

PDS Affordable Housing Options Recommendation Report

**Response to recommendations one and two of the 2020 Alberta Rural
Development Network's Housing Needs and Demand Assessment**



FINAL April 2021

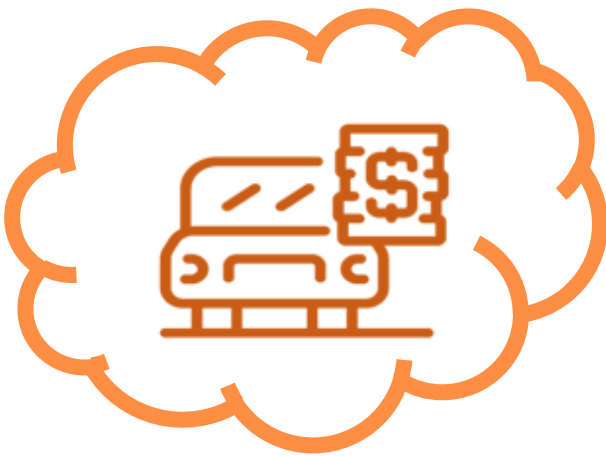


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Purpose

In August 2020 a Housing Needs and Demand Assessment was completed by the Alberta Rural Development Network in partnership with Strathcona County and the Sustainable Housing Initiative.

The analysis underscored that the current residential options are unaffordable for many Strathcona County residents and that the residential options in Strathcona County do not match the household composition of the community. Furthermore, low-income households may face significant challenges in finding and maintaining affordable, suitable, and adequate residences.

Local governments play a key role in supporting affordable residential options. To address the gaps in residential options across the housing continuum it was recommended that Strathcona County develop a community-led approach to affordable residential options to guide the implementation of the following recommendations:

RECOMMENDATION 1 – Review best practice strategies to mitigate housing gaps

RECOMMENDATION 2 – Prioritize the Land Use Bylaw amendments for the Urban Service Area

RECOMMENDATION 3 – Conduct a homeless estimate to better understand housing needs

RECOMMENDATION 4 – Continue to build local and regional partnerships to respond to housing and homeless needs

This report provides proposed actions that could be implemented to address recommendations one and two.

Executive Summary

The PDS Affordable Housing Options Recommendation Report proposes actions for Council's consideration which address recommendations one and two of the 2020 Alberta Rural Development Network's Housing Needs and Demand Assessment. This report also provides context by summarizing the previous actions completed by the County which support these recommendations. It should be noted that proposed actions within this report may require integration into County workplans and assignment of budget funding in order to move forward.

The following chart is a summary of the actions proposed within this report. The # column is a reference to the associated strategy and action explanation within the following section. Projects have been organized from immediate to long range projects with immediate tasks being those that could be undertaken imminently and completed in short order and long range items being those that are likely to require significant resources, substantive time to complete and/or the completion of other tasks, prior to commencement. Ongoing tasks have already commenced.

#	Proposed Action	Timing
D1. I1.	Continue to support Transportation Planning and Engineering Services through the Integrated Transportation Master Plan Update.	Ongoing
D2.	Continue to support Transit Services in the implementation of the Strategic Directions established under the Transit Master Plan.	
D3.	Continue to support County departments and regional collaboration in the expansion of local and regional trail systems.	
A1.	Consult with Legislative and Legal Services and Provincial Agencies to explore options for inclusionary housing provisions.	Immediate
A2.	Consult with the Urban Development Institute to explore options for inclusionary housing provisions.	
B1.	Consult with the Urban Development Institute regarding incentives for the construction of rental units.	
B2.	Investigate potential ways to reduce red tape and streamline applications for purpose built rental applications.	
E1.	Investigate potential amendments to the Land Use Bylaw and creation of additional resources to better enable lower-cost building forms, such as garden suites or secondary suites.	
G1.	Consult with the Urban Development Institute regarding whether there is a market for a density bonusing program within the Built-up Urban Service Area.	
J1.	Consider the potential of a standardize mixed-use Zoning District applicable to the Built-up Urban Service Area.	

