

Municipal Housing Strategy at a Glance

Q3 2025-Q2 2027

Latest Revision: June 2025

Next Planned Update: 2027

Our Commitment to Building Homes, Building Community

Like many Canadian cities, Lethbridge needs more homes of all types- from emergency shelters and supportive housing to affordable rentals, market housing, and home ownership opportunities.

Rising construction and borrowing costs, a growing population, an aging community, and increased student and newcomer demand all put pressure on our housing market as the community grows. We also face urgent needs for culturally safe housing and better supports to reduce homelessness.

The Municipal Housing Strategy (MHS) is the City of Lethbridge's commitment to progressive change in housing. Developed in partnership with the community, it provides a roadmap to remove barriers, unlock opportunities, and build a stronger, more inclusive Lethbridge where everyone has a place to call home. The MHS exists to remove unnecessary barriers, invest in key areas, and create the conditions for good projects to succeed. Ultimately, the strategy can only succeed in improving housing outcomes through the work and partnerships with the community, developers, non-profits, and other levels of government.

Municipal Housing Strategy at a Glance

What's Happening Now (Q3 2025- Q2 2027)

- **Advocacy and Awareness-** Share the local story of housing need, reduce stigma around non-market housing and push for stronger alignment with provincial and federal partners.
- **Infrastructure Alignment-** Propose utility and transportation upgrades in the 2027-2030 Capital Improvement Program to unlock more housing.
- **City Land Inventory-** Identify priority sites for non-market and “missing-middle” housing, and begin reducing risks for development.
- **Supportive Housing Supports-** Prioritize projects that provide wraparound services for individuals experiencing homelessness or complex needs, in alignment with federal and provincial funding priorities
- **Partnerships and Support-** Launch a working group to solve barriers, and provide one-on-one support for non-market housing projects.
- **Modernized Planning Rules-** Update the Land Use Bylaw to allow more flexible and modernized housing options.

Municipal Housing Strategy at a Glance

What's Next (2027 and Beyond)

- **Student Housing Partnerships-** Work with local post-secondary institutions to expand student housing options.
- **Land Banking-** Secure and prepare City-owned sites for future housing projects aligned with strategic goals.
- **Capital Strengthening-** Consider ongoing and/or one-time increases to the City's Affordable and Social Housing Capital Fund.
- **Incentives for Housing-** Consider expanding grants, tax incentives, rent subsidies, and gentle density supports that address identified gaps within the city's housing market.
- **Systems Improvements-** Review and/or create new processes to streamline permitting to make housing delivery faster and more predictable.

Municipal Housing Strategy: Implementation Plan

Q3 2025-Q2 2027

Latest Revision: June 2025

Next Planned Update: 2027

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1 LAND ACKNOWLEDGMENT

The City of Lethbridge acknowledges that the place we now call Lethbridge has for many generations had another name given to it by the Siksikaitsitapi, the Blackfoot Peoples. The name is Sikóóhкотok, a reference to the black rocks found in the area.

The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people past, present, and future while recognizing and respecting their cultural heritage, beliefs and relationship to land. The City of Lethbridge offers respect to the Metis and all who have lived on this land and made Lethbridge their home.



2 ACKNOWLEDGEMENTS

The City of Lethbridge would like to acknowledge the contributions of all those who participated in the process to develop the Municipal Housing Strategy.

We would like to recognize and express gratitude for the input of many community members who shared their experiences and perspectives through stakeholder workshops, focus groups, and one-on-one meetings. Community member input helped the City develop a housing strategy that is a tailored to the needs of Lethbridge residents.



3 EXECUTIVE SUMMARY

Canada is experiencing a housing shortage, as population growth has outpaced the construction of housing. Given the severity of the challenges currently being faced by Canadians, there is more financial and political support than ever to address the growing issue.

Challenges within local, provincial, and national housing markets are caused by many concurrent micro and macro-economic factors. While several key elements are within the direct control of a municipality, many others are managed by other levels of government. As such, it is imperative that all levels of government are working collaboratively with each other and with involved housing management bodies, homebuilders, property developers, and not-for-profit agencies.

