

Question	Answer
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What is the annual housing supply growth rate?

What is the annual growth rate percentage change?

Is there a current housing needs assessment?

Notes

The annual housing supply growth rate is calculated by:

$$\left(\frac{\text{Total number of housing units projected to be permitted with HAF / 3 years of the program}}{\text{Current number of dwellings}} \right) * 100$$

The annual growth rate percentage change is calculated by:

$$\left(\frac{\text{Annual housing supply growth rate with HAF} - \text{Annual housing supply growth rate without HAF}}{\text{Annual housing supply growth rate without HAF}} \right) * 100$$



Highlighted green when section has been inputted	If edits are made to green sections, please change the fill to red
Initiative 1. HAF Zoning Bylaw & Statutory Plan Amendments	
Initiative type (select one from list in 'Initiative template' tab)	
Implementing inclusionary zoning	
If 'Other', please indicate	
<p>REVISED Initiative 1 - Zoning Bylaw & Statutory Plan Amendments allowing 4UAOR for all lots with residential uses HAF Zoning Bylaw & Statutory Plan Amendments</p> <p>This initiative will amend the Zoning Bylaw and applicable statutory plans to implement city-wide inclusionary zoning and reduce or eliminate burdensome development regulations to encourage more missing middle housing forms. This includes allowing four units as-of-right for all lots with residential uses in the municipality. This would allow for several housing forms on a property, including a single-family dwelling with multiple accessory dwelling units (ADU), duplexes with each unit having an ADU, trip-plexes with ADUs, and townhouses (four-plex or rowhouse). It will also reduce or eliminate parking minimums city-wide and increase maximum residential building heights.</p> <p>As it is provincially legislated, all amendments will undergo public consultation, which will consist of a public hearing prior to Council adoption. It is anticipated that implementation will follow 30 days after the adoption of the amendments.</p> <p>These amendments will largely reduce the need for rezoning prior to development application and allow for greater development potential and housing choice in all residential zones. Currently, the Zoning Bylaw allows for up to two dwelling units on a low-density residential zoned lot. This includes a single-family dwelling with an ADU or a duplex. These are not as-of-right in all zones, as laneway suites and duplexes are discretionary uses in some residential zones. Townhouses (three or more units) and apartments are only allowed in medium-density and high-density residential zones. Five out of six commercial zones allow for medium or high-density residential uses, including apartments. However, one commercial zone (of the five) also allows for townhouses (three or more units). Mixed-use buildings (residential and commercial uses) are allowed in all commercial zones. Amendments are expected to increase missing middle options for all residential zones.</p> <p>Most parking regulations have been in place since the 1970s. Single-family dwellings, duplexes, and townhouses (three or more units) all require two parking spaces per dwelling unit, with townhouses requiring one additional visitor parking space for every five units. ADUs require one space for units with two or fewer bedrooms and two spaces for units with more than two bedrooms. Apartments require one space for a studio or one-bedroom unit, 1.5 spaces for a two bedroom unit, and two spaces for a three-bedroom unit. One additional visitor parking space is required for every five units. The amendments to parking requirements are intended to be city-wide for all residential uses.</p> <p>Current building height maximums for residential dwelling units range from two storeys (10.0m) for a laneway suite to three storeys (12.5m – 15.0m) for a house, duplex, and townhouse, and three to six storeys for an apartment outside of the downtown. There are no residential building height maximums within the downtown.</p> <p>This initiative aligns with the following HAF Best Practices: 1, 6, 7.</p> <p>HAF funding will allow the City to invest in additional human resources to ensure all amendments are completed in a timely manner and implementation of the amendments can begin within one year of receiving funds.</p>	
Estimated start date	2024/12/01
Estimated completion date	2025/12/01
Estimated number of units the initiative will incent within 10 years	742.00
Estimated number of units the initiative will incent within the program period	225.00
Estimated cost	\$924,375
Other Expected Results (1000 characters)	
0 Single Detached homes (0 affordable)	

0 Multi-Unit Housing in Close Proximity to Rapid Transit (0 Affordable)		
135 Missing Middle Housing (0 Affordable)		
90 Other Multi-Unit Housing (0 Affordable)		
<p>Amendments will support increased housing density, particularly missing middle development including ADUs, duplexes, and townhouses (up to four units). Our projections for units the initiative will incentive are relatively small, however the changes to the Zoning Bylaw are the most impactful long-term and is required to enable the majority of the initiatives in this application. Amendments will not directly contribute to affordable housing provisions.</p>		
Priority Objective (select all that apply- dropdown)		
Creating more supply of housing		
Supporting complete and walkable communities with diverse lands uses and access to ammenities		
Supporting affordable inclusive equitable and diverse communities		
Supporting low-carbon and climate-resilient communities		
Explain how the initaitive supports the Priority Objective(s) selected (3500 characters)		
<p>The amendments will provide developers and builders with more options for greater development potential for residential lots, thereby increasing the supply of housing units within the city. Missing middle housing is expected to be the most impacted as there will be greater allowance for ADUs, duplexes, tri-plexes, four-plexes, and townhouses.</p> <p>A greater mix of housing types, with varying building heights within our neighbourhoods, will help create complete and walkable communities by adding density and enhanced amenities such as transit, bike paths, and trails. The elimination or reduction of parking requirements allows for more land to be used for housing and encourages other modes of transportation. This will support a reduced carbon footprint for new development, allowing dwelling units to be constructed at higher densities near amenities, thereby reducing urban sprawl.</p> <p>As more diverse units are allowed and developed on all residential and commercially zoned properties, affordability will increase, allowing for equitable and diverse socio-economic inclusion in neighbourhoods.</p>		
Initiative Assessment		
Question	Answer (drop down)	Details
How long will it take to complete the initiative?	Within 1 year	The amendment to the Zoning Bylaw and several statutory plans can be completed within one year. This will include the provincially legislated public hearing prior to adoption.
How long will it take to start to acheive additional permitted units as a results of the iniative?	Within 1 year	Once the amendments have been adopted by Council, their changes will begin to start producing results.
What is the extent to which the initiative will improve housing and community outcomes?	High degree of improvement	These will add several new as-of-right regulations in the Zoning Bylaw and housing supportive policies in the City's statutory plans.
This will provide permanent and long-term improvements the the stability and predictability in the housing systems.	High degree of stability and predictability	This will permanently improve the the stability and predictability in the housing systems.
Milestones		
Milestone name	Estimated start date	Estimated completion date
Engagement	2024/12/01	2025/07/01
	Description of milestone	
	Consult with public, developers, builders, and stakeholders on Zoning Bylaw changes.	
Update bylaw	2025/07/01	2025/11/01
	Description of milestone	
	Draft bylaw amendments, and move through Council adoption process.	