A3.	Explore potential options that may allow for the incorporation of affordable residential units as a condition of County land transactions.	Short to Medium Term
B3.	Explore the potential for County incentive programs to reimburse all or some of the following fees for purpose built rental developments: <ul style="list-style-type: none">• Pre-application fees• Land use rezoning fees• Development site servicing plan fees• Building permit fees• Off-site levies• Re-development levies or contributions• Demolition building permit fees	
B4.	Explore the potential for the County to build, partner, or acquire affordable or market rental units.	
B5.	Consider the disposal or lease of County lands at below-market value to non-profit organizations with strong track records as providers of affordable residential options.	
Assignment of resources and budget required for medium term to long range projects		
F1. I2.	Conduct a review of Parking Regulations within the Land Use Bylaw.	Medium Term
J2.	Create Mixed-use Zoning Districts for Planned and Greenfield Areas within the Land Use Bylaw.	
A4.	Explore the County’s ability to amend the Land Use Bylaw to include provisions regarding inclusionary housing.	Medium Term to Long Range
B6.	Consider the creation of an annual competition to provide County owned surplus land at below-market value for an affordable residential project that applies innovative models in design or operations, or provides targeted supports to underserved populations.	
C1. E2. F2.	Conduct a Servicing and Transportation Study addressing potential capacity issues and upgrades required to provide additional densification within the Built-up Urban Service area.	
C2. F3.	Create Infill Design Guidelines for the Built-up Urban Service Area.	
C3. E3. F4.	Create an Infill Strategy for the Built-up Urban Service Area.	

B7.	Create new Area Redevelopment Plans within the Compact Development Policy Area of the Municipal Development Plan.	Long Range
C4. D4. E4. F5. I3.	Create new Area Redevelopment Plans within the Built-up Urban Service Area.	
E5.	Review the need for an Update to the Mature Neighborhood Overlay to align with an approved County Infill Strategy.	
G2.	Explore opportunities for density bonusing when drafting new Area Redevelopment Plans within the build-up urban area	
H1.	Provide support in the creation of an Affordable Housing Strategy with targets for affordable residential options within the County.	
J3.	Create Mixed-use Land Use Zoning Districts for areas within Area Redevelopment Plans.	

Proposed Actions

The following section contains Planning and Development Service's proposed actions to address the strategies of recommendations one and two of the 2020 Alberta Rural Development Network's Housing Needs and Demand Assessment.

Recommendation 1: Review best practice strategies to mitigate current housing gaps.

The 2020 Alberta Rural Development Network's Housing Needs and Demand Assessment identified that there are gaps in the availability and diversity of residential options in the current housing supply. The following best practices have been known to address gaps in the diversity of residential options and have been recommended for further investigated by Strathcona County:

- A. Reserving affordable housing units as a percentage of all new builds
- B. Incentivize builders to create medium or high-density builds
- C. Identify parcels suitable for infill
- D. Improve affordable transportation options
- E. Increase allowable densities and heights and support compact housing types
- F. Allow development on parking lots
- G. Density bonuses and requirements
- H. Affordable housing targets and requirements
- I. Reduced and more appropriate parking requirements





Strategy A: Reserving affordable housing units as a percentage of all new builds.