The City of Lethbridge is doing its part to identify local housing challenges, collaborate with involved stakeholders, and implement measures to improve housing outcomes. The adoption of the updated Municipal Housing Strategy signals to these important partners that the community is committed to moving the needle in a positive direction for all residents regardless of their circumstances.

The Municipal Housing Strategy (MHS) serves as a foundational document for the City of Lethbridge, along with community organizations, local housing providers, private developers, and other levels of government, to work towards everyone in Lethbridge being housed. In 2019, the strategy was developed to address the needs identified at that time. The strategy was most recently updated in July 2024 to account for progress made, and for new realities, changing macroeconomic conditions, and evolving housing needs in Lethbridge.

The Municipal Housing Strategy Implementation Plan includes practical steps to improving housing outcomes, while working within the City's locus of control.

4 IMPLEMENTATION SUMMARY

The actions, identified as a part of the development of the MHS, are intended to address systemic barriers to housing development in the community, and to focus efforts on areas within the housing continuum where gaps have been acknowledged. With gaps and barriers identified through the development of the strategy, the most significant work remains to be undertaken by those involved in the housing industry. This includes, but is not limited to, both market and non-market housing providers, local housing authorities, human services providers, property developers, homebuilders, and all levels of government. Coordinated efforts of all involved stakeholders are required to adequately address barriers to improving housing outcomes.

The Implementation Plan outlined in this document is intended to serve as a starting point for actions to be undertaken, primarily by the municipality, but with significant support from other key stakeholders. While the strategy has identified a significant number of meaningful measures to be undertaken, balancing implementation with available or reasonably requested resources will be paramount to success on all fronts. Further, alignment of identified actions with in-progress work being completed by the City will support effective and efficient implementation.

Given the high volume of short-term actions and the current staffing levels allocated to housing-related initiatives, it is anticipated that Administration may face capacity constraints in completing all identified short-term actions by the end of Q2 2027. As such, Administration will prioritize actions that have previous direction from Council, followed by those deemed to be the most impactful and appropriate based on current context and resource availability. Any short-term actions not completed within this timeframe will be carried forward for consideration in a future iteration of the implementation plan.

4.1 Short-Term (Q3 2025 - Q2 2027)

MHS Action	Planned Approach
<p><i>Establish a compact housing working group that connects key drivers in the housing system (i.e., private developers, non-market housing providers, identified City representatives, local housing authorities, property management companies), with the potential to create sub-working groups with direct mandates, to develop pragmatic housing targets for the next five years that move the dial towards addressing total housing need in Lethbridge, as well as:</i></p> <ul style="list-style-type: none"> <i>Identify real or perceived barriers and/or market dynamics impacting development in Lethbridge;</i> <i>Explore collaborative funding opportunities;</i> <i>Establish partnerships to build and/or operate alternative housing forms that serve priority populations;</i> <i>Foster a culture of innovation where ideas, technology, and trends are shared, explored, and evaluated at annual forum or housing lab hosted by housing working group;</i> <i>Collaborate and identify areas of advocacy to Provincial and Federal government;</i> <i>Develop an awareness campaign to help community members understand housing need in Lethbridge and reduce stigma and discrimination towards non-market housing options; and</i> <i>Identify opportunities and seek collaborative solutions to enhance supportive services offered within the housing system for individuals/households with complex needs.</i> 	<ul style="list-style-type: none"> Stakeholders have been identified and categorized based on role and involvement in different types of initiatives. Several key stakeholders identified and engaged with through the development of the Municipal Housing Strategy, the Implementation Plan, and in support of other in-progress projects (i.e. Non-Profit Affordable Housing Tax Rebate Grant program exploration, Land-Use Bylaw Renewal Project, etc.). Consider the hosting of a housing partnerships forum to share current municipal actions, inform local stakeholders of governmental funding opportunities, learn from successes of local organizations, and facilitate meaningful connections between local organizations with aligned goals. Continue similar engagements as further actions are implemented.

