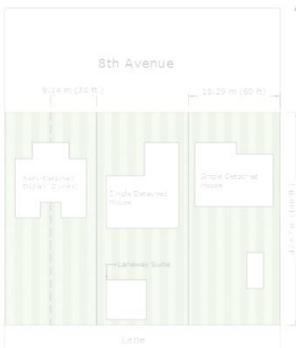




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2015

Town of Unity Housing Plan



Prepared for: Town of Unity
Provided by: Prairie Wild
Consulting Co.

Table of Contents

Acknowledgements.....	2
Section 1: Welcome to the Town of Unity Housing Plan	3
1.1 Introduction.....	3
1.2 Goals and Objectives of the Plan.....	3
1.3 Methods.....	3
1.4 Format of the Plan.....	4
1.5 Report Considerations.....	5
Section 2: Unity Today and Tomorrow	6
2.1 Unity in a Regional Context.....	6
2.2 Community Profile.....	8
2.3 Housing Profile.....	16
2.4 Governance: Collaborations, Partnerships & Funding.....	19
Section 3: Community Voice	22
3.1 Community Engagement Process	22
3.2 Foundations for Success.....	24
3.3 A Vision for Housing in Unity.....	24
Section 4: Gaps and Opportunities Analysis	25
4.1 Housing Gaps.....	25
4.2 Housing Opportunities.....	29
Section 5: Implementation of the Housing Plan	30
5.1 Introduction.....	30
5.2 Town of Unity Housing Strategies.....	32
5.3 Prioritizing the Strategic Relations.....	60
5.4 Housing Targets.....	63
5.5 Performance Measures and Monitoring.....	65
Section 6: Next Steps	66
Appendix A: Maps.....	67
Appendix B: Promising Practices – Case Study Examples	73
Appendix C: Funders.....	89
Appendix D: Developers.....	93
Appendix E: Definitions.....	95
Appendix F: Acronyms.....	97

Acknowledgements

The Town of Unity would like to express gratitude for everyone's time and effort to help develop the Unity Housing Plan. This included a wide range of the local and regional community members:

- Residents
- Business owners
- Children and youth
- Local committees and organizations
- RM of Round Valley council members
- Town of Unity administration and staff
- Town of Unity council members
- Prairie Wild Consulting (crafter of the Housing Plan)

During the development of the Housing Plan, community members participated by sharing their local knowledge and wisdom. Your voice was the driving factor behind this project. The Unity Housing Plan is reflective of the needs and opportunities of the community and it is intended to showcase innovation as a guide for future housing. This plan would not have been possible without your leadership and guidance. All your insights, ideas, and intellect were very much appreciated.

Once again, thank you.

Section 1: Welcome to the Town of Unity Housing Plan

1.1 Introduction

Welcome to the Town of Unity Housing Plan! This plan will deliver a current assessment of needs across the Unity housing continuum and provide direction for future work to address housing gaps. The creation of a guiding plan will help ensure that a continuum of housing needs will be met in Unity into the future.

Figure 1.1.1 The Housing Continuum (from Canada Mortgage and Housing Corporation)



1.2 Goals and Objectives of the Plan

In March 2015, the Town of Unity contracted Prairie Wild Consulting Co. to facilitate the creation of a Housing Plan. The goals and objectives of this project are to:

- Engage the community in the future of housing in Unity;
- Identify a continuum of anticipated housing needs for future development; and
- Provide direction and guidance for future housing development in Unity for the next 15+ years.

This plan will:

