly disagree

The strategies under Objective 2.1 have helped the City to maintain the supply of affordable & market rental housing.



The strategies under Objective 2.2 have helped the City to maintain the supply of affordable & market rental housing.



The following question pertains to the objectives and strategies listed in the image below used by the City to implement Goal 3: Enable stable residential tenancies and transition people out of homelessness. To what extent would you agree/disagree with the following statements?

Total responses: 5

- 5 Strongly agree
- 4 Somewhat agree
- 3 Neither agree nor disagree
- 2 Somewhat disagree
- 1 Strongly disagree

The strategies under Objective 3.1 have helped the City to enable stable residential tenancies and transition people out...



The strategies under Objective 3.2 have helped the City to enable stable residential tenancies and transition people out...



The following question pertains to the objectives and strategies listed in the image below used by the City to implement Goal 4: Anticipate, recognize, and coordinate action to respond to housing and homeless needs. To what extent would you agree/disagree with the following statements?

Total responses: 6

- 5 Strongly agree
- 4 Somewhat agree
- 3 Neither agree nor disagree
- 2 Somewhat disagree
- 1 Strongly disagree

The strategies under Objective 4.1 have helped the City to anticipate, recognize and coordinate action to respond to ho...



The strategies under Objective 4.2 have helped the City to anticipate, recognize and coordinate action to respond to ho...



In your opinion, are there areas of the 2016-2025 Affordable Housing Strategy where the City could have performed better? If so, please explain? (open ended)

Are there any other objectives and strategies that should have been considered to achieve the goal _____? Please explain. (This question was asked for each of the four goals in the 2016-2025 Affordable Housing Strategy)

Responses to the above questions yielded many suggestions of actions for City's consideration, which have been thematically organized and reported below.

Action ideas contributed for City's consideration

- **Most frequently occurring ideas**
 - **Improve supply of affordable housing**

- Explore new planning tools and regulations to support and accelerate development of affordable housing
 - Create distinct planning and permitting processes for non-profit developers to fast track social and affordable housing projects
 - Explore creative financing solutions and leverage new funding opportunities (e.g. social enterprise funds, social bonds, municipal bonds such as those in Quebec, and property tax exemptions)
 - Leverage existing and new inter-governmental funding opportunities
 - Design grant programs to deliver affordable and supportive housing units with a focus on priority populations
 - Increase City's contribution to capital grants to support non-profit developers to improve supply of affordable housing
 - Diversify supply of affordable housing beyond supportive housing
 - Use innovative approaches to design different types of affordable housing supply for people in core housing need
 - Incorporate more universal design into affordable housing developments
 - Establish an independent funding stream for Indigenous affordable housing developers and/or developments
- **Maintain and renew affordable housing**
 - Improve supply of affordable rentals
 - Support non-profit affordable housing operators with capital contribution to renew projects and to prevent erosion of affordability post-renovation
 - Partner with utility providers to lower operating costs for non-profit affordable housing providers, including City's own affordable units
 - Invest in repair of inhabitable units to address supply issues
- **Enable stable residential tenancies, prevent evictions and homelessness**
 - Create tenant emergency support fund/provide rental supplements
 - Bridge gap to improve access to services through provision of person-based financial subsidies and reduce wait list
 - Provide eviction prevention information, system navigation and support service referrals
 - Work with non-profit landlords to support tenant education
 - Create Landlord Information System;
 - Partner with utility providers to improve affordability for low-income residents of City-owned properties, affordable housing providers, and non-profit organizations

- Create and provide trauma-informed supports to reduce housing instability and keep people housed
- Increase housing supports and increase housing workers to prevent relapse into homelessness
- **Planning and Coordinating Responses to Affordable Housing Needs**
 - Conduct periodic assessments of needs of both unhoused and inadequately housed
 - Monitor and provide periodic housing needs snapshot
 - Track housing supply improvements across Edmonton
 - Engage individuals with living and lived experience of affordable housing needs
 - Engage and collaborate frequently with non-profit housing providers and operators
 - Provide periodic progress reports and outcomes assessment on the affordable housing strategy
 - Improve public awareness of affordable housing needs and importance of affordable housing
 - Increase awareness of affordable and supportive housing for those with complex needs
 - Map services, identify gaps/needs, avoid duplication, encourage collaboration
 - Convene housing sector partners to identify shared objectives and coordinate information
 - Build capacity in partners around development, system coordination, and leadership
- **Somewhat frequently occurring ideas:**
 - **Improve supply of affordable housing**
 - Leverage City-owned assets to improve supply
 - Leverage equity from City-owned residential properties to construct
 - Bridge the gap between supportive housing and long term affordable housing
 - Invest in community housing
 - Increase the supply of supportive housing
 - Consider cooperative housing options to increase supply
 - Encourage the construction of more tiny homes to be part of the supportive housing with staff onsite
 - Build more bridge housing to help people exit homelessness