<p><i>Administer federal funds to build and/or operate more housing (e.g. Reaching Home).</i></p>	<ul style="list-style-type: none"> • Both capital and operational funding for social housing were included as eligible project types in the recent (Summer 2024) Call for Proposal for the allocation of Reaching Home Funding. • Future Call for Proposal opportunities for the allocation of Reaching Home funding to include similar eligibility opportunities. As reaching home funding targets support to those at experiencing or at risk of homelessness, only aligned housing typologies may be supported with this funding source.
<p><i>Support on-going research and analysis of By-Names-List in partnership with community organizations serving priority populations.</i></p>	<ul style="list-style-type: none"> • Continue to work with local emergency shelter provider, the Community Based Organization responsible for Outreach Support Services Initiative (OSSI) funding, and funded service providers to develop and maintain a comprehensive By-Names-List. • Continue implementation of the Homeless Individuals and Families Information System (HIFIS), a data management system that is designed to support the day-to-day operational activities of Canadian homelessness service providers. The implementation of HIFIS is a contractual obligation of the City, as the agreement holder for Reaching Home funding. <ul style="list-style-type: none"> ◦ Once fully implemented, HIFIS will provide the City and its partners with local, real-time homelessness data to ensure individuals and families accessing services are prioritized and referred to appropriate services.
<p><i>Improve data collection, management, and distribution about needs of priority populations to foster a common understanding of need in Lethbridge with partners in the housing system.</i></p>	<ul style="list-style-type: none"> • Continue working with local emergency shelter provider, the Community Based Organization responsible for Outreach Support Services Initiative (OSSI) funding, and funded service

	<p>providers to develop and maintain a comprehensive By-Names-List.</p> <ul style="list-style-type: none"> • Continue implementation of the Homeless Individuals and Families Information System (HIFIS), a data management system that is designed to support the day-to-day operational activities of Canadian homelessness service providers. Implementation of HIFIS is a contractual obligation of the City, as the agreement holder for Reaching Home funding. <ul style="list-style-type: none"> ○ Once fully implemented, HIFIS will provide the City and its partners with local, real-time homelessness data to ensure individuals and families accessing services are prioritized and referred to appropriate services. • Continue to monitor and support execution of agreements awarded through the Summer 2024 Call for Proposal for the allocation of federal Reaching Home and provincial Family and Community Support Services (FCSS) funds, funding agreements were developed with successful applicants. Agreements contain reporting expectations which will continue to inform the needs of the supported individuals and populations.
<p><i>Share updated needs of priority populations with Internal departments at the City of Lethbridge, other levels of government, and community organizations to build awareness, advocate for relevant policy change/amendments, and inform future funding and program opportunities.</i></p>	<ul style="list-style-type: none"> • Continue working with local emergency shelter provider, the Community Based Organization responsible for Outreach Support Services Initiative (OSSI) funding, and funded service providers to develop and maintain a comprehensive By-Names-List. • Continue implementation of the Homeless Individuals and Families Information System (HIFIS), a data management

	<p>system that is designed to support the day-to-day operational activities of Canadian homelessness service providers. Implementation of HIFIS is a contractual obligation of the City, as the agreement holder for Reaching Home funding.</p> <ul style="list-style-type: none"> ○ Once fully implemented, HIFIS will provide the City and its partners with local, real-time homelessness data to ensure individuals and families accessing services are prioritized and referred to appropriate services. • Continue to monitor and support execution of agreements awarded through the Summer 2024 Call for Proposal for the allocation of federal Reaching Home and provincial Family and Community Support Services (FCSS) funds, funding agreements were developed with successful applicants. Agreements contain reporting expectations which will continue to inform the needs of the supported individuals and populations. <ul style="list-style-type: none"> ○ While the captured data is largely used internally to prioritize funding decisions, the information regarding service provision, demand, and emerging trends can be easily aggregated and shared with community partners, as appropriate and/or upon request.
<p><i>Build on the work of the Integrated Coordinated Access (ICA) system and continue to prioritize housing initiatives that serve priority populations.</i></p>	<ul style="list-style-type: none"> • Continue the development and delivery of ICA system, a long-term, ongoing project requiring the involvement of many community partners. The system progressively operates in a more efficient manner as more stakeholder groups get connected.