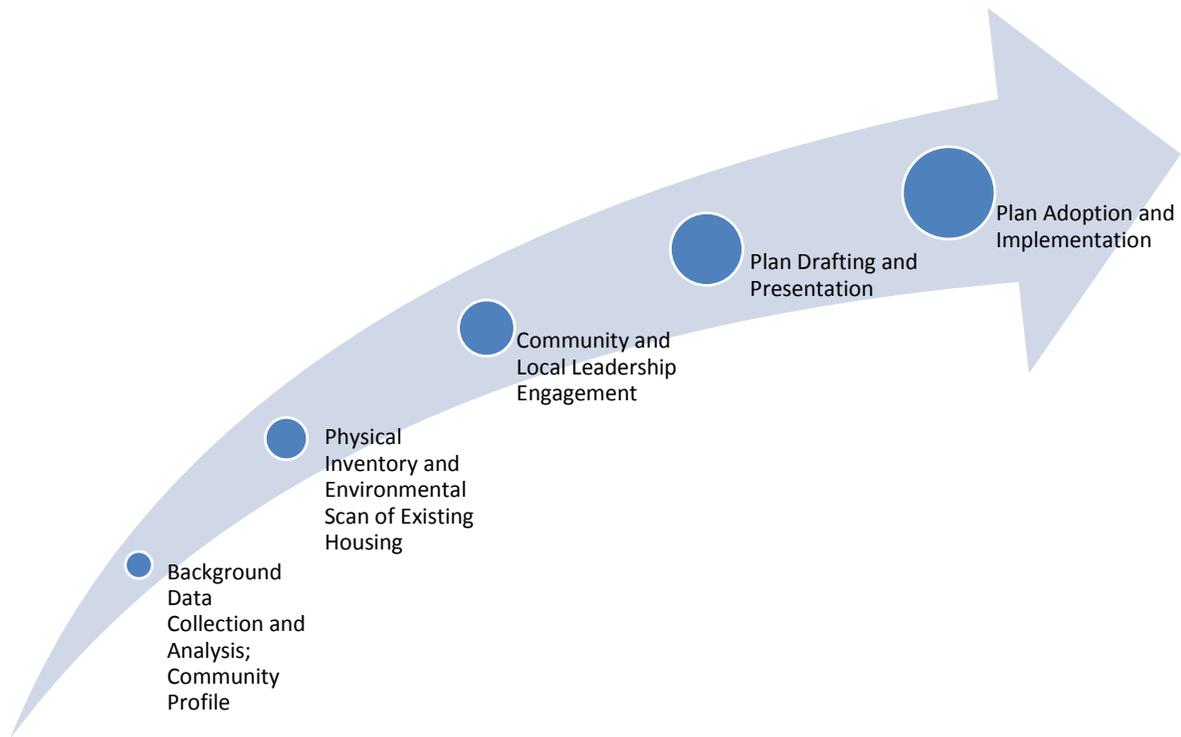
- Create an inventory of the existing state of housing in Unity;
- Identify roles and relationships on housing;
- Set targets and priorities for housing development;
- Identify strategies for achieving housing targets; and
- Identify performance measures and methods of reporting on progress.

1.3 Methods

Development of the Unity Housing Plan

This plan was developed through engagement and interviews with community, local leadership, businesses, community housing organizations, and housing providers within Unity. A physical inventory of housing in the Town was conducted. A community and housing profile was developed through the collection and review of available documents, research and statistics, and through interviews with local housing organizations. To inform the planning process, a scan of current trends, developments, and promising practices for housing in rural and urban areas that are comparable to Unity was undertaken. The data that was collected was used to develop an analysis of gaps and opportunities to determine housing needs in Unity over a 15 year time horizon.

Figure 1.3.1 Steps in Developing the Unity Housing Plan



1.4 Format of the Plan

The Town of Unity Housing Plan has 6 major parts.

Section 1: Welcome to the Town of Unity Housing Plan	Introduces the Plan and outlines goals, objectives, and methods.
Section 2: Unity Today and Tomorrow	Contains a profile of the community, describes the current state of housing, and outlines current roles and partnerships.
Section 3: Community Voice	Articulates a vision for housing in Unity based on the results of the community engagement.
Section 4: Gaps and Opportunities Analysis	Looks at future population and housing trends in Unity and assesses housing needs for the future, including setting targets for housing development in the next 15 years.
Section 5: Implementation of the Housing Plan	Outlines strategies for future development and outlines options for housing, including potential sources of funding and partnerships.
Section 6: Next Steps and Final Remarks	Conclusion and actions for moving forward.

1.5 Report Considerations

This Housing Plan was completed over the course of two months to accommodate funding deadlines. All resources were collected based on availability. This includes local wisdom and experience (community engagement), Town bylaws and related information, and statistics from the Census and National Household Survey.

The Town of Unity's most recent Census data (2011) including the National Household Survey (NHS) was suppressed. This is because the global non-response rate was too low, meaning that over half of the population did not respond to the voluntary survey. Data from the NHS was used sparingly. What is present may not accurately reflect the reality in the community.

Section 2: Unity Today and Tomorrow

2.1 Unity in a Regional Context

The Town of Unity is a recognized regional hub located in west central Saskatchewan on Treaty 6 lands. From its beginnings as a farming service center, the Town has grown and now provides services to a wide area of industry in the region, particularly in agriculture and oil and gas development.

In order to provide context and comparisons for the information presented in this profile, information on Unity is illustrated alongside that of other communities in the region— Wilkie, Kerrobert, Macklin, Provost Alberta, Lloydminster, Cut Knife, and North Battleford.