Implementation	2025/11/01		2025/12/01	
	Description of milestone			
	Post-Council adoption, one month for development staff to familiarize themselves with bylaw changes to implement in new development approvals.			

Highlighted green when section has been inputted	If edits are made to green sections, please change the fill to red
Initiative 2. Dollars for Doors	
Initiative type (select one from list in 'Initiative template' tab)	
Implementing incentives, costing or fee structures to encourage such things as affordable housing and conversions from non-residential to residential	
If 'Other', please indicate	
Describe your initiative, including its goals and objectives	
<p>This initiative will provide loans and grants to non-profit and private sectors for the construction of residential units. Higher-density units, such as multi-family units with more than four units, and rental units will be prioritized. Lower-density development that increases housing, such as duplexes and ADUs will also be eligible for funding. The use of loans may also allow the program to incentivize more housing projects for several years. The initiative will also provide loans for infrastructure connections directly attributable to new housing development. Priority will be provided to higher-density projects, but assistance will also be provided for infrastructure connection costs for lower-density missing middle units. In alignment with Alberta legislation, loans will only be provided to non-profit organizations. It is anticipated that this initiative will have the largest impact on creating new units during the program period, specifically by increasing missing middle and higher-density units. The City estimates 500 new units stemming from this initiative. A promotional and educational campaign will be created to raise awareness of this initiative.</p> <p>This initiative aligns with elements of the following HAF Best Practices:</p>	
Estimated start date	2024/12/01
Estimated completion date	2025/10/01
Estimated number of units the initiative will incent within 10 years	560.00
Estimated number of units the initiative will incent within the program period	500.00
Estimated cost	11,856,250
Other Expected Results (1000 characters)	
0 Single Detached homes (0 affordable)	
0 Multi-Unit Housing in Close Proximity to Rapid Transit (0 Affordable)	
320 Missing Middle Housing (59 Affordable)	
180 Other Multi-Unit Housing (36 Affordable)	
<p>It is anticipated that this initiative will incent two 90-unit developments over four storeys and 320 missing middle units. This is approximately as 60/40 split for missing middle and other. Approximately 19% of units will be affordable.</p>	
Priority Objective (select all that apply- dropdown)	
Creating more supply of housing	
Supporting affordable inclusive equitable and diverse communities	
Supporting low-carbon and climate-resilient communities	
Explain how the initiative supports the Priority Objective(s) selected (3500 characters)	

Supporting increased missing middle development will increase housing supply more rapidly than building single detached homes. Incentivizing missing middle development will meet more diverse housing needs and income levels through additional options beyond the traditional predominant focus on single family homes. It will create more inclusive and equitable access to suitable housing options. The higher density missing middle housing being incentivized will have a lighter carbon footprint than the more traditional single detached homes. This will reduce urban sprawl overall.

This initiative will increase the overall housing supply by incentivizing the creation of affordable housing units. It specifically focuses on supporting the capacity to create a more affordable housing supply. The addition of more affordable units will support the creation of more inclusive and equitable communities. With the inclusion of additional multi-family affordable options and the potential for conversion of non-residential to residential, it is anticipated that this initiative will support increased efficiency in the development and contribute to carbon reduction and more walkable communities.

Initiative Assessment		
Question	Answer (drop down)	Details
How long will it take to complete the initiative?	Within 1 year	Program development and implementation will be within one year, this includes public engagement and an educational campaign.
How long will it take to start to acheive additional permitted units as a results of the iniative?	Within 1 year	Once the program is developed it will start to be implemented; this will provide opportunities for additional units within the first year. Zoning Bylaw amendments will allow for more housing forms with quicker approvals, specifically for missing middle housing. It is anticipated that once the amendments are approved, there will be more opportunities for this initiative to be utilized.
What is the extent to which the initiative will improve housing and community outcomes?	High degree of improvement	Supply of 500 units is expected through this initiative, impacting the number of units greater than any other initiative.
What is the extent to which the initiative increases stability and predictability in the housing system?	Medium degree of stability and predictability	Grants, available to non-profit and private sectors, will be available during the program period only. Loans, available to non-profit organizations, will extend beyond the program period and continue to incent units long-term.
Milestones		
Milestone name	Estimated start date	Estimated completion date
Incentive program development	2024/12/01	2025/07/01
	Description of milestone	
	Convene internal working group and development project plan. Research of other municipalities offering a similar incentive, public	
Promotional and education campaign	2025/07/01	2025/10/01
	Description of milestone	
	Create promotional and educational campaign. This includes design and advertising of materials.	
Project implementation	2025/07/01	2025/07/01
	Description of milestone	
	Following the design of program, implementation can occur. Implementation can occur during the promotional and education campaign.	