	<ul style="list-style-type: none"> Promote the integration of non-market housing providers into ICA, supporting a no-wrong-door approach to service referral. This will be encouraged as the system continues to be developed.
<p><i>Continue to help housing developers and providers, proposing non-market housing options, navigate City planning processes by continuing to invest in customer support that can coordinate applications and help simplify potential application barriers .</i></p>	<ul style="list-style-type: none"> Project managers engaging in non-market housing development are encouraged to contact the Housing Solutions Coordinator (HSC) as they work through the early stages of their project. The HSC supports projects in navigating City processes. This includes (but is not necessarily limited to): <ul style="list-style-type: none"> Acting as a connection point between project stakeholders and key municipal staff members (i.e. Planning and Design, Lethbridge Land, etc.); Supporting projects in identifying project scope, in alignment with identified community needs, and; Support organizations in their preparation for grant funding allocation requests of Council or other funding bodies, if applicable.
<p><i>Consider establishing a process to amend the MDP to set recommended minimum percentages for non-market housing options out of the total housing units in a neighbourhood with the intent to increase housing diversity and supply in every neighbourhood and signal to City's commitment to non-market and market housing options throughout the city.</i></p>	<ul style="list-style-type: none"> Include this consideration during the next regularly scheduled review of the MDP, tentatively scheduled to occur in 2026.
<p><i>Continue to increase residential densities in established areas, and locations identified in Policy 66 of the MDP, when reviewing or updating City planning policies.</i></p>	<ul style="list-style-type: none"> Include these as considerations during the next regular review of the MDP and during the Land Use Bylaw Renewal Project, with any amendments to be made in alignment with existing review timelines.

<p><i>Consider amending the necessary bylaws, in alignment with industry best practices, to provide additional development flexibility, for example:</i></p> <ul style="list-style-type: none"> • <i>Allow base residential district to allow for single, semi, row and townhouse;</i> • <i>Enable secondary suites as a permitted use in base residential district;</i> • <i>Allow for more than one secondary suite on one parcel; and</i> • <i>Enable more social uses as permitted uses in Land Use Bylaw.</i> 	<ul style="list-style-type: none"> • Include these as considerations during the Land Use Bylaw Renewal Project, with any amendments to be made in alignment with existing review timelines.
<p><i>Review and amend current City-led programs that fund non-market housing, and explore additional ways for the City to fund non-market housing development- Non-Profit Affordable Housing Tax Rebate Grant.</i></p>	<ul style="list-style-type: none"> • In alignment with previous direction from City Council, a framework of the proposed program was provided to Council in Fall 2024. • Given the legislative changes resulting from the Government of Alberta's Bill 20, which provides expanded property tax exemption eligibility for non-profit affordable housing providers, a decision regarding the program was deferred to a later date to allow for a better understanding of how a municipal program may be able to support housing affordability and development. Administration will return by Q2 2026, or sooner, to present those findings and a new recommended approach.
<p><i>Establish inventory of City-owned land, identified with the support of housing developers and providers, suitable for non-market housing development.</i></p>	<ul style="list-style-type: none"> • Complete a review of existing City-owned properties to determine which many be appropriate for housing development. • Work with identified to understand what factors should be considered to determine whether a property is suitable for different non-market housing typologies.