Figure 2.1.1 Unity and Region Population, Statistics Canada 2011

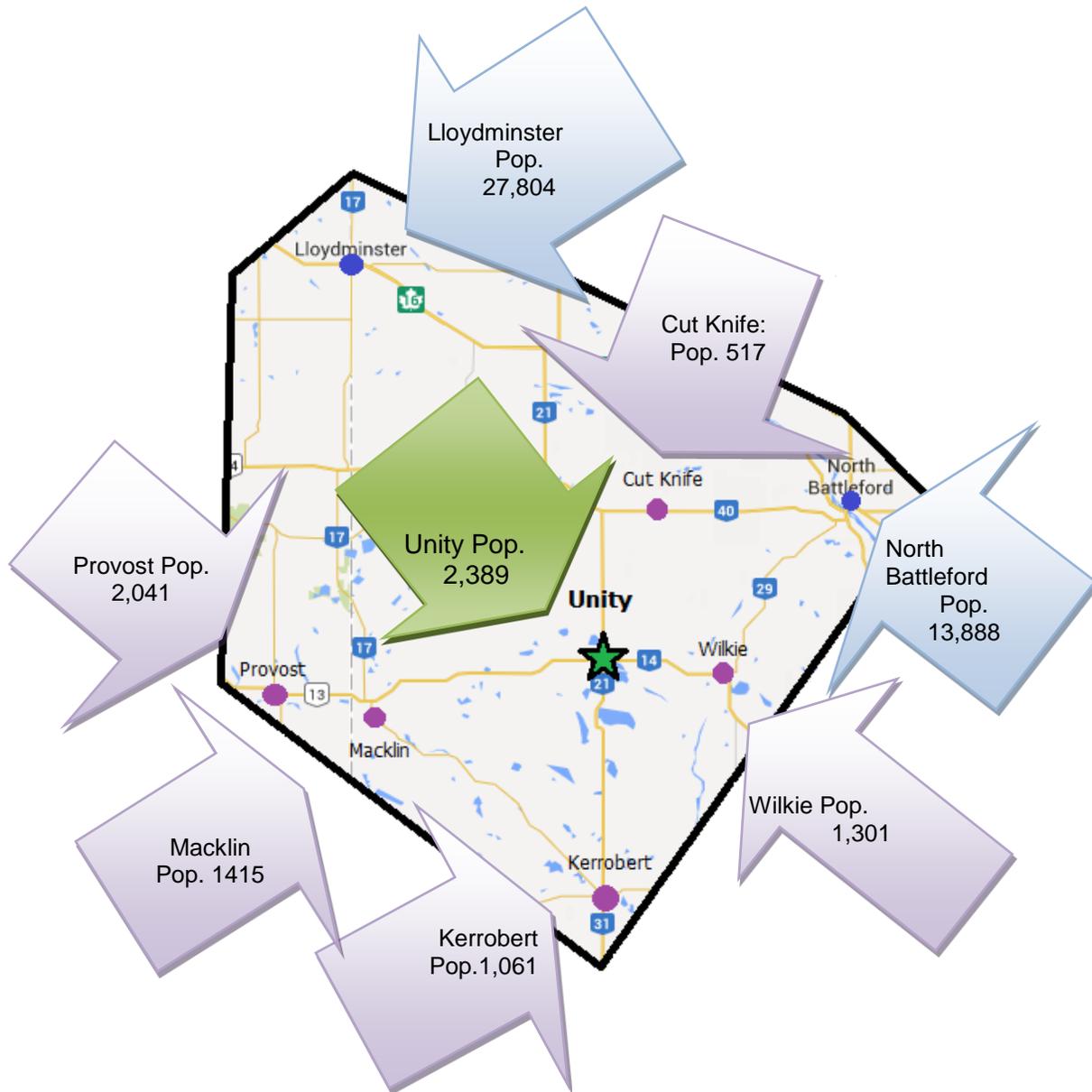
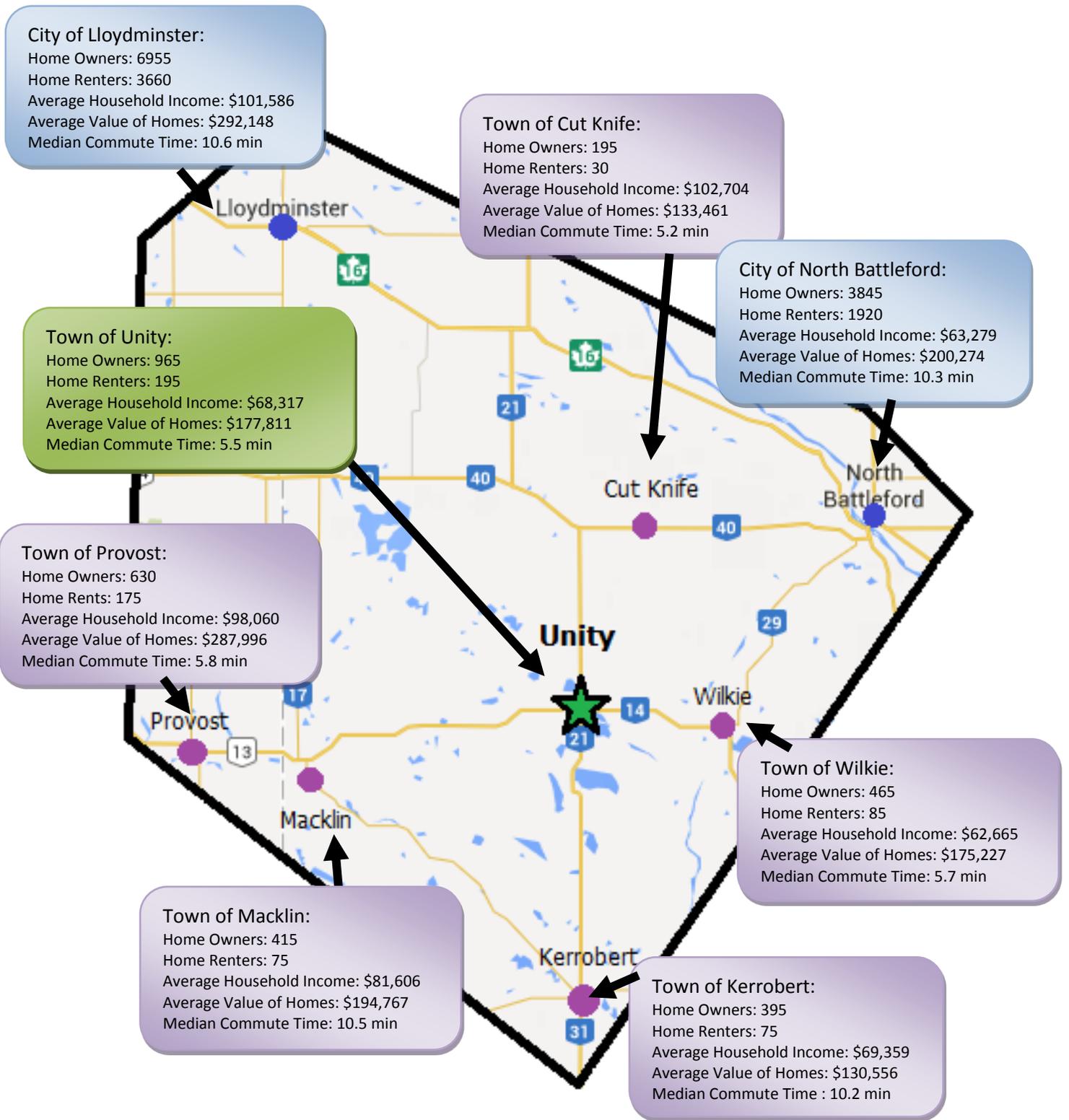