- Provide/Build housing across housing spectrum
 - Provide financial support to non-profit developers and operators to counter impact of supply chain crisis and inflationary pressures
 - Identify strategies to facilitate new affordable housing developments without government grants
 - Develop an arms-length community land trust that could operate as a vehicle for expanding affordable homeownership, cooperatives and below market rental housing.
 - Create a mechanism for low-interest loans for non-profit developers
 - Plan and build services (fire and transit services, and amenities) around locations where more affordable housing can be built in future
 - Develop a fair and transparent policy that determines property tax exemptions for non-market housing
 - Address affordable housing needs of formerly incarcerated individuals and individuals exiting hospitals and/or the health care system
 - Create affordable housing for multi-generational families
- **Maintain and renew affordable housing**
 - Ensure suitability of affordable housing units with a focus on adequacy and accessibility
 - Emphasize and encourage densification and energy efficiency of new affordable housing developments
 - Provide property tax exemptions to non-profit developers and operators
 - Collaborate with private sector to address affordable rental supply, including for Housing First
 - Respond to financialization of rental housing to prevent erosion of affordable rental supply including strategies to support the acquisition of market housing for conversion to nonprofit affordable housing.
 - Purchase market rental units that are inadequate, renovate and convert them into affordable housing units.
 - Support maintenance and renewal of existing affordable housing stock, including making them energy efficient and improving accessibility
 - Support drafting by-laws that enable timely expropriation of derelict/abandoned properties to provide opportunities for development of affordable residential and commercial rental units
 - **Enable stable residential tenancies, prevent evictions and homelessness**
 - Reform policies that stabilize rent increases
 - Enhance funding for under resourced housing supports

- Communicate needs for income supports, rent subsidies, and emergency funds to other orders of governments
 - Share and exchange information on necessary legislative reforms to empower tenants living in core housing need
 - Improve awareness and education about City's Tenant Support Services Unit
 - Expand Tenant services through partnership with external organization to develop and provide training and education regarding "good tenancies" and eviction prevention
 - Provide education for landlords and tenants to create awareness around rights and responsibilities
 - Explore options and pilot programs for landlord licensing
 - Prioritize security of tenure and capture data through portal on move-in and move-out
 - Consider/increase housing units that can accommodate children and multi-generational families
 - Consider strategies to build upon the existing efficacy of Housing First programs
 - Include more wrap around supports in design of affordable housing units
Consider non-profit operation of rooming houses to provide community to homeless individuals which are further connected to social agencies to provide wraparound support and services.
- **Planning, Coordinating, Collaborating to Respond to Affordable Housing Needs**
 - Develop housing supply targets based on housing needs assessment
 - Prioritize the needs of the most "vulnerable" (Indigenous, racialized, Newcomer and refugees, individuals with disabilities, youth in homelessness) in planning policies, programs and services
 - Assess needs for culturally appropriate affordable housing
 - Lead research in housing needs and solutions for Edmonton's housing sector
 - Enable continuous improvement of City involved programs and services through evaluation
 - Create an affordable housing data dashboard/website
 - Re-consider definition of "affordable housing" with regards to adequacy of housing
 - Engage public to reduce polarization of perspectives on homelessness
 - Pursue Partnerships with Community Leagues to garner support for development of affordable housing within neighbourhoods
 - Collaborate on sector communication, service delivery and emergency preparedness

- Better resource extreme weather emergency response and more support to partnering agencies -
 - Build capacity of non-profit affordable housing developers/operators, including Indigenous non-profit entities