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Initiative 3: Affordable Permanent Supportive Housing Financial Incentive	
Initiative type (select one from list)	
If 'Other', please indicate	
Describe your initiative, including its goals and objectives	
<p>This initiative aims to increase the number of affordable permanent supportive housing (PSH) units to meet the identified gap within the local housing system through the development and implementation of a financial incentive program.</p> <p>PSH was identified as one of the key priorities in 2019 Community Housing and Homelessness Integration Plan (CHHIP). While CHHIP identified a target of 139 spaces at that time, the maximum number of PSH spaces currently available in Red Deer is 62, leaving a shortfall of at least 77 spaces. It is anticipated that this deficit now exceeds 77.</p> <p>This need has continued to grow since the pandemic and PSH is the largest bottleneck within the housing and homelessness supports system. There has been a significant increase in the number of people on the local weekly Coordinated Access Process (CAP) prioritization list for housing placement since 2021. The average on the list from June to July this year was 174 people, compared to 28 people for the same period in 2021. These numbers are the highest we have seen. This increase, combined with the high complexity of client needs and the insufficient supply of affordable and PSH spaces in Red Deer, are posing a tremendous strain on the housing system.</p> <p>HAF would enable an injection of funds to expedite the development of 100 units. It is believed that this priority investment would have immediate contributions to The City's efforts to end Chronic Homelessness.</p> <p>In addition to the incentive amount, estimated initiative costs will include a portion of staffing costs associated with the development, implementation, reporting and evaluation for incentive-based initiatives in the action plan.</p> <p>This initiative was identified in Red Deer's 2023 HAF 1 Action Plan. Some preliminary work had been completed. An Expression of Interest was released to support The City's understanding of potential shovel-ready projects. Council approved a PSH capital grant program that was contingent of receiving HAF funds. However, implementation did not occur due to lack of funding. It is anticipated that this preliminary work will support the timeliness of implementation of this initiative. This initiative aligns with HAF Best Practice #10: Develop grant programs.</p>	
Estimated start date	2024/12/02
Estimated completion date	2025/12/01
Estimated number of units the initiative will incent within 10 years	100.00
Estimated number of units the initiative will incent within the program period	100.00
Estimated cost	\$8,611,250
Other Expected Results (1000 characters)	
0 Single Detached homes (0 affordable)	
0 Multi-Unit Housing in Close Proximity to Rapid Transit (0 Affordable)	
100 Missing Middle Housing (100 Affordable)	

0 Other Multi-Unit Housing (0 Affordable)		
Financial incentives will reduce one of the biggest barriers to housing, as communicated by community partners. Increased supportive housing supply will have a substantial impact on the local housing and homelessness system, as the lack of sufficient supportive housing units has stalled movement within the system. HAF funding will give an injection of funds to incent approximately 100 units in three years. This support directly impacts the housing supply for individuals experiencing homelessness who also have a high level of complexity relative to their housing need. The level of ongoing need will be closely monitored and a plan will be put in place to continue meeting the level of need for this type of housing. All units incentivized under this initiative will be affordable units.		
Priority Objective (select all that apply- dropdown)		
Creating more supply of housing		
Supporting affordable inclusive equitable and diverse communities		
Supporting low-carbon and climate-resilient communities		
Explain how the initiative supports the Priority Objective(s) selected (3500 characters)		
This initiative will result in the creation of more PSH units which will integrate those with significant housing barriers into the community. The units will be more affordable because of the incentives provided, thereby removing the greatest barriers to the development of PSH reported in our community. The integration of those experiencing chronic homeless and complex needs associated with physical health, mental health, and/or substance use challenges into the community increases our diversity and makes housing more equitable. This initiative will encourage the conversion of non-residential to residential units to support efficiency in development and a reduction in environmental impacts.		
Initiative Assessment		
Question	Answer (drop down)	Details
How long will it take to complete the initiative?	Within 1 year	There are a number of stakeholders in Red Deer with an interest in developing supportive housing units, some with projects that demonstrating steps towards shovel readiness. Financial incentives could be fully rolled-out in Year #1 to accelerate housing development in this area.
How long will it take to start to achieve additional permitted units as a results of the initiative?	Within 1 year	It is anticipated that permits will be issued in Year #1 for project starts. Development will likely take 2-3 years, depending if they are new builds or conversions of existing non-residential to residential buildings.
What is the extent to which the initiative will improve housing and community outcomes?	High degree of improvement	This is one of the top community priorities related to housing. In 2019 The City completed the Community Housing and Homelessness Integrated Plan. With the establishment of 100 additional units, this would meet the need identified in 2019 and fulfill some of the increased demand experienced since that time. This initiative would have a significant impact in providing the supply needed for this type of housing to support those who experience substantial barriers to achieving and maintaining permanent housing.
What is the extent to which the initiative increases stability and predictability in the housing system?	High degree of stability and predictability	This would provide an immense amount of housing stability for individuals with a complex housing needs. The City would look to support these units with 24/7 operating funds (staffing support). This is also anticipated to greatly decrease the number of individuals staying in emergency shelter and those who are rough sleeping in urban encampments.