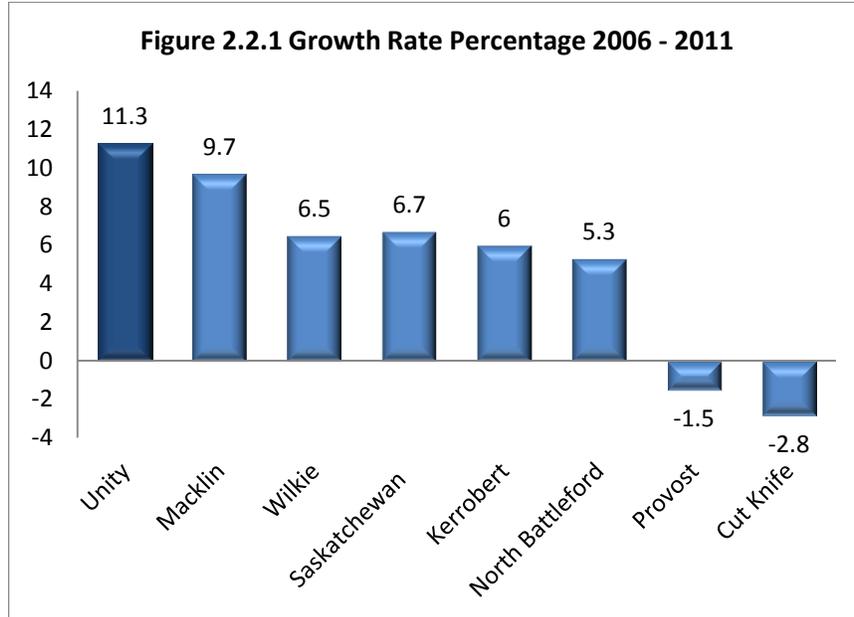
Figure 2.1.2 Unity and Region Housing Snapshot, Statistics Canada 2011