Completed Actions		
<ul style="list-style-type: none"> In 2016 Planning and Development Services, in partnership with the Urban Development Institute (UDI) drafted the PDS Community Housing Implementation Report on Developer Incentives. Inclusionary housing (the provision of dwelling units or land, or money in place of dwelling units or land, for the purpose of affordable housing as a condition of subdivision approval or of being issued a development permit) was explored with developers through the drafting of this report. At the time, UDI was not supportive of any initiatives that would increase costs for the developer as the additional cost would inadvertently be passed on to the market units within the development, potentially adding to the affordability issues that the inclusionary housing initiative was attempting to rectify. 		
Proposed Action	Explanation	Timing
A1. Consult with Legislative and Legal Services and Provincial Agencies to explore options for inclusionary housing provisions.	The Municipal Government Act (MGA) was recently amended to afford Municipalities the ability to include regulations regarding inclusionary housing within Land Use Bylaws, in compliance with the provincial Inclusionary Housing Regulation, which is yet to be drafted. Consultation with the provincial government and Legislative and Legal Services is required to understand the limitations of the existing provisions within the MGA. Strathcona County may be required to defer initiatives related to inclusionary housing until after the provincial government has completed this process.	Immediate
A2. Consult with the Urban Development Institute (UDI) to explore options for inclusionary housing provisions.	Previous discussions with UDI acknowledged that Inclusionary Housing Regulations may inadvertently increasing the cost of traditional market units, potentially adding to the affordability issues that the inclusionary housing initiative was attempting to rectify. Consultation is required with UDI to determine whether Inclusionary Housing Regulation can be applied in such a way that the cost is not transferred to market units.	
A3. Explore potential options that may allow for the incorporation of affordable residential units as a condition of County land transactions.	Should the County choose to dispose of land for the purposes of residential development there may be tools available for the County to ensure a percentage of new builds on the subject property are reserved for affordable residential units.	Short to Medium Term

<p>A4. Explore the County's ability to amend the Land Use Bylaw to include provisions regarding inclusionary housing.</p>	<p>As noted under A1. the Municipal Government Act has recently been amended to afford Municipalities the ability to include regulations regarding Inclusionary Housing within Land Use Bylaws, in compliance with the provincial Inclusionary Housing Regulation, which is yet to be drafted. Consultation with the provincial government is required to understand the limitations of the existing provisions within the MGA. Strathcona County may be required to defer initiatives related to inclusionary housing until after the provincial government has completed this process.</p>	<p>Medium Term to Long Range (May be dependent on Provincial Regulation)</p>
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Strategy B: Incentivize builders to create medium or high-density builds (Intended to be suitable for rental units or affordable rental units)

Completed Actions

- In 2016 Planning and Development Services in partnership with the Urban Development Institute (UDI) drafted the PDS Community Housing Implementation Report on Developer Incentives. An affordable rental unit requirement was explored with developers through the drafting of this report. At the time, UDI commented that purpose built rentals are difficult for the development community to provide due to small margins. Developments typically will require a specific minimalist design that may not fit with the surrounding community. On projects with thin margins any reduction in margins may cause issues with financing, causing developers to look to other communities for a development location.
- The Edmonton Metropolitan Region Growth Plan (EMRGP) was adopted in 2017 and mandates density targets for greenfield developments. These density targets are substantive and cannot be accomplished without significant diversity of residential options.
- The County's Municipal Development Plan was updated in 2017 in accordance with the newly drafted EMRGP. The updated plan includes required percentages for medium and high density builds in planned and greenfield neighbourhoods.
- The Urban Centre Policy Area and Compact Development Policy Area within the Municipal Development Plan have been identified as the most suitable areas within the built-up urban area for medium and high density development given their intense mix of services and proximity to affordable transportation options. Densification of these policy areas is encouraged where in compliance with an approved Area Redevelopment Plan, Area Structure Plan or defined set of criteria.
- The Commercial Policy Area within the Built-up Urban Area encourages infill of parcels with compatible mixed-use buildings.
- The County adopted an updated Area Redevelopment Plan for Centre in the Park within the Urban Centre Policy Area of the Municipal Development Plan in 2020. This Area Redevelopment Plan was accompanied by a Land Use Bylaw Zoning District. Both documents allow for substantive densities within the area and reduce obstacles for developers looking to redevelop their properties to include medium or high density builds.
- The County has reduced fees for subsidized residential projects.