Milestones		
Milestone name	Estimated start date	Estimated completion date
Project initiation	2024/12/02	2025/01/13
	Description of milestone	
	Convene internal working group. Develop project plan. Hire staff to support incentive programs	
Incentive program development	2025/01/13	2025/03/31
	Description of milestone	
	Develop and approve incentive program guidelines and parameters. Develop communication and marketing materials	
Promotion and Educational Campaign	2025/04/01	2025/06/02
	Description of milestone	
	Create promotional and educational campaign. This includes design and advertising of materials. Promote incentives.	
Project Implementation	2025/06/02	2025/11/03
	Description of milestone	
	Implement incentive program.	
Project evaluation	2025/11/03	02-Dec
	Description of milestone	
	Evaluate the effectiveness of the program. Reassess needs with homeless serving sector. Develop recommendations to support longer-term sustainability	

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Initiative 4. Rapid Residential Initiative	
Initiative type (select one from list in 'Initiative template' tab)	
Implementing new/enhanced processes or systems	
Describe your initiative, including its goals and objectives	
<p>Several multi-family residential developments are nearly ready for development but face barriers to being shovel-ready. This initiative will improve administrative resources to prioritize, fast-track, and waive fees for missing middle residential development applications. This will also include improved pre-development concierge support, pre-zoning and subdivision, and the preparations to pre-approval of the anticipated CMHC design catalogue. This initiative also aims to reduce infrastructure barriers for residential developments by doing a study to identify existing capacity to support faster approvals.</p> <p>This initiative aligns with elements of the following HAF Best Practices:</p> <p>#4: Prioritized/enhanced development approval process</p> <p>#5: Comprehensive review of development charges and fee schedules.</p>	
Estimated start date	2024/12/02
Estimated completion date	2025/12/01
Estimated number of units the initiative will incent within 10 years	235.00
Estimated number of units the initiative will incent within the program period	50.00
Estimated cost	\$2,042,500
Other Expected Results (1000 characters)	
0 Single Detached homes (0 affordable)	
0 Multi-Unit Housing in Close Proximity to Rapid Transit (0 Affordable)	
50 Missing Middle Housing (0 Affordable)	
0 Other Multi-Unit Housing (0 Affordable)	
<p>It is anticipated that investments in improving City administrative resources for pre-development work will reduce associated timelines by 25%. Incentives related to the waiving of fees would result in cost savings for developers ranging from approximately \$5,000 - \$100,000, depending on the scale of the development.</p>	
Priority Objective (select all that apply- dropdown)	
Creating more supply of housing	
Supporting affordable inclusive equitable and diverse communities	
Supporting complete and walkable communities with diverse lands uses and access to amenities	
Supporting low-carbon and climate-resilient communities	
Explain how the initiative supports the Priority Objective(s) selected (3500 characters)	
<p>This initiative will support the creation of more housing supply at an accelerated pace by increasing pre-development process efficiencies and reducing barriers to shovel readiness through enhanced customer service capacity, reduction of timelines and the provision of financial incentives (waiving fees) for pre-development processes.</p>	

Initiative Assessment		
Question	Answer (drop down)	Details
How long will it take to complete the initiative?	Within 1 year	Processes to support shovel readiness through pre-development process enhancement will be implemented within one year.
How long will it take to start to acheive additional permitted units as a results of the iniative?	Within 1 year	Implementation of process efficiencies and conciergerge support would support the achievement of permitted units within the first year.
What is the extent to which the initiative will improve housing and community outcomes?	Medium degree of improvement	Once the systems are in place, pre-development processes to support shovel readiness will be improved in the short and long term.
What is the extent to which the initiative increases stability and predictability in the housing system?	Medium degree of stability and predictability	It is expected that timelines for pre-devleopment processes and approvals will be reduced by 25%.
Milestones		
Milestone name	Estimated start date	Estimated completion date
Project Initiation	2024/12/02	2025/01/20
	Description of milestone	
	Convene internal working group; Develop project plan; Hire staff to support initiatives related to process efficiencies and customer service.	
Conduct study	2025/01/20	2025/03/28
	Description of milestone	
	Assess current areas flagged for process improvement and customer support enhancement.	
Stakeholder engagement	2025/01/20	2025/03/28
	Description of milestone	
	Engage development stakeholders to ensure a full understanding of barriers to shovel readiness and opportunities for enhanced support.	
Process/Policy Approval and Implementation	2025/04/01	2025/05/30
	Description of milestone	
	Approval and implementation of policy and process improvements, including incentives (waiving fees). Communication and engagement with community stakeholders.	
Project Evaluation	2025/10/01	2025/11/01
	Description of milestone	
	Evaluate the level of impact of the efficiencies in pre-development processes and conceirgerge support. Make adjustments, as required.	