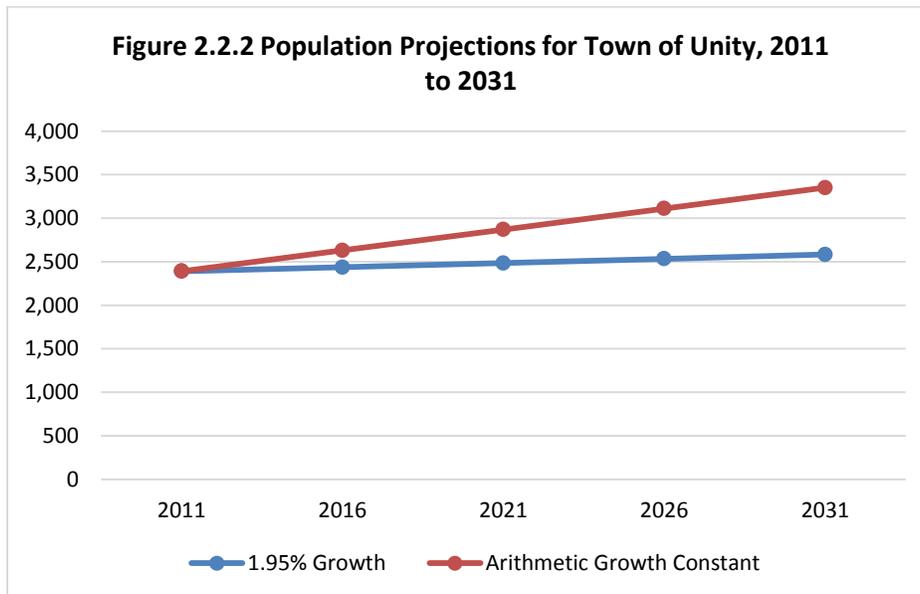
2.2 Community Profile

Population and Growth

The total population of Unity (as of 2011) is 2,389¹, an increase of 11.3 percent from 2006 (242 people), or roughly 2.3 percent a year over the five year period.



Two different population projection methods were used to provide a range of potential growth for the Town of Unity to 2031. One assumes a standard rate of growth of 1.95% based on the average growth rates from 1991 to 2011. The other is an arithmetic growth constant. From these projections, Unity's population is projected to grow to between 2581 and 3350 by 2031.



¹ Statistics Canada Census Profile 2011, Population Center of Unity
Town of Unity Housing Plan

Table 2.2.1 Population Projection for Unity, Basic 1.95% Growth Rate Method

Year	Total	0 to 4 years	5 to 14 years	15 to 19 years	20 to 24 years	25 to 44 years	45 to 54 years	55 to 64 years	65 to 74 years	75 to 79 years	85 years and over	Total 65 and over
2011	2390	180	315	100	110	560	335	240	195	230	125	550
2016	2437	184	321	102	112	571	342	245	199	234	127	561
2021	2484	187	327	104	114	582	348	249	203	239	130	572
2026	2533	191	334	106	117	593	355	254	207	244	132	583
2031	2582	194	340	108	119	605	362	259	211	248	135	594