	<ul style="list-style-type: none"> ○ Consider utilization of student research through Partner Services to support identification of properties. • Repeat the review exercise on an ongoing basis as the inventory of City-owned lands changes.
<i>Complete land economics testing to develop and implement incentives to encourage mixed-market applications, including but not limited to: Municipal property tax rebate for non-market housing.</i>	<ul style="list-style-type: none"> • Continue exploration of a Non-Profit Affordable Housing Tax Rebate Grant, and how it could be adapted for broader use, given that non-profit affordable housing providers are now largely exempted from property taxes through changes from the Bill 20: Municipal Affairs Statutes Amendment Act, 2024. <ul style="list-style-type: none"> ○ Administration's findings and recommendations to be considered by Council by Q2 2026, or sooner. • Consider other development-based tax deferral mechanisms to support high-density and/or affordable housing development as a part of the ongoing development based incentives review.
<i>Explore how to scale alternative rental housing options (e.g. co-operative housing) in Lethbridge, and the City's role in supporting various housing models.</i>	<ul style="list-style-type: none"> • Complete in-depth analysis of the opportunities and barriers to co-operative housing development. • Identify other alternative rental housing options and models utilized throughout Canada, and identify those which may be able to meet Lethbridge needs. • Consider utilization of student research through Partner Services to support action.
<i>Work with local housing authorities, at a regularly determined interval, to understand participation of rental subsidy programs (e.g. numbers, demographic information, type of subsidy) to coordinate alignment with identified priority populations.</i>	<ul style="list-style-type: none"> • Identify and meet with community organizations providing subsidy programs to understand and coordinate service delivery. • For City-funded subsidies, as a part of Community Social Development's typical grant management practices, analyze

	<p>the eligibility criteria, efficacy, demand and use of municipal funds utilized for the delivery of rental subsidy programs.</p> <ul style="list-style-type: none"> • As appropriate, propose amendments to funding criteria and/or amounts for municipally funded rental subsidy programs to best align with identified pressures, for City Council consideration.
<i>Advocate to provincial government to make sure local housing authorities receive adequate funding to deliver rental subsidy programs.</i>	<ul style="list-style-type: none"> • Consult with local housing authorities delivering rental subsidy programs to understand current demand, eligibility criteria, and deficit of funding for rental subsidy programs. • Work within established City advocacy frameworks to include advocacy to the provincial government for this funding.
<i>Work with Lethbridge Land, and other relevant internal departments, to explore opportunities to acquire, de-risk (e.g. amend land use, complete infrastructure upgrades/improvements, etc.), and then sell or lease land (City owned or privately owned) in established areas to encourage development of more missing middle housing forms.</i>	<ul style="list-style-type: none"> • Develop procedure for this practice, which has organically started to occur in the past. • Due to the need for resourcing for this approach, these types of projects will be considered as economically viable and with further engagement/direction from City Council.
<i>Work with developers and builders to explore opportunities to access the Federal Government's Apartment Construction Loan Program (i.e. a low-cost repayable loan for developers and builders) to get rental development projects off the shelf and shovels in the ground in Lethbridge.</i>	<ul style="list-style-type: none"> • Working with representatives of the Canadian Mortgage and Housing Corporation (CMHC), investigate the Apartment Construction Loan Program to better understand eligibility criteria, funding parameters, etc. • Engage with local stakeholders to identify shelved projects that align with Loan Program criteria. <ul style="list-style-type: none"> ◦ Should viable projects be identified, Administration will work to support projects through municipal processes, in the same manner that is currently occurring.
<i>Advocate to provincial government to make sure Lethbridge Housing Authority, Green Acres Foundation, and Indigenous Housing Authorities receive adequate funding.</i>	<ul style="list-style-type: none"> • Consult with identified organizations to better understand current funding, current budgetary pressures, and overarching demand for provided services.

	<ul style="list-style-type: none"> • Work within established advocacy frameworks to include advocacy to the provincial and/or federal governments for this funding.
<i>Collaborate with other municipal jurisdictions to identify common advocacy interests, and partner to advocate to the Government of Alberta to achieve legislative changes that remove systemic barriers that hinder non-market and market housing supply.</i>	<ul style="list-style-type: none"> • Following orientation with a new City Council and in alignment with the new Council Strategic plan, if appropriate, connect with other mid-sized Alberta communities to identify common legislative barriers to housing development. • Working through existing advocacy opportunities and plans to champion changes to eliminate legislative barriers to housing development. • Consider leading the implementation of an intermunicipal network of like communities to discuss common housing challenges, shared advocacy opportunities, and successful approaches to improving community housing outcomes.
<i>Develop regular reporting expectations for MHS objectives and actions in order to demonstrate progress made towards addressing needs of priority populations.</i>	<ul style="list-style-type: none"> • Annual report regarding work of Community Social Development department to be completed and made publicly available. Progress of MHS action items to be included as a part of the report. • As required, ad-hoc reporting on the progress of specific actions can/will be provided.
<i>Work with housing providers to explore the applicability of using alternative forms of housing construction (i.e. modular, manufactured, prefabricated) to increase efficiency, longevity, and affordability of non-market housing units.</i>	<ul style="list-style-type: none"> • Student researcher, facilitated by Partner Services, completing research on opportunities, innovations, and barriers of alternative forms of housing construction. • Work with local modular builders to identify (real and perceived) challenges to utilizing these construction forms in Lethbridge. • Refer learnings from these engagements to future discussions, engagements, and decision points (i.e. Land Use Bylaw Renewal Project).