Highlighted green when section has been inputted	If edits are made to green sections, please change the fill to red
Initiative 5. Land Disposition & Development Preparation for Housing	
Initiative type (select one from list in 'Initiative template' tab)	
Create a process for the disposal of city-owned land assets for the development of affordable housing as-of-right	
If 'Other', please indicate	
Describe your initiative, including its goals and objectives	
<p>This initiative will implement a process to identify an inventory of surplus and underutilized City-owned lands and buildings that can be made available for housing, including affordable, missing middle and other multi-unit housing.</p> <p>This process will include an assessment of implications for The City and a review of relevant program and policy approaches. This process will inform recommendations for a local policy and guideline approach for the allocation of surplus lands and buildings for the purpose of housing development.</p> <p>The City of Red Deer has 32 parcels of land in mature areas that are currently not feasible for development due to previous uses. This initiative will include costs for environmental site assessment studies for identified parcels and remediation of surplus brownfield sites to a condition suitable for residential development. The number of sites remediated will be dependent on the level of remediation required, associated costs and funding.</p> <p>Through this initiative non-profit housing providers and the private sector will be engaged to explore partnership, acquisition and potential lease opportunities to increase development of affordable, missing middle and multi-unit housing.</p> <p>This initiative is expected to have a long-standing impact on housing development, including affordable housing in Red Deer through a regular ongoing review process, as determined by the approved policy approach and an ongoing policy change.</p> <p>Components of this initiative were submitted in the 2023 HAF application and have been approved by City Council for exploration. There have been delays with proceeding with this work due to lack of capacity and funding. The approach has also been broadened since 2023 to support the ability to explore a variety of partnership opportunities to meet the diverse housing needs of our community.</p> <p>This initiative aligns with HAF Best Practice #2.</p>	
Estimated start date	2024/12/02
Estimated completion date	2026/10/30
Estimated number of units the initiative will incent within 10 years	160.00
Estimated number of units the initiative will incent within the program period	100.00
Estimated cost	\$4,146,250
Other Expected Results (1000 characters)	
0 Single Detached homes (0 affordable)	
0 Multi-Unit Housing in Close Proximity to Rapid Transit (0 Affordable)	

40 Missing Middle Housing (34 Affordable)		
60 Other Multi-Unit Housing (6 Affordable)		
<p>This initiative will work in tandem with other initiatives that incentivize affordable and supportive housing, and is expected to have a long standing impact on affordable and missing middle housing development in Red Deer through policy change, and a regular ongoing review process, as determined by the approved approach.</p> <p>It is anticipated that this initiative will incentivize 100 units in 3 years and 160 units in 10 years. In addition to an increase in housing supply, this initiative will have positive environmental impacts due to the redevelopment of land in existing mature neighbourhoods and potential remediation of previous commercial/light industrial sites.</p>		
Priority Objective (select all that apply- dropdown)		
Creating more supply of housing		
Supporting affordable inclusive equitable and diverse communities		
Supporting low-carbon and climate-resilient communities		
Supporting complete and walkable communities with diverse lands uses and access to amenities		
Explain how the initiative supports the Priority Objective(s) selected (3500 characters)		
<p>Making land available to developers for affordable, missing middle and other multi-unit housing will reduce the cost of affordable and multi-family housing creation, thereby enabling more units to be constructed. The surplus land will be specifically dedicated to affordable housing and other housing types that will support diverse housing supply. If surplus buildings are identified, the conversion to housing will result in a lower net carbon development than if buildings had to be built from the ground up. It would remove the considerable impact of concrete for a foundation and additional building materials.</p> <p>The increased land supply and any remediated lands will stimulate housing development in desirable neighbourhoods. Many of the underutilized sites are in mature areas, already equipped with transit, green spaces, and desirable amenities. This initiative will add housing supply to these already complete communities. The positive environmental impact of potential site remediation will be combined with the increase of housing in mature areas. This will decrease the potential for urban sprawl and increase housing density.</p>		
Initiative Assessment		
Question	Answer (drop down)	Details
How long will it take to complete the initiative?	Within 2 years	This initiative is envisioned to take approximately 2 years, as it will require lots of input from the development community and housing providers, research and analysis and policy change. The program development will be reliant on what types or remediable land is most interesting to the development community.
How long will it take to start to achieve additional permitted units as a result of the initiative?	Over 2 years	It is anticipated units will be permitted by year 2 following the approval and implementation of the policy and related processes.
What is the extent to which the initiative will improve housing and community outcomes?	Medium degree of improvement	This initiative is intended to result in long-standing change to how The City identifies and utilizes surplus lands and buildings and showcase the value in investing in the remediation of lands for the purpose of residential development. It is anticipated that it will have a medium impact on housing.
What is the extent to which the initiative increases stability and predictability in the housing system?	Medium degree of stability and predictability	The initiative will support the development of 100 units over 3 years and is expected to have a medium impact on the housing system's stability and predictability due to long-term policy and process changes.