Proposed Action	Explanation	Timing
B1. Consult with the Urban Development Institute regarding incentives for the construction of rental units.	Previous discussions with UDI acknowledged difficulties in the provision of purpose built affordable rental units. Consultation is required with UDI to determine what initiatives may be effective in incentivizing the construction of purpose built rental units and affordable rental units within the community.	Immediate
B2. Investigate potential ways to reduce red tape and streamline applications for purpose built rental applications.	A streamlined process for the development of rental units may incentive developers to choose this residential form.	Immediate
B3. Explore the potential for County incentive programs to reimburse all or some of the following fees for purpose built rental developments: <ul style="list-style-type: none"> • Pre-application fees • Land use rezoning fees • Development site servicing plan fees • Building permit fees • Off-site levies • Re-development levies or contributions • Demolition building permit fees 	Previous discussions with UDI acknowledged difficulties in the provision of purpose built affordable rental units including the thin margins allotted to such developments. The reimbursement of various County fees may help to increase the margins for these projects, therefore incentivizing this development type.	Short to Medium Term
B4. Explore the potential for the County to build, partner, or acquire affordable or market rental units.	The County may wish to ensure the provision of affordable residential options by building, partnering, or acquiring affordable or market rental units.	
B5. Consider the disposal or lease of County lands at below-market value to non-profit organizations with strong track records as providers of affordable residential options.	The County may wish to ensure the provision of affordable residential options by disposal or lease of County lands at below-market value to non-profit organizations with strong track records as providers of affordable residential options.	

<p>B6. Consider the creation of an annual competition to provide County owned surplus land at below-market value for an affordable residential project that applies innovative models in design or operations, or provides targeted supports to underserved populations.</p>	<p>Should the County wish to provide County owned surplus land at below-market value for an affordable residential project, a competition could be used as a way to inspire innovative affordable residential projects.</p>	<p>Medium Term to Long Range</p>
<p>B7. Create new Area Redevelopment Plans within the Compact Development Policy Area of the Municipal Development Plan.</p>	<p>County led Area Redevelopment Plans can eliminate the need for various individual applications from multiple landowners, reducing barriers and red tape within the development process. As the Compact Development Policy Area prioritizes Medium and High density development the completion of Area Redevelopment Plans by the County within this area would significantly streamline landowners ability to intensify their parcels with this development type.</p>	<p>Long Range</p>



Strategy C: Identify parcels suitable for infill.

Completed Actions		
<ul style="list-style-type: none"> The Urban Centre Policy Area and Compact Development Policy Area within the Municipal Development Plan have been identified as the most suitable areas within the built-up urban area for medium and high density development given their intense mix of services and proximity to affordable transportation options. Densification of these policy areas is encouraged where in compliance with an approved Area Redevelopment Plan, Area Structure Plan or defined set of criteria. The Commercial Policy Area within the Built-up Urban Area encourages infill of parcels with compatible mixed-use buildings. The Municipal Development Plan also encourages the exploration of smaller scale intensification of the Built-up Urban Area within the Residential Policy Area. These tactics could include the development of garden suites, secondary suites, lot splitting or redevelopment of low to medium density residential options such as townhouses, rowhouses or multifamily residential where in compliance with an approved Area Redevelopment Plan and in consultation with the community. 		
<ul style="list-style-type: none"> The County adopted an updated Area Redevelopment Plan for Centre in the Park within the Urban Centre Policy Area in 2020. This Area Redevelopment Plan was accompanied by a Land Use Bylaw Zoning District. Both documents require substantive densities within the area and reduce obstacles for developers looking to redevelop or infill their properties to include medium or high density residential. 		
Proposed Action	Explanation	Timing
C1. Conduct a Servicing and Transportation Study addressing potential capacity issues and upgrades required to provide additional densification within the Built-up Urban Service area.	The servicing and transportation systems within the Built-up Urban Area were not originally designed to accommodate significant infill or redevelopment. A Servicing and Transportation study may be required to determine the most viable locations for significant infill and redevelopment projects as well as determine the potential impacts of smaller scale infill such as secondary suites, garage suites and lot splitting. The study may be able to identify potential upgrades to the overall system that can increase capacity and better facilitate infill.	Medium Term to Long Range