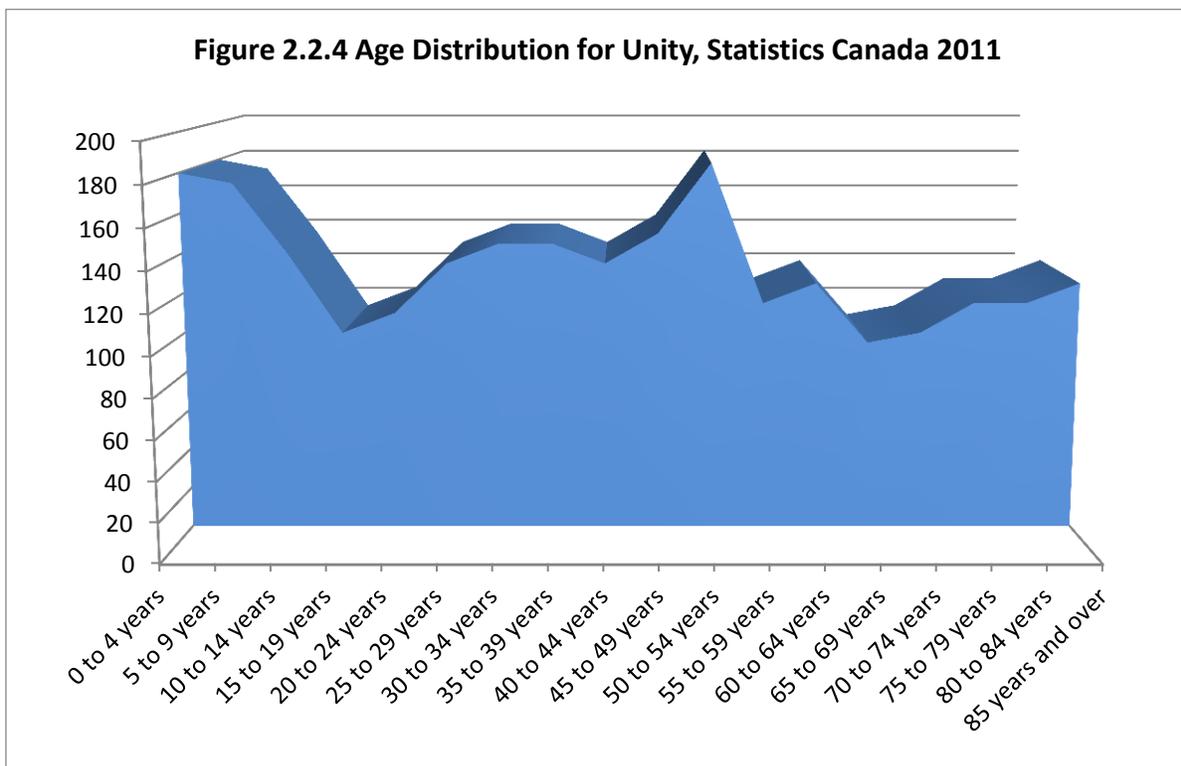
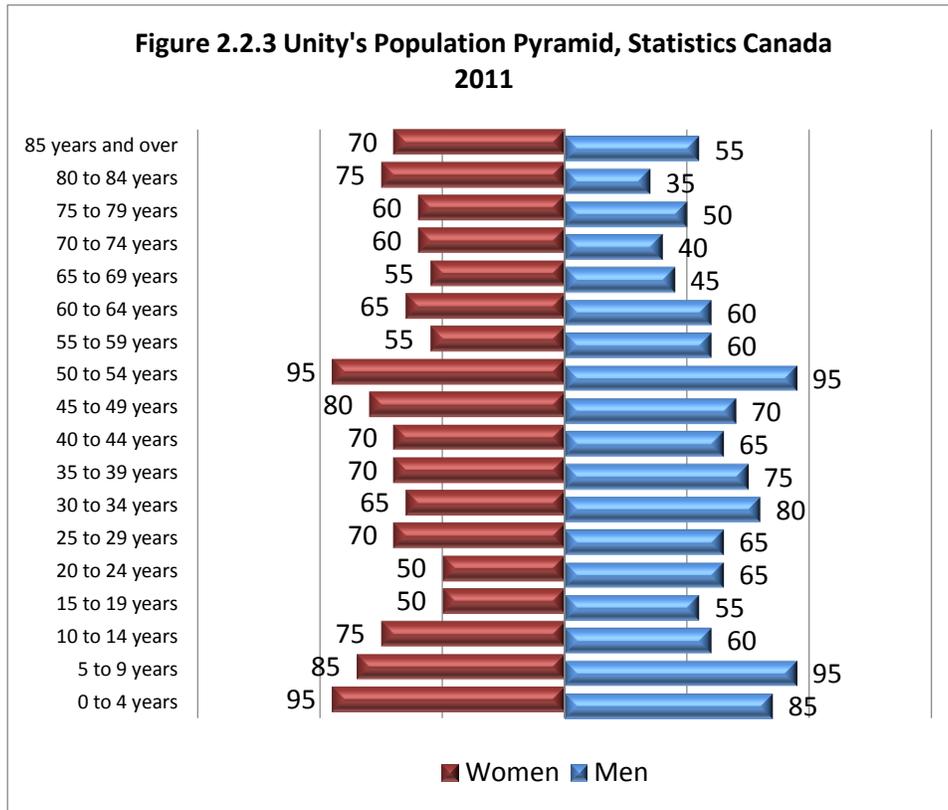
Table 2.2.2 Population Projection for Unity, Arithmetic Growth Constant Method

Year	Total	0 to 4 years	5 to 14 years	15 to 19 years	20 to 24 years	25 to 44 years	45 to 54 years	55 to 64 years	65 to 74 years	75 to 79 years	85 years and over	Population Over 65
Ka	48	6	19	-10	0	14	8	8	1	0	2	
2012	2438	186	334	90	110	574	343	248	196	230	127	553
2013	2486	192	353	80	110	588	351	256	197	230	129	556
2014	2534	198	372	70	110	602	359	264	198	230	131	559
2015	2582	204	391	60	110	616	367	272	199	230	133	562
2016	2630	210	410	50	110	630	375	280	200	230	135	565
2017	2678	216	429	40	110	644	383	288	201	230	137	568
2018	2726	222	448	30	110	658	391	296	202	230	139	571
2019	2774	228	467	20	110	672	399	304	203	230	141	574
2020	2822	234	486	10	110	686	407	312	204	230	143	577
2021	2870	240	505	0	110	700	415	320	205	230	145	580
2022	2918	246	524	-10	110	714	423	328	206	230	147	583
2023	2966	252	543	-20	110	728	431	336	207	230	149	586
2024	3014	258	562	-30	110	742	439	344	208	230	151	589
2025	3062	264	581	-40	110	756	447	352	209	230	153	592
2026	3110	270	600	-50	110	770	455	360	210	230	155	595
2027	3158	276	619	-60	110	784	463	368	211	230	157	598
2028	3206	282	638	-70	110	798	471	376	212	230	159	601
2029	3254	288	657	-80	110	812	479	384	213	230	161	604
2030	3302	294	676	-90	110	826	487	392	214	230	163	607
2031	3350	300	695	-100	110	840	495	400	215	230	165	610