Milestones		
Milestone name	Estimated start date	Estimated completion date
Project initiation	2024/12/02	2025/01/20
	Description of milestone	
	Convene internal working group; Develop project plan; Hire staff to support initiatives related to process efficiencies and customer service.	
Research and analysis	2025/01/20	2025/04/01
	Description of milestone	
	Complete inventory and initial assessment, including assessment of implications to The City and community; research and analysis of policy and process options	
Engagement	2025/03/03	2025/06/06
	Description of milestone	
	Engagement of stakeholders to inform the policy and process	
Policy and Process Development	2025/06/06	2025/10/31
	Description of milestone	
	Policy and process development based on analysis research and engagement findings	
Process and Policy Approval and Implementation	2025/11/01	2026/06/30
	Description of Milestone	
	Seek Council approval of policy; make any amendments, as required. Implement project including partnership development, assessment and remediation processes.	
Promotional and Educational Campaign	2026/05/04	2026/08/28
	Description of Milestone	
	Communication and engagement with community stakeholders, including private sector and non-profit housing providers.	
Project Evaluation	2026/09/04	2026/10/30
	Description of milestone	
	Evaluate the level of impact of the project and identify opportunities for improvements and sustainability.	

Highlighted green when section has been inputted	If edits are made to green sections, please change the fill to red
Initiative 6. Process Improvement & Red Tape Reduction for Permits and Applications	
Initiative type (select one from list in 'Initiative template' tab)	
Implementing new/enhanced processes or systems	
If 'Other', please indicate	
Describe your initiative, including its goals and objectives	
<p>This initiative will improve the efficiency of application and approval processes, resulting in more timely and transparent development decisions. Similar to a 2023 initiative, this initiative is broader and includes the enhancement and expansion of the digitization of permits, applications, and agreements for the entire development process, internal policies and procedures to prioritize affordable housing applications, enhanced pre-application consultation, and increased delegation of decision authority to staff. Dependent on funding, this initiative may include improvements to the digitization of bylaws and improvements to geo-location systems and customer service systems.</p> <p>The goal of this initiative is to reduce approval times for applications up to 25% for specific developments and enhance the development experience for applicants. This initiative would allow the City to have a consolidated and cohesive system for several applications such as development permits, rezoning, subdivision, and development agreements. Currently, applicants will find that rezoning, subdivision, and development agreement processes are entirely non-digitized. Applicants apply via mail or email, with payment by check, as online applications are not available. Process details are tracked in a Microsoft Excel spreadsheet or Word document. Status updates to applicants are provided by staff through email or when an inquiry is made. In contrast, permit applications can be made and tracked online, but with limited staff capacity wait times can take several months for large or complicated applications. Once an application is approved, a permit is automated through the digitized system.</p> <p>A digitized application process would allow applicants to apply online and track their status through the City's website. It would also allow staff to track fees, referrals, and statuses online. A digitized application process will allow for reduced timelines and for documents and approvals to be issued more efficiently.</p> <p>Internal policies and procedures provide direction on how city staff will process development applications. This includes the parameters for who approves applications. Currently, non-contentious applications are often decided by development officers, with more contentious applications being decided by the Municipal Planning Commission. Council will provide decisions on applications within direct control districts. The time difference between a development officer approval and a planning commission or Council approval can differ by at least one month due to advertising and scheduling. Approval time can be reduced by revising policies and procedures to provide development officers more decision authority. There is also the opportunity to create policies and procedures to fast-track certain applications, such as affordable housing developments and design catalogue developments. This could be applied to both the rezoning and permit processes. Legislated components of the process would still apply, but queuing and non-legislated components of the process could be fast-tracked.</p> <p>Due to staff capacity, the opportunity for pre-development meetings with applicants is limited. This initiative would add additional staffing, allowing for more effective and transparent communication prior to application. This would provide more predictability and assurance early in the development process.</p> <p>This initiative aligns with elements of the following HAF Best Practices: 3, 4</p>	
Estimated start date	2024/12/01
Estimated completion date	2025/09/01
Estimated number of units the initiative will incent within 10 years	300.00
Estimated number of units the initiative will incent within the program period	50.00
Estimated cost	\$1,790,625
Other Expected Results (1000 characters)	
0 Single Detached homes (0 affordable)	
0 Multi-Unit Housing in Close Proximity to Rapid Transit (0 Affordable)	
50 Missing Middle Housing (0 Affordable)	

~~0 Other Multi-Unit Housing (0 Affordable)~~

It is anticipated that this initiative will support all development applications once an expanded and enhanced system is implemented. It will create efficiencies, enhance customer service and

Priority Objective (select all that apply- dropdown)

Creating more supply of housing

Explain how the initiative supports the Priority Objective(s) selected (3500 characters)

This initiative will support the creation of more housing supply at an accelerated pace by increasing efficiencies and reducing timelines in planning processes. Through enhanced clarity in the

Initiative Assessment

Question	Answer (drop down)	Details
How long will it take to complete the initiative?	Within 1 year	Hiring and training new staff, the implementation of an enhanced and expanded digitized system can be completed within one year.
How long will it take to start to acheive additional permitted units as a results of the iniative?	Within 1 year	Once staff is trained, timelines for receiving approvals will be improved.
What is the extent to which the initiative will improve housing and community outcomes?	Medium degree of improvement	Once the systems are in place, the application processes and customer service will be improved both in the short and long-term.
What is the extent to which the initiative increases stability and predictability in the housing system?	Medium degree of stability and predictability	It is expected that approval times will be reduced by 25% for prioritized rezoning applications, and 25% for development applications that can now be decided by development officers.
Milestones		
Milestone name	Estimated start date	Estimated completion date
Identify digitized enhancements and expansions	2024/12/01	2025/03/01
	Description of milestone	
	Convene internal working group and develop project plan. Review existing system for improvements and processes. Hire consultant to	
Create digitized changes	2025/03/01	2025/09/01
	Description of milestone	
	Platform is customized to Red Deer's development needs	
Acquire and train new staff	2025/03/01	2025/09/01
	Description of milestone	
	Analysis of current staff roles and responsibilities, identify gaps in resources, hire and train new staff.	
Revise internal policies	2025/03/01	2025/09/01
	Description of milestone	
	Update internal policies to prioritize specific types of development and allow for more decision authority to development officers.	