C2. Create Infill Design Guidelines for the Built-up Urban Service Area.	Infill Design Guidelines lay out high level philosophies and establish best practices for infill within various scenarios. These guidelines are then used in the establishment of policies within Area Redevelopment Plans and may allow the ability for limited infill to occur prior to the adoption of an Area Redevelopment Plan in some circumstances.	Medium Term to Long Range
C3. Create an Infill Strategy for the Built-up Urban Service Area.	An Infill Strategy will provide a roadmap to Council and Administration on how to best achieve our infill goals. The strategy would lay out the County's proposed targets, priorities, actions and desired outcomes with regards to infill.	
C4. Create new Area Redevelopment Plans within the Built-up Urban Service Area.	County led Area Redevelopment Plans can eliminate the need for various individual applications from multiple landowners, reducing barriers and red tape within the development process. The completion of Area Redevelopment Plans by the County in areas where infill is desirable would significantly streamline landowners ability to intensify their parcels.	Long Range



Strategy D: Improve affordable transportation options.

Completed Actions		
<ul style="list-style-type: none"> The County's Transportation Planning and Engineering Services has begun an update to the Integrated Transportation Master Plan. 		
<ul style="list-style-type: none"> The County's current Transit Master Plan was approved in 2019. The policy framework was established with the goal of ensuring that transit service within the County is equitable, available and affordable for all residents regardless of their age, ability, or means. 		
<ul style="list-style-type: none"> The Municipal Development Plan was updated in 2017 with extensive policies regarding the integration of multi-modal transportation options into new and redeveloping areas to improve overall connectivity and access to affordable transportation options. 		
<ul style="list-style-type: none"> The Bremner and LEA Area Concept plan was adopted in 2019. This plan lays out the development of the County's only greenfield development area and has been intentionally planned to reduce reliance on private vehicles and increase access to multi-modal transportation options, which are more affordable. Design and construction standards, created specifically for this greenfield area, will ensure that affordable transportation options are available for all area residents. 		
<ul style="list-style-type: none"> The County adopted an updated Area Redevelopment Plan for Centre in the Park in 2020. This document was accompanied by design and construction standards which outline potential future upgrade to the transportation system aimed at reducing reliance on private vehicles and increase access to affordable multi-modal transportation options within the area. 		
Proposed Action	Explanation	Timing
D1. Continue to support Transportation Planning and Engineering Services through the Integrated Transportation Master Plan Update.	The update to the Integrated Transportation Master plan provides an opportunity to improve the affordability of transportation options through the design of streets and active transportation infrastructure.	Ongoing

<p>D2. Continue to support Transit Services in the implementation of the Strategic Directions established under the Transit Master Plan.</p>	<p>On February 26, 2019, Strathcona County Council approved a Transit Master Plan that provides direction on the planning and delivery of County transit service over the next 10 years. Transit will use its master plan as a guide to develop detailed business plans through its annual planning and budget process. As transportation needs within Strathcona County evolve over the next 10-years, the goal of the new plan is to allow Transit to remain customer-focused and flexible to meet our community's needs.</p> <p>Key highlights of the 2019 Transit Master Plan include exploring 'Dynamic Transit' service, which will provide a better and more cost-effective on-demand shared local ride service. In addition, public feedback led to direction to look at improving evening service at the University of Alberta, as well as the connection to NAIT in Edmonton.</p> <p>The Transit Master Plan notes the upcoming need to provide service to new approved growth areas in Strathcona County. The plan also capitalizes on the opportunity to look at expanding transit's role in coordinating various mobility options such as fixed-route service, Mobility Bus (specialized transit) service, ride sharing, car sharing, and carpool coordination.</p>	<p>Ongoing</p>
<p>D3. Continue to support County departments and regional collaboration in the expansion of local and regional trail systems.</p>	<p>The County is continuously improving it's local and regional multi-use trail system. Connectivity within the system creates increase options for affordable active transportation.</p>	
<p>D4. Create new Area Redevelopment Plans within the Built-up Urban Service Area.</p>	<p>County led Area Redevelopment Plans can eliminate the need for various individual applications from multiple landowners, reducing barriers and red tape within the development process.</p>	<p>Long Range</p>



Strategy E: Increase allowable densities and heights and support compact housing types.