<p><i>Upgrade and/or improve infrastructure capacity and/or condition (i.e. facilities, services, systems necessary for housing in a community including: water, waste water, stormwater, and transportation) in neighbourhoods identified as highest priority areas to increase housing options, as part of the 2026-2030 Capital Improvement Program (CIP) process.</i></p>	<ul style="list-style-type: none"> • Work collaboratively with internal stakeholders to identify infrastructure projects that will most meaningfully impact community housing outcomes. • Propose infrastructure upgrades that support housing development as a part of the 2027-2030 Capital Improvement Program process, for Council consideration.
<p><i>Work with relevant internal departments to explore the potential to increase regulatory flexibility in applicable design standards in order to simplify and streamline the development/building process (e.g. increasing buildable area, allowing for flexible lot consideration, or reducing minimum lot size requirements).</i></p>	<ul style="list-style-type: none"> • Include these as considerations during the Land Use Bylaw Renewal Project, with any amendments to be made in alignment with existing review timelines.
<p><i>Explore how City development processes may need to respond to applicants using standardized housing designs from Federal Housing Design Catalogue that meet City criteria in order to reduce pre-development costs for developers and property owners, raise awareness in the community, and support development of missing middle housing forms.</i></p>	<ul style="list-style-type: none"> • Review the Housing Design Catalogue to identify barriers to use under existing bylaws and regulations. • Include these as considerations during the Land Use Bylaw Renewal Project, with any amendments to be made in alignment with existing review timelines.

4.2 Medium-Term (Q3 2027-Q2 2029)

MHS Action	Planned Approach
<i>Review and amend current City-led programs that fund non-market housing, and explore additional ways for the City to fund non-market housing development- Affordable and Social Housing Capital Grant.</i>	<ul style="list-style-type: none"> • Amendments to consider different housing typologies, project types, and project specific needs. • All available funding within the Affordable and Social Housing Capital Fund is currently allocated to approved projects. • When additional funding is made available in future years, Administration will proceed with reviewing and amending Policy CC-49. • This approach ensures that the policy is best aligned with the political landscape at the federal and provincial level, which is changing rapidly, when changes to the program are considered and implemented.
<i>Complete land economics testing to develop and implement incentives to encourage mixed-market applications, including but not limited to: Partial rebates on development fees and charges (e.g. development permit, building permit).</i>	<ul style="list-style-type: none"> • Propose framework for partial rebates of development fees and charges during the 2028-2031 Operating Budget deliberations for Council consideration.
<i>Leverage the value of municipal land by co-locating non-market housing with the development of community facilities (e.g. fire stations, libraries, transit stations, parkades).</i>	<ul style="list-style-type: none"> • Work with City departments to identify future projects where housing can be considered as an inclusion during the planning and development. • Identify a demonstration project to trial the approach of co-located residential development with community facilities.