- **Least Frequently (or one-off) occurring ideas**
 - Develop emergency preparedness to respond to homelessness (e.g. pandemic or similar crises)
 - Support and contribute to the creation of a community housing strategy which identifies clear roles for different sector stakeholders
 - Design new and renovated affordable housing to be healthier
 - Educate the sector on the different roles and scope of work of City of Edmonton's Affordable Housing and Homelessness Section and Homeward Trust Edmonton
 - Develop a dedicated strategy to secure funding from the provincial government for Edmonton's homelessness sector which serves individuals experiencing homelessness from across the greater Edmonton and neighboring urban regions
 - Be the information stewards of affordable housing data to monitor housing needs and progress
 - Collaborate with (housing) advocacy groups to encourage space for uncomfortable conversations
 - Create a housing advocacy organization to bring all stakeholders together and advocate on behalf of all the housing providers
 - Consider older neighborhoods in the city where affordability is likely to become a concern and plan ahead to protect affordable housing supply
 - Partner with land-owners near transportation hubs/shopping centres to develop affordable housing in underutilized parking areas
 - Collaborate with private sector to build more and build cheaper units
 - Offer City land to affordable housing developers for free to improve supply
 - Build transitional housing for short to medium-term usage
 - Address the challenge of providing same rent and quality of affordable housing regardless of the area of the city
 - Calculate "Affordable housing" provided by private and for-profit landlords
 - Create a Landlord Risk Mitigation Fund, to cover Court/RTDRS-awarded liabilities for Edmontonians on Income Support and AISH to cover the costs of liabilities from Low-Income Tenants
 - Develop distinct strategic approaches for homelessness intervention, emergency and temporary housing, permanent supportive housing, community or rent geared to income, near-market, and mixed market housing
 - Incentivize (financial or policy) builders to offer affordable units for different housing types, including multi-family residential buildings and single family homes across the

- city, and to make the buildings and neighbourhoods for affordable housing inclusive of health and wellbeing-supporting strategies
- Fast-tracking approvals for housing developments with more health and wellbeing and other priority strategies incorporated
 - Determine a target for number/percentage affordable housing in each residential zone
 - Work to create new partnerships with Alberta Seniors and Housing, Community and Social Services, Alberta Health Services, and FCSS
 - Create dedicated staff positions to fast track permits for affordable housing developments
 - Ensure no-cost or low-cost health and wellbeing amenities for residents are integrated into affordable housing developments
 - Showcase how affordable housing doesn't need to look like low-income housing or highlight that rental subsidies in market houses are also part of affordable housing
 - Collaborate with all affordable housing providers to engage with a single digital platform to advertise non-wait list vacancies within the Affordable Housing sector database/platform that includes accessible or barrier free units
 - Develop a sustainable funding model that will ensure that housing is not only obtained, but maintained
 - Develop Database with available affordable units and locations that is accessible by public, along with health and wellbeing features offered

Appendix 1: Insights from Relevant Past Engagement

City Plan Public Engagement

October 2018 - June 2019

Summary themes on affordable housing needs and strategies:

- More affordable housing;
- More housing types, more options, including options that encourage a sense of belonging;
- Address accessibility needs;
- Affordable housing options across the City, avoid ghettoization;
- Improve pathways to affordable home ownership;
- Support services for seniors, folks with mental health concerns and disability;
- Reduce homelessness, provide options for housing for homeless folks
- More housing supports and services

Unique themes (in addition to the above) from Indigenous engagement:

- Support navigating the social and housing support systems
- Improve housing quality issues (e.g. safety, disabled accessible)

Stakeholder Engagement for 2020 Homeless Prevention Strategy Development

March 2020

Administration engaged homeless serving organizations through one-on-one interviews, questionnaires, and focus groups.