Completed Actions		
<ul style="list-style-type: none"> The Edmonton Metropolitan Region Growth Plan (EMRGP) was adopted in 2017 and mandates density target for greenfield developments. These density targets are substantive and cannot be accomplished without compact residential development. 		
<ul style="list-style-type: none"> The County's Municipal Development Plan was updated in 2017 in accordance with the newly drafted EMRGP. The updated plan includes required percentages for medium and high density builds in planned and greenfield neighbourhoods. 		
<ul style="list-style-type: none"> The Urban Centre Policy Area and Compact Development Policy Area within the Municipal Development Plan have been identified as the most suitable areas within the Built-up Urban Area for medium and high density development given their intense mix of services and proximity to affordable transportation options. Densification of these policy areas is encouraged where in compliance with an approved Area Redevelopment Plan, Area Structure Plan or defined set of criteria. 		
<ul style="list-style-type: none"> The County adopted an updated Area Redevelopment Plan for Centre in the Park within the Urban Centre Policy Area in 2020. This Area Redevelopment Plan was accompanied by a Land Use Bylaw Zoning District. Both documents require substantive densities within the area and reduce obstacles for developers looking to redevelop their properties to increase densities and include compact residential forms. 		
Potential Action	Explanation	Timing
E1. Investigate potential amendments to the Land Use Bylaw and creation of additional resources to better enable lower-cost building forms, such as garden suites or secondary suites.	Garage suites and secondary suites have the ability to marginally increase density in low density areas, often with minimal or gradual affects to servicing and transportation systems. There may be potential amendments to the Land Use Bylaw, prior to larger infill or redevelopment plans, which better enable lower-cost building forms such as garden suites or secondary suites.	Immediate
E2. Conduct a Servicing and Transportation Study addressing potential capacity issues and upgrades required to provide additional densification within the Built-up Urban Service area.	The servicing and transportation systems within the Built-up Urban Area were not originally designed to accommodate signification infill or redevelopment. A Servicing and Transportation Study may be required to determine where increased densities and heights can be supported by existing infrastructure. The study may be able to identify potential upgrades to the overall system that can expand capacity and better facilitate increasing allowable heights and densities to support compact residential forms within the Built-up Urban Area.	Medium Term to Long Range

E3. Create an Infill Strategy for the Built-up Urban Service Area.	An Infill Strategy will provide a roadmap to Council and Administration on how to best achieve our infill goals. The strategy would lay out the County's proposed targets, priorities, actions and desired outcomes with regards to infill. Infill is a tool that can be used to increase densities within existing neighborhoods.	Medium Term to Long Range
E4. Create new Area Redevelopment Plans within the Built-up Urban Service Area.	County led Area Redevelopment Plans can eliminate the need for various individual applications from multiple landowners, reducing barriers and red tape within the development process. The completion of Area Redevelopment Plans by the County in areas where increased densities and heights are desirable would significantly streamline landowners ability to intensify their parcels.	Long Range
E5. Review the need for an Update to the Mature Neighborhood Overlay to align with an approved County Infill Strategy.	An Infill Strategy may provide direction for a potential update to the County's Mature Neighborhood Overlay.	



Strategy F: Allow development on parking lots.

Completed Actions		
<ul style="list-style-type: none"> • Surface parking generally covers a substantial amount of land in urban areas. In prime locations close to services and amenities, affordable residential options as well as medium and high density buildings can replace surface parking areas to create compact mixed-use development. The Urban Centre Policy Area and Compact Development Policy Area within the Municipal Development Plan have been identified as the most suitable areas within the Built-up Urban Area for medium and high density development given their intense mix of services and proximity to affordable transportation options. These areas contain significant big box retail centres with oversized parking areas that provide opportunities for infill and redevelopment. • The County adopted an updated Area Redevelopment Plan for Centre in the Park within the Urban Centre Policy Area in 2020. This Area Redevelopment Plan was accompanied by a Land Use Bylaw Zoning District. Both documents require that no additional surface parking be added within the area, allow for reduced parking requirements and eliminate FAR requirements to increase the potential for development on existing parking lots. 		
Proposed Action	Explanation	Timing
F1. Conduct a review of Parking Regulations within the Land Use Bylaw.	There are several approaches that can be taken with regard to parking regulation within a Land Use Bylaw including but not limited to minimum parking requirements, open option parking or maximum parking requirements. Currently the Land Use Bylaw uses minimum parking requirements. A reduction in the minimum parking requirements or a move to a different form of parking regulation would provide greater opportunities for redevelopment of existing parking lots.	Medium Term
F2. Conduct a Servicing and Transportation Study addressing potential capacity issues and upgrades required to provide additional densification within the Built-up Urban Service area.	The servicing and transportation systems within the Built-up Urban Area were not originally designed to accommodate significant infill or redevelopment. A Servicing and Transportation Study may be required to determine where intensive infill of parking lots can be supported by existing infrastructure. The study may be able to identify potential upgrades to the overall system that can increase capacity and better facilitate redevelopment and infill of parking lots.	Medium Term to Long Range