<p><i>Maintain and continue to invest in the Affordable and Social Housing Capital Fund to supplement provincial and federal funding for non-market housing using funds from:</i></p> <ul style="list-style-type: none"> • <i>The revenue from City-owned land sales;</i> • <i>Current and/or expanded revenue contributions from municipal planning and development fees (e.g. subdivision fees).</i> 	<ul style="list-style-type: none"> • Affordable and Social Housing Capital Fund currently receives an annual allocation of \$150,000 from the Residential Subdivision Surplus. • Propose increased investment in the Affordable and Social Housing Capital Fund for City Council consideration during the 2028-2031 Operating Budget deliberations.
<p><i>Establish incentives for non-market units, including but not limited to: Review opportunities to implement rebates on development fees and charges (e.g. development permit, building permit).</i></p>	<ul style="list-style-type: none"> • Propose framework for partial rebates of development fees and charges during the 2028-2031 Operating Budget deliberations for Council consideration.
<p><i>Review and amend current City-led programs that fund non-market housing, and explore additional ways for the City to fund non-market housing development- Development-based incentives.</i></p>	<ul style="list-style-type: none"> • Utilizing existing plan and timeline for the review of development-based incentives, consider if and how these programs (I.e. Targeted Redevelopment Incentive Program or new incentives) may be able to support non-market housing development. • If appropriate, propose amendments to existing programs and/or establishment of new incentive programs to support non-market housing development.
<p><i>Establish incentives for non-market units, including but not limited to:</i></p> <ul style="list-style-type: none"> • <i>Density bonusing for developing and/or locating non-market housing in Activity Nodes (Map 4) outlined in the MDP;</i> • <i>Significant parking reduction requirements for non-market housing options.</i> 	<ul style="list-style-type: none"> • In alignment with existing timeline and future planned engagements for the Land Use Bylaw Renewal project, include these considerations when working towards updates to City's Land Use Bylaw. • If any exist, consider financial implications of proposed incentives during the 2028-2031 Operating Budget deliberations.

<p><i>Build on the purpose of the existing Land Banking Strategy by:</i></p> <ul style="list-style-type: none"> • <i>Developing and implementing an ongoing collaborative process to:</i> <ul style="list-style-type: none"> ○ <i>Dispose of City-owned land at below-market value and/or</i> ○ <i>Lease City-owned land at below market rate in order to achieve non-market units serving priority populations.</i> • <i>Establishing and implementing a process to proactively acquire, de-risk (e.g. amend land use, complete infrastructure upgrades/improvements, etc.) land to achieve non-market units serving priority populations.</i> 	<ul style="list-style-type: none"> • Develop process for acquisition and de-risking of appropriate properties to achieve non-market housing unit development. <ul style="list-style-type: none"> ○ Land may be able to be provided to applicants at below market value by utilizing funds from the Affordable and Social Housing Capital Fund. • Propose that, during the 2028-2031 Operating Budget deliberations, City Council consider a financial allocation to provide land at below market rates without utilizing funding from the Affordable and Social Housing Capital Fund.
<p><i>Consider implementing a multi-year municipal tax exemption program for the development of multi-residential dwellings to encourage medium and high-density residential development.</i></p>	<ul style="list-style-type: none"> • Utilizing existing plan and timeline for the review of development-based incentives, consider if and how these programs (I.e. Targeted Redevelopment Incentive Program) may be able to support non-market housing development. • If appropriate, propose amendments to existing programs and/or establishment of new incentive programs to support non-market housing development.
<p><i>Complete land economics testing to develop and implement incentives to encourage mixed-market applications, including but not limited to:</i></p> <ul style="list-style-type: none"> • <i>Density bonusing for the provision of dedicated non-market housing options for a minimum length of time (confirmed through a housing agreement);</i> • <i>Parking reductions in proximity to community services and amenities (transit, activity nodes, etc.).</i> 	<ul style="list-style-type: none"> • In alignment with existing timeline and future engagements for the Land Use Bylaw Renewal project, include these considerations when working towards updates to City's Land Use Bylaw.