Age and Gender Distribution

Figure 2.2.3 illustrates the population of Unity by age and gender in 2011. There are a large number of children under nine years of age. This may be due to an influx of young families, with young people finishing school and returning to Unity to raise children. There is also other large groups at the 45 to 49

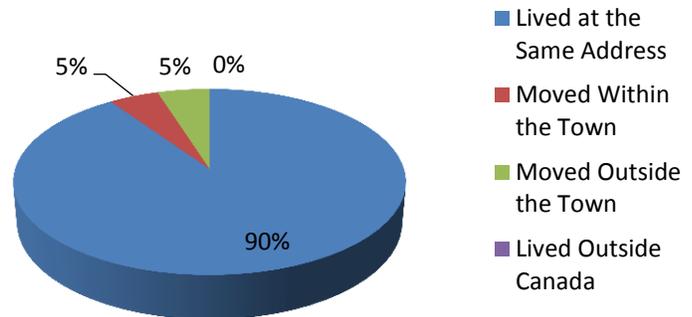
and 50 to 54 year range. Within the time frame of the Unity Housing Plan, this group will reach approximately 65 to 75 years of age.



Mobility

Of Unity’s total population 5 years and older in 2011, 90.1 percent lived at the same address as they had 1 year previously. 4.7 percent of people had moved within the Town, 4.9 percent of people had moved from a different municipality, and 0.0 percent had moved from outside the country. Of the same total population, 62.3 percent lived at the same address as they had 5 years prior. 17.8 percent of people had moved within the Town, 19.9 percent of people had moved from a different municipality, and 1.0 percent had moved from outside the country.

Figure 2.2.5 Mobility of the Population of Unity (1 Year), Statistics Canada 2011

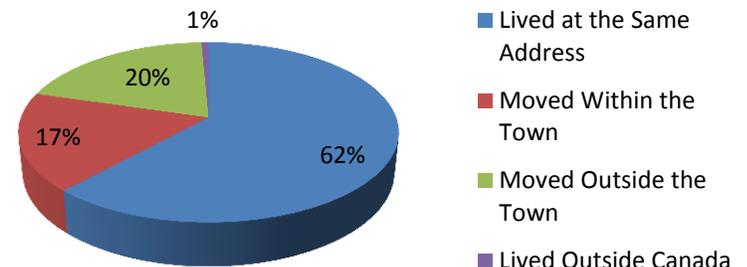


Source: 2011 Census of Canada

Aboriginal Population

In the 2006 Census, 50 people in Unity self-identified as Aboriginal. In 2011, 15 people self-identified as Aboriginal, this loss of 35 people could be a result of suppressed data in the National Household Survey. It should also be noted that 35 people in the 2011 reported to be of Aboriginal ethnic origin. There are several nearby First Nations Reserves located to the north east (within approximately 60 km), which play a substantial role in the region, geographically and culturally. These include Little Pine First Nation, Sweetgrass First Nation, Grizzly Bear’s Head and Lean Man First Nation, Poundmaker First Nation, Mosquito First Nation, and Red Pheasant First Nation. In 2013, a Métis local was listed for in Wilkie (Scott #112) and there are other Métis locals within 70 km in the Battlefords region².

Figure 2.2.6 Mobility of the Population of Unity (5 Year), Statistics Canada 2011

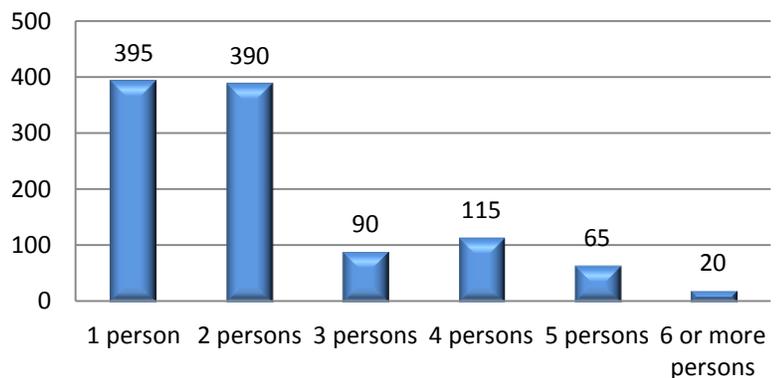


Source: 2011 Census of Canada

Language and Diversity

In the community of Unity, 90.3 percent of the population identified English as their Mother Tongue. 95 people list German as their Mother Tongue, 50 people listed Tagalog (Pilipino or Filipino), 25 people indicated French, 15 listed Chinese, and 10