F3. Create Infill Design Guidelines for the Built-up Urban Service Area.	Infill Design Guidelines lay out high level philosophies and establish best practices for infill within various scenarios. These guidelines are then used in the establishment of policies within Area Redevelopment Plans and may allow the ability for limited redevelopment within parking areas to occur prior to the adoption of an Area Redevelopment Plan in some circumstances.	Medium Term to Long Range
F4. Create an Infill Strategy for the Built-up Urban Service Area.	An Infill Strategy will provide a roadmap to Council and Administration on how to best achieve our infill goals. The strategy would lay out the County's proposed targets, priorities, actions and desired outcomes with regards to infill. Development on parking lots could be considered as a priority location for infill within the strategy.	
F5. Create new Area Redevelopment Plans within the Built-up Urban Service Area.	County led Area Redevelopment Plans can eliminate the need for various individual applications from multiple landowners, reducing barriers and red tape within the development process. The completion of Area Redevelopment Plans by the County in areas where significant surface parking exists would significantly streamline landowners ability to develop surface parking lots.	Long Range



Strategy G: Density bonuses and requirements.

Completed Actions		
<ul style="list-style-type: none"> In 2016 Planning and Development Services in partnership with the Urban Development Institute (UDI) drafted the PDS Community Housing Implementation Report on Developer Incentives. Density Bonusing (an increase in the amount of allowable density within an area in exchange for the provision of affordable residential options) was explored with developers through the drafting of this report. At the time, UDI did not see an increase in density within Sherwood Park as an incentive as there was not a competitive market for the higher density developments at the time. 		
<ul style="list-style-type: none"> The County adopted an updated Area Redevelopment Plan for Centre in the Park within the Urban Centre Policy Area in 2020. This Area Redevelopment Plan was accompanied by a Land Use Bylaw Zoning District. Centre in the Park is a desirable location for density within the County. A limited form of density bonusing was used within selective areas of Centre in the Park. 		
Proposed Action	Explanation	Timing
G1. Consult with the Urban Development Institute regarding whether there is a market for a density bonusing program within the Built-up Urban Service Area.	Previous discussions with UDI acknowledged that, at the time, there was not a competitive market for the higher density developments within Sherwood Park. As this conversation was centred primarily around greenfield development further consultation specific to redevelopment is required.	Immediate
G2. Explore opportunities for density bonusing when drafting new Area Redevelopment Plans within the build-up urban area.	Site specific density bonusing policies can be considered during the drafting of Area Redevelopment Plans.	Long Range



Strategy H: Affordable housing targets and requirements.

Proposed Action	Explanation	Timing
H1. Provide support in the creation of an Affordable Housing Strategy with targets for affordable residential options within the County.	An Affordable Housing Strategy will provide a roadmap to Council and Administration on how to best achieve our goals regarding affordable residential options within the County. The strategy will lay out the County's proposed targets, priorities, actions and desired outcomes with regards to affordable residential options. Approved actions from this and other implementation plans related to affordable residential options can be included within an Affordable Housing Strategy where appropriate.	Long Range



Strategy I: Reduced and more appropriate parking requirements.