Summary themes on needs and challenges to improve affordable housing supply:

- Challenges for proponents, especially small affordable housing developers to navigate planning and development system to increase supply
- The need for appropriate affordable housing in terms of size of homes/units
- Need for more housing choices, living options and support
- Need to address economic barriers
- Need to address Shelter barriers
- Need to address systemic barriers
- Need for community care programs and programs helping inform and educate natural helpers
- Need to improve accountability on data collection and sharing
- Need for collective and coordinated discussion on best, evidence-based approaches
- Need for collective outcomes and collaborative efforts
- Need for public education and helpful information
- Need for legislative changes to improve security of tenancy

Summary ideas for City of Edmonton's Consideration

- **Build more affordable housing and be part of the solution:** expedite and streamline processes for development applications; have an easy to navigate step by step process to follow.
- **Funding support:** create dedicated funding for homelessness prevention, like providing eviction prevention supports and programs; leverage funding from other orders of government to provide funding to homeless serving organizations.
- **Pilot innovative approaches:** support innovative and new preventative housing options and provide buffers so agencies can try new models, including dedicate funding to pilot innovative models
- **Coordinate and demonstrate leadership:** collaborate with market and non-market housing providers to to improve supply of affordable housing. For programs, the City of Edmonton has a decentralized way of gaining access to Housing First through 22 agencies coordinated by Homeward Trust Edmonton, which is a good model. It is the municipality's role to support coordinated access to everything. One suggested process is the Providing Access to Affordable Housing (PATH) model.
- **Support good data:** leverage data to focus on root causes and engage in preventative strategies
- **Educate the public:** 1) shift attitudes, stereotypes and racism towards people that require affordable housing; 2) promote cultural awareness and provide education on mental health challenges, addictions and poverty ro housing provider; and 3) shift the spotlight from who is homeless to why people are homeless to pave way for community acceptance of individuals and models of affordable housing.
- **Further community engagement:** 1) encourage collaborative conversations across sectors, including businesses, as a way to create good models that ensure social agendas are at the table; 2) at the core, include the voices of those with lived experience.
- **Provide education, information and support services for community care helpers, natural caregivers and persons at risk of homelessness:** 1) especially for youth that are homeless and need life skill training and safe connections to family; 2) assistance navigating forms and other government program requirements.
- **Provide trauma-informed education, training and information to frontline employees:** include transit operators, security, bylaw officers, peace officers, operations and recreation facility staff.
- **Advocate and coordinate with with surrounding municipalities:** to discuss homelessness issues, prevent the migration and uprooting of people into Edmonton; other municipalities have a role in developing policies that prevent people from being discharged into homelessness; coordinate on other municipalities in leveraging provincial transfers payments to help people who can't live on income supports, rent controls, and to be a voice for agencies at the provincial level.

Appendix 2: Engagement tools used to review the 2016-2025 Affordable Housing Strategy

Online Questionnaire

The City of Edmonton is currently reviewing the 2016-2025 Affordable Housing Strategy (the Strategy) originally developed in 2015. This review is the first step in our efforts to refresh the Strategy to respond to current realities of the affordable housing landscape of Edmonton. There are two objectives to this initial step: (1) to assess progress made on the goals of the Strategy, and (2) to assess the effectiveness of the specific approaches established in the Strategy to further the goals. At this stage, we would like to invite your input into this review through the following questionnaire.

We strongly recommend that you use a computer to access this questionnaire. For your reference, see the DRAFT Progress Update attached in the email (or here) summarizing the work thus far completed by the City on the current Strategy. Please review it before completing the questionnaire. We anticipate that this questionnaire will take approximately 15-25 minutes to complete. The questionnaire is available until Sunday, May 22nd. At the end of the questionnaire you will have the option of scheduling a follow-up discussion on this strategy review with staff from the Affordable Housing and Homeless Section.

1. Please provide the name of your organization: _____

Overall feedback on the Strategy

2. In reviewing the City's 2016-2025 Affordable Housing Strategy, in your opinion, what has worked well? (*open ended*)
3. In your opinion, are there areas of the 2016-2025 Affordable Housing Strategy where the City could have performed better? (*open ended*)

Overall feedback on Goals

4. The following questions pertain to the four goals in the 2016-2025 Affordable Housing Strategy. Reflecting on the past five years, to what extent would you *agree* that the City has met the goals included in the Strategy?