Highlighted green when section has been inputted	If edits are made to green sections, please change the fill to red
Initiative 7. Transit Proximity and Policy Changes to Incentivise Housing	
Initiative type (select one from list in 'Initiative template' tab)	
Promoting high-density development without the need for rezoning (as-of-right zoning)	
If 'Other', please indicate	
Describe your initiative, including its goals and objectives	
<p>This initiative will amend the Zoning Bylaw and other city documents to improve regulations that incentivize residential development in proximity to transit services. Changes will reduce barriers by allowing as-of-right, increased residential density including 8 units not as-of-right in more locations, increased building height, and reduced parking requirements. These amendments will exceed Amendments will incentivize residential development by implementing higher minimum density requirements near transit services. These improvements will be city-wide and will prioritize housing near the City's high-frequency priority transit routes and transit hubs. These changes will also ensure that housing and the City's transit system work symbiotically to support each other and that there are more opportunities for residents to live close to the City's transit hubs and corridors. The goal of this initiative is to have a certain percentage of new development within 800m of its high-frequency transit route.</p> <p>Development potential with this initiative is high with several opportunities and needs to attract more people to transit oriented development. The City is a large landowner within the greater downtown area and can influence development in a meaningful way. The hospital is undergoing a \$810M expansion to add 200 new beds and six new operating rooms; this will create additional work opportunities during construction and after and provide new spaces for patients. Central Alberta's largest post-secondary institution, Red Deer Polytechnic has approximately 7500 students with 100% residence occupancy from late August to end of April. 100 students have been on the waitlist for housing in previous years, with many having to find accommodations in nearby communities</p> <p>Currently, Red Deer does not offer transit services that align with HAF's definition of "rapid transit". However, the City does have a high-frequency transit route that operates on a 30-minute loop. This is the City's highest-utilized transit line, accounting for 26% of all ridership within the City. It is located along the main commercial corridor in the City. Along the corridor, the majority of the land is zoned for mixed commercial/residential uses, primarily arterial commercial and city centre commercial. Each of these zones allows for apartment-style residential development at 4 storeys or greater. Apartments require one to two parking spaces, dependent on the number of bedrooms, and a visitor parking space for every five units. Expanding beyond the properties along the transit route are several residential properties, typically in low-density neighbourhoods. Maximum building heights in these areas range from two to three storeys, depending on the type of housing. This initiative will increase as-of-right maximums beyond four units and allow for building heights of 4 storeys within 800m of the transit route.</p> <p>For other transit routes, this initiative will look at where as-of-right limits and building heights may be further increased.</p> <p>If parking requirements are only reduced and not fully eliminated as part of Initiative 1, they will be further reduced within 800m of the high-frequency transit route.</p> <p>As it is provincially legislated, all amendments will undergo public consultation, which will consist of a public hearing prior to Council adoption. It is anticipated that implementation will follow 30 days after adoption of the amendments.</p> <p>This initiative aligns with elements of the following HAF Best Practices: 1, 6, 7</p>	
Estimated start date	2024/12/01
Estimated completion date	2025/12/01
Estimated number of units the initiative will incent within 10 years	650.00
Estimated number of units the initiative will incent within the program period	150.00
Estimated cost	\$606,250
Other Expected Results (1000 characters)	
0 Single Detached homes (0 affordable)	
0 Multi-Unit Housing in Close Proximity to Rapid Transit (0 Affordable)	
60 Missing Middle Housing (0 Affordable)	

90 Other Multi-Unit Housing (0 Affordable)		
Amendments will support increased housing density on lands near transit routes. This assumes one 15 unit 4 storey and one 15 unit 6 storey developments are built. No affordability incentive is attached to this initiative so affordable units are zero.		
Priority Objective (select all that apply- dropdown)		
Creating more supply of housing		
Supporting complete and walkable communities with diverse lands uses and access to amenities		
Supporting affordable inclusive equitable and diverse communities		
Supporting low-carbon and climate-resilient communities		
Explain how the initiative supports the Priority Objective(s) selected (3500 characters)		
<p>The amendments will provide developers and builders with more development potential for lands within proximity to transit routes, creating more vibrant, walkable, and complete neighbourhoods. This added development potential would provide more opportunities to increase the supply of housing by encouraging other types of development, such as commercial and institutional uses, as well as public amenities, such as trails and green spaces.</p> <p>Added densities with reduced regulations near transit will bolster transit demand and result in future enhanced transit services. Enhanced transit services will attract additional residential development. This initiative allows for more land to be used for housing, reducing the carbon footprint and reducing urban sprawl.</p> <p>As more diverse units are allowed and developed, affordability will increase, allowing for equitable and diverse socio-economic inclusion in neighbourhoods.</p>		
Initiative Assessment		
Question	Answer (drop down)	Details
How long will it take to complete the initiative?	Within 1 year	The amendment to the Zoning Bylaw and statutory plans can be completed within one year. This will include the provincially legislated public hearing prior to adoption.
How long will it take to start to achieve additional permitted units as a result of the initiative?	Within 2 years	Once the amendments have been adopted by Council, their changes will begin to start producing results.
What is the extent to which the initiative will improve housing and community outcomes?	High degree of improvement	These will add several new as-of-right regulations in the Zoning Bylaw and housing supportive policies in the City's statutory plans.
What is the extent to which the initiative increases stability and predictability in the housing system?	High degree of stability and predictability	This will permanently improve the stability and predictability in the housing systems.
Milestones		
Milestone name	Estimated start date	Estimated completion date
Engagement	2024/12/01	2025/07/01
	Description of milestone Consult with public, developers, builders, and stakeholders on Zoning Bylaw changes.	
Update bylaw	2025/07/01	2025/11/01
	Description of milestone Draft bylaw amendments, and move through Council adoption process	
Implementation	2025/11/01	2025/12/01
	Description of milestone Post-Council adoption, one month for development staff to familiarize themselves with bylaw changes to implement in new development approvals	