Completed Actions		
<ul style="list-style-type: none"> The County's 2012 Integrated Transportation Master Plan explores the use of programs and tactic such as improved Multi-modal connectivity, parking fees and increase transit service to reduce parking demands within the community. The County's Transportation Planning and Engineering Services has begun an update to the Integrated Transportation Master Plan. 		
<ul style="list-style-type: none"> Parking requirements increase the cost of residential development by increasing the land area required or adding the expense of structured parking. By reducing parking requirements, communities can lower development costs, potentially free up land for additional units, and reduce the cost of residential units for residents. The County uses reduced parking requirements in various Land Use Bylaw Zoning Districts including the Sustainable Urban Villages. 		
<ul style="list-style-type: none"> The Municipal Development Plan was updated in 2017 and encourages the use of reduced parking regulations within the Compact Development Policy Area and Urban Centre Policy Area. 		
<ul style="list-style-type: none"> The County adopted an updated Area Redevelopment Plan for Centre in the Park within the Urban Centre Policy Area in 2020. This Area Redevelopment Plan was accompanied by a Land Use Bylaw Zoning District. Both documents allow for reduced parking requirements within the area to increase the potential for densification. 		
Proposed Action	Explanation	Timing
I1. Continue to support Transportation Planning and Engineering Services through the Integrated Transportation Master Plan Update.	The update to the Integrated Transportation Master plan provides an opportunity to build off on the recommendations of the existing 2012 Integrated Transportation Master Plan and further explore tactics to reduce parking demands.	Immediate
I2. Conduct a review of Parking Regulations within the Land Use Bylaw.	There are several approaches that can be taken with regards to parking regulation within a land use bylaw including but not limited to minimum parking requirements, open option parking or maximum parking requirements. Currently the Land Use Bylaw uses minimum parking requirements. A reduction in the minimum parking requirements or a move to a different form of parking regulation would provide greater opportunities for compact development. Recent reviews by municipalities within the region have led to favoring a market based parking system.	Medium Term

<p>I3. Create new Area Redevelopment Plans within the build-up urban area.</p>	<p>County led Area Redevelopment Plans can eliminate the need for various individual applications from multiple landowners, reducing barriers and red tape within the development process. Area Redevelopment Plans may explore alternative site specific parking requirements to the redevelopment area.</p>	<p>Long Range</p>
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Recommendation 2: Prioritize the Land Use Bylaw amendments for the Urban Service Area

As noted in the Strathcona County Municipal Development Plan, the current Land Use Bylaw needs updating to meet the objectives and policies of the Municipal Development Plan. In particular new zoning districts that support mixed-use developments within the Urban Service Area are needed. Mixed-use developments are favourable for affordability since the commercial portion of new builds may generate enough income to offset reduced rents in affordable units.



Strategy J: Create Mixed-Use Zoning Districts within the Land Use Bylaw

Completed Actions		
<ul style="list-style-type: none"> The Land Use Bylaw currently contains mixed-use zoning districts for site specific areas including Centre in the Park, Emerald Hills Salisbury Village and Lot A. It also includes a number of Direct Control Districts that allow for mixed-use development. 		
<ul style="list-style-type: none"> As Bremner and Cambrian begin to develop new mixed-use zoning districts will be created for these areas that require an intense mix of residential forms and options. 		
Proposed Action	Explanation	Timing
J1. Consider the potential of a standardize mixed-use Zoning District applicable to the Built-up Urban Service Area.	Due to the complex nature of redevelopment the application of a standardized mixed-use zoning district intended for application with the Build-up Urban Area may be difficult to achieve. Further investigation is required to determine whether a standardized mixed-use zoning district can be created or whether these types of districts should be explicitly site specific or tied to Area Redevelopment Plans.	Immediate
J2. Create Mixed-use Zoning Districts for Planned and Greenfield Areas within the Land Use Bylaw.	The creation of mixed-use zoning districts is required prior to development of planned and greenfield areas.	Medium Term
J3. Create Mixed-use Land Use Zoning Districts for areas within Area Redevelopment Plans.	Where mixed-use development is proposed within Area Redevelopment Plans, mixed-use zoning districts will be applied to the subject area accordingly.	Long Range