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
Goal 1: Increase the supply of affordable housing in all areas of the city					
Goal 2: Maintain the supply of affordable & market rental housing					
Goal 3: Enable stable residential tenancies & transition people out of homelessness					
Goal 4: Anticipate, recognize and coordinate actions to respond to housing and homeless needs					

5. Are the four goals in the 2016-2025 Affordable Housing Strategy still relevant and responsive to the affordable housing needs of Edmontonians?
 - Goal 1: Increase the supply of affordable housing in all areas of the city *(Yes/No.)*
 - Goal 2: Maintain the supply of affordable & market rental housing *(Yes/No.)*
 - Goal 3: Enable stable residential tenancies & transition people out of homelessness *(Yes/No.)*
 - Goal 4: Anticipate, recognize and coordinate actions to respond to housing and homeless needs *(Yes/No.)*
6. [If any of Q5=No] Please explain why the goals are no longer relevant.
7. Are there any additional goals that should be considered to address affordable housing needs of Edmontonians in the 2016-25 Affordable Housing Strategy? *(open ended)*

8. Each goal in the City's 2016-25 Affordable Housing Strategy has an associated set of objectives and strategies (listed in the DRAFT Progress Update attached in the email or here). We would like to get specific feedback on these objectives and strategies through more in-depth questions. Which of these goals would you like to comment on? (Select all that apply)
- a. Goal 1: Increase the supply of affordable housing in all areas of the city (Go to Q.9)
 - b. Goal 2: Maintain the supply of affordable & market rental housing (Go to Q.12)
 - c. Goal 3: Enable stable residential tenancies & transition people out of homelessness (Go to Q. 15)
 - d. Goal 4: Anticipate, recognize and coordinate actions to respond to housing and homeless needs (Go to Q. 18)
 - e. All the above (Go to Q.9)
 - f. None of the above. (Go to Q.21)

QUESTIONS ON GOAL 1

9. The following question pertains to the objectives and strategies (listed in the image below) used by the City to implement Goal 1: increase the supply of affordable housing in all areas of Edmonton. To what extent would you agree/disagree with the following statements?

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The strategies under Objective 1.1 have helped the City to play a direct role in increasing the supply of affordable housing in Edmonton.					
The strategies under Objective 1.2 have helped the City to enable external organizations to increase the supply of affordable housing in Edmonton.					
The strategies under Objective 1.3 have					

helped the City to acquire, leverage, and provide the financial resources and tools to increase the supply of affordable housing in Edmonton.					
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- 10. Please elaborate on your responses in the previous question. *(open ended)*
- 11. Are there any other objectives and strategies that should have been considered to achieve the goal of increasing the supply of affordable housing in all areas of the City? *(open ended)*

QUESTIONS ON GOAL 2

- 12. The following questions pertain to the objectives and strategies (listed in the image below) used by the City to implement Goal 2: Maintain the supply of affordable and market rental housing. To what extent would you agree/disagree with the following statements?

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The strategies under Objective 2.1 have helped the City to maintain the supply of affordable & market rental housing.					
The strategies under Objective 2.2 have helped the City to maintain the supply of affordable & market rental housing.					

- 13. Please elaborate on your responses in the previous question.
- 14. Are there any other objectives and strategies that should have been considered to maintain the supply of affordable & market rental housing in Edmonton? *(open ended)*

QUESTIONS ON GOAL 3

15. The following questions pertain to the objectives and strategies (listed in the image below) used by the City to implement Goal 3: Enable stable residential tenancies and transition people out of homelessness. To what extent would you agree/disagree with the following statements?

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The strategies under Objective 3.1 have helped the City to enable stable residential tenancies and transition people out of homelessness.					
The strategies under Objective 3.2 have helped the City to enable stable residential tenancies and transition people out of homelessness.					

16. Please elaborate on your responses in the previous question. *(open ended)*

17. Are there any other objectives that should have been considered to enable stable residential tenancies and transition people out of homelessness? *(open ended)*

QUESTIONS ON GOAL 4

18. The following question pertains to the objectives and strategies (listed in the image below) used by the City to implement Goal 4: Anticipate, recognize, and coordinate action to respond to housing and homeless needs. To what extent would you agree/disagree with the following statements?

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree

			disagree		
The strategies under Objective 4.1 have helped the City to anticipate, recognize and coordinate action to respond to housing and homelessness needs.					
The strategies under Objective 4.2 have helped the City to anticipate, recognize and coordinate action to respond to housing and homelessness needs.					

19. Please elaborate on your responses in the previous question. *(open ended)*

20. Are there any other objectives that should have been considered to anticipate, recognize and coordinate action to respond to housing and homelessness needs?

- a. Yes
- b. No

Q20b if Q20=Yes: Which other objectives should have been considered?