Highlighted green when section has been inputted	If edits are made to green sections, please change the fill to red
Initiative 8. Housing Strategy Update	
Initiative type (select one from list in 'Initiative template' tab)	
Other	
If 'Other', please indicate	
Updating the housing strategy plan for the rapid deployment of full-spectrum housing	
Describe your initiative, including its goals and objectives	
<p>This initiative will update the City's affordable housing strategy to include the full spectrum of housing to support short-term and long-term housing needs. This will also include future updates to the Municipal Development Plan to support changes in the housing strategy. It will strategically look at all the housing unit needs for all residents, including priority groups facing greater challenges in housing.</p> <p>The Community Housing and Homelessness Integration Plan (CHHIP) is nearing its five-year span with updates required in the near future. This document emphasizes the priorities related to affordable housing and homelessness supports targets. The homelessness supports system relies heavily on market rentals, and the system is experiencing extreme pressure due to a low vacancy rate of under 0.9%.</p> <p>An approach that includes market rental and market ownership housing needs and strategies will bolster and provide a more thorough and holistic approach to meeting the future housing needs of all residents.</p> <p>The City will work with its Housing and Homelessness Integration Committee (governance committee for housing and homelessness supports) to explore opportunities for collaboration to support a fulsome housing strategy.</p> <p>The strategy will support linkages between related plans, data, policies, regulatory, processes and tools that are supported through the implementation of other action plan initiatives.</p> <p>This initiative aligns with the following HAF best practice: #8</p>	
Estimated start date	2025/12/02
Estimated completion date	2026/12/01
Estimated number of units the initiative will incent within 10 years	0.00
Estimated number of units the initiative will incent within the program period	0.00
Estimated cost	\$250,000
Other Expected Results (1000 characters)	
0 Single Detached homes (0 affordable)	
0 Multi-Unit Housing in Close Proximity to Rapid Transit (0 Affordable)	
0 Missing Middle Housing (0 Affordable)	
0 Other Multi-Unit Housing (0 Affordable)	
<p>This initiative supports each initiative in the HAF application, however it will not provide an incentive for residential development. No units have been credited to this initiative.</p>	
Priority Objective (select all that apply- dropdown)	
Creating more supply of housing	
Supporting complete and walkable communities with diverse lands uses and access to amenities	
Supporting affordable inclusive equitable and diverse communities	

Supporting low-carbon and climate-resilient communities

Explain how the initiative supports the Priority Objective(s) selected (3500 characters)

An updated housing strategy that considers all types of housing types and tenures will enable the City to identify and target needed developments, creating more supply of housing. The update will ensure housing is equitable and diverse by recognizing needs for all demographics and income levels. Aligning this update with the City's Neighbourhood Planning and Design Standards Housing will ensure all developments are part of a greater community that have a variety of land uses and housing options, are compact and walkable, are integrated with parks and community spaces, are resilient, have low-impact attributes, and are safe. This initiative will encourage future housing to be sustainable, walkable, equitable, and diverse.

Initiative Assessment

Question	Answer (drop down)	Details
How long will it take to complete the initiative?	Within 2 years	To ensure capacity in other initiatives, this initiative will be conducted the second year of the program. Changes are expected to be completed within 1 year of initiation.
How long will it take to start to achieve additional permitted units as a result of the initiative?	Within 2 years	This initiative by itself will not create additional units. It will support the implementation and continuation of other initiatives.
What is the extent to which the initiative will improve housing and community outcomes?	High degree of improvement	This initiative will support other initiatives but will have little improvement to housing and community outcomes on its own.
This will provide permanent and long-term improvements to the stability and predictability in the housing systems.	High degree of stability and predictability	This initiative will provide the policy framework for future development. This will also provide stability and predictability.

Milestones

Milestone name	Estimated start date	Estimated completion date
Research and Engagement	2025/12/01	2026/06/01
	Description of milestone	
	Conduct research and engage public and community stakeholders to ensure a full understanding of opportunities and constraints for support full-spectrum housing needs. Report back to participants after updates have been proposed.	
Update Strategy	2026/06/26	2026/09/30
	Description of milestone	
	Update strategy based on data and best practices from research and engagement feedback and analysis. Connect related plans, strategies, policies and processes to create a full-spectrum housing strategy.	
Implementation and Promotion of the Strategy	2026/10/01	2026/12/01
	Description of milestone	
	Promote the strategy and utilize it to inform planning and development processes for the full housing spectrum.	