<p><i>Work with alternative land-owning groups (e.g. Faith communities, school divisions, etc.) to understand highest and best use of their sites and support development of non-market housing units, as appropriate.</i></p>	<ul style="list-style-type: none"> • Identify and engage with community groups that may be positioned and interested in non-market housing development on their owned land. <ul style="list-style-type: none"> ◦ Consider utilization of student research through Partner Services to support identification of properties. • Should viable projects be identified, Administration will work to support projects through municipal processes, in the same manner that is currently occurring.
<p><i>Work with non-market housing developers and providers to:</i></p> <ul style="list-style-type: none"> • <i>Identify desirable, and shovel-ready City-owned land to use for non-market housing development; and</i> • <i>Understand what criteria is important for the City to consider when acquiring land for non-market housing development.</i> 	<ul style="list-style-type: none"> • Work with identified stakeholders to understand what factors should be considered to determine whether a property is suitable for different non-market housing typologies. • Consider utilization of student research through Partner Services to support criteria development that balances best practices and local nuance.
<p><i>Collaborate with post-secondary institutions to understand student housing needs and identify how to work together to ensure housing options for students in Lethbridge.</i></p>	<ul style="list-style-type: none"> • Dedicate time to meet with appropriate leadership teams of the city's post-secondary institutions to better understand the housing needs of their students. • Should viable projects be identified, Administration will work to support projects through municipal processes, in the same manner that is currently occurring. • As the relationship continues to develop, ensure that work being completed follows and aligns with the intent of the Memorandum of Understanding between the City and the University of Lethbridge.

<p><i>Work with Lethbridge Land to develop administrative policies that would direct the department to:</i></p> <ul style="list-style-type: none"> <i>• Increase residential densities for City-led new community residential development (i.e. densities beyond what is required through the MDP, where appropriate).</i> <i>• Build infrastructure capacity in City-led new community development beyond what is needed for planned density in order to accommodate for future density (e.g. secondary suite development, missing middle housing forms).</i> 	<ul style="list-style-type: none"> • Complete a review of current practices to compare current residential densities to Municipal Development Plan (MDP) requirements. • Identify realistic targets for Lethbridge Land developments, which exceed MDP requirements. • Draft and consider operationalization of new administrative policy that bind City-led developments to new targets.
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4.3 Long-Term (Q3 2029 or Later)

MHS Action	Planned Approach
<p><i>Establish an Infill Development Committee to:</i></p> <ul style="list-style-type: none"> <i>Develop a guideline document serving internal and external audiences that details when/where infrastructure upgrades and/or technical studies are required for infill development projects in order to potentially remove cost-prohibitive development requirements;</i> <i>Establish and coordinate an infill development application review process that allows for timely circulation and distribution of a complete list of relevant comments to applicant that do not unnecessarily burden or restrict infill development; and</i> <i>Proactively communicate and work with applicants to determine any potential off-site costs/improvements expected by the City as a result of infill development.</i> 	<ul style="list-style-type: none"> Utilize existing subject matter expertise (and potentially the existing organizational framework) of the Planning Review Team or Drawing Review Committee.
<p><i>Identify and test options to refine application processes (e.g. development permit, building permit, land use change, inspections, etc.) to better support housing providers proposing alternative housing types navigate the planning and development process.</i></p>	<ul style="list-style-type: none"> Explore opportunities to complete a 3rd party review of application processes leveraging existing funding and initiatives, if possible. If existing resourcing is determined to be inadequate to complete the scope of work, propose that funding be allocated for this work, at Council's consideration.

5 REPORTING AND NEXT STEPS

The Municipal Housing Strategy Implementation Plan (Q3 2025 – Q2 2027) sets a course for meaningful, measurable action using the resources currently available to the City. This plan is intended to build momentum, ensuring that the work of addressing housing challenges continues in a steady, strategic, and informed manner.

While the Community Social Development department will coordinate implementation, the plan's success relies on shared ownership across departments, community partners, and decision-makers. Progress will be communicated transparently through the development and publicly available annual departmental report, which will highlight progress made towards implementation and addressing the needs of priority populations.

To maintain relevance and adaptability, a refreshed Implementation Plan will be presented by Q2 2027. This updated version will reflect progress made, identify new or ongoing priorities, and provide a roadmap for continued action beyond the initial implementation period.

Finally, as specific initiatives are brought forward for Council consideration, particularly those with financial or bylaw implications, Administration will provide timely updates and seek direction and approval as required. Ongoing engagement with City Council will ensure transparency, alignment with Council priorities, and support for strategic activities that enable long-term housing solutions for Lethbridge residents.