21. Do you have any additional comments? _____

22. Is there anyone else who should be engaged on the review of the 2016-2025 Affordable Housing Strategy?

- Yes
- No

Q22b. Who should also be engaged on the review? _____

23. Would you like to schedule a follow-up conversation with us to provide additional feedback on the review of the 2016-2025 Affordable Housing Strategy? Yes/No.

Questions for one-on-one conversations

1. Can you please briefly highlight the role your organization plays in Edmonton's Affordable Housing sector?
2. Were you familiar with the COE 2016-2025 Affordable Housing Strategy prior to participating in the Strategy review?
3. Ask only if the participant completed the online questionnaire:
 - a. Would you like to comment on the DRAFT Progress Update we shared with you or expand on anything you indicated in the online questionnaire at this point?
 - b. Additionally, may we follow up with you on some of your responses to ensure we have understood your perspective clearly?
4. The current Strategy has 4 goals. Which one of these would you like to discuss today?
5. Why is this goal important to you/your organization? What external factors have shaped progress on this Goal?
6. Do you feel the objectives and strategies have helped the City to achieve the goal? How?
7. Are there any other objectives and strategies that could have been considered to pursue the Goal? What do you suggest?
8. Do you have any comments on these roles? How do you assess City's performance, thus far, in these various roles?
9. Is there any other role the City could have pursued? How could the City have better supported affordable housing outcomes in Edmonton?
10. Is there anything else you would like to share with us today?

Appendix 3: Engagement tool used to review Foundational Elements of the Updated Affordable Housing Strategy

Q1. Are there any gaps in these principles? If so, what are they?

The foundational elements of the updated strategy are guided by the following updated principles to achieve its goals and objectives:

Fundamental - Affordable housing is fundamental to human dignity; the physical, economic and social well being of individuals, families and communities.

Collaborative - Housing needs are a complex, multi-faceted problem that requires consistent effort from all levels of government, partners and stakeholders. The City leads and values innovative solutions that require collaboration and working in partnerships.

Evidence-based - Our programs and projects are informed by research, engagement and the voices of those who we serve. We make evidence-based decisions and recommendations based on ongoing monitoring and evaluation of local housing needs and context.

Accessible - The City supports affordable housing that is universally accessible for those individuals living with a range of disabilities including physical, sensory, developmental and cognitive.

Diverse - The City encourages the design and construction of diverse types of housing to expand affordable housing choices for those in core housing need and who belong to multiple population groups with intersecting identities.

Sustainable - The City encourages the development and retrofitting of affordable housing that is aligned with its vision of building an efficient, sustainable and resilient community.

Integrated - The City promotes compact, mixed use developments within districts that support equitable access to transportation and amenities.

Reconciliation - In the spirit of reconciliation the City will partner with organizations, businesses and citizens to respond to the systematic racism and discrimination that indigenous people disproportionately face in accessing affordable housing.

Q2. What, if anything, is missing from these objectives that could help the City achieve Goal 1?

Goal 1: People have access to affordable housing in all areas of the city

Objective 1: Enable the development of affordable housing

Objective 2: Diversify the affordable housing supply

Objective 3: Support the sustainability of affordable housing

Q3. What, if anything, is missing from these objectives that could help the City achieve Goal

2?

Goal 2: People have the housing supports they need

Objective 1: Improve programs and services related to homelessness prevention

Objective 2: Enable improvements in housing supports and service delivery partnerships

Q4. What, if anything, is missing from these objectives that could help the City achieve Goal 2?

Goal 3: People have increased awareness of housing needs and affordable housing

Objective 1: Collect and share insights from research and engagement

Objective 2: Inform the public about housing needs and affordable housing

Objective 3: Coordinate with sector partners to identify shared objectives, improve information sharing, and convene to enhance the housing ecosystem

Q5. These are the roles the City as a whole has identified for itself in the updated Affordable Housing Strategy. Is there any role missing? If so, what is it?

- Plan, Research and Develop Policies
- Acquire and make financial resources availableGenerate Awareness
- Convene
- Establish and enforce regulations
- Develop, deliver, monitor and evaluate programs
- Support homelessness prevention
- Steward land and assets
- Catalyze affordable housing developments

Q6. Further Comments: Please share any other comments about the draft updated Affordable Housing Strategy _____