Figure 2.2.7 Household Size in Unity, Statistics Canada 2011



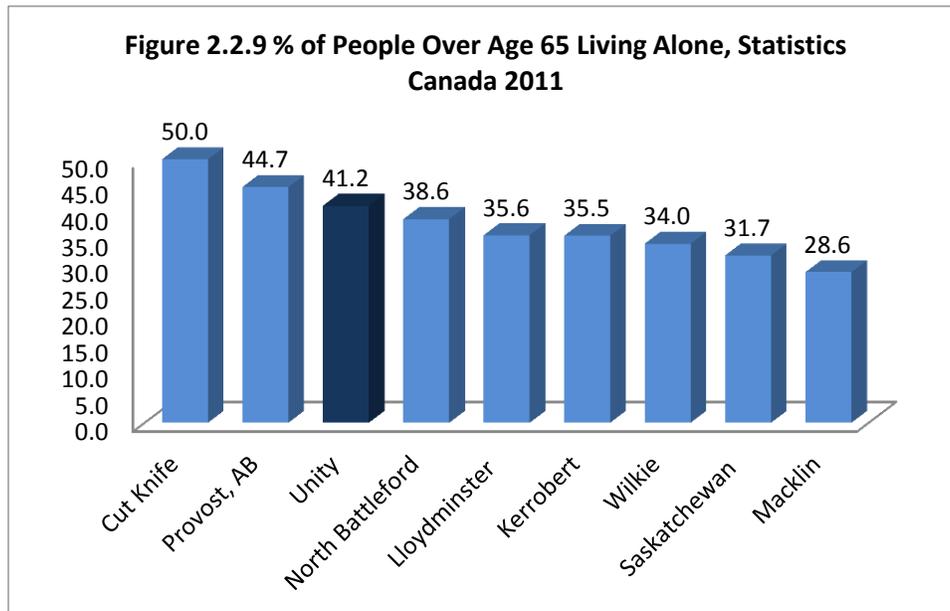
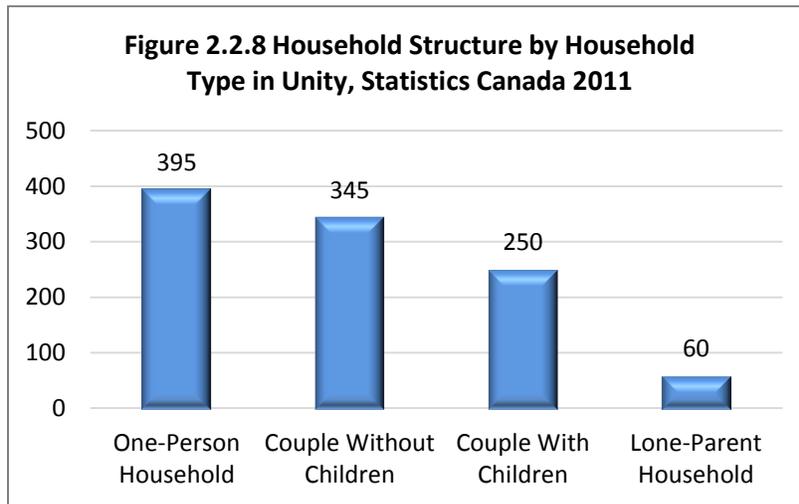
² Métis Nation – Saskatchewan Directory of Local Presidents, Regional Directors, and Senators, August 2013
Town of Unity Housing Plan

reported Ukrainian. Arabic, Gujarati, Hindi, and Khmer (Cambodian) were listed as Mother Tongue by five people each.

Household Structure

There are a total of 1070 private households in Unity. Figure 2.2.7 shows a breakdown of household size in Unity. Figure 2.2.8 shows household structure. Both indicate that there are a large number of 1 and 2 person households. The average number of persons per household is 2.2³. The single-occupant residency level in Unity is 36.7 percent, slightly above the Saskatchewan Provincial average of 27.9 percent.

41.2 percent of Unity’s over 65 population lives alone. Unity is on the mid to high end of the spectrum in this regard, when compared to the surrounding communities. The Saskatchewan average is 31.7 percent.



³ Statistics Canada Census Profile 2011.
Town of Unity Housing Plan

Unity is similar to the surrounding region, and to the Saskatchewan average, in terms of number of persons per household. As noted earlier, there largest number of households are 1 and 2 person households.

Income

In 2011, the median household total income for the Town of Unity was \$50,332. The median household total income for Saskatchewan in 2011 was \$61,703 placing Unity below the Provincial average.

According to the National Household Survey, in 2010, 12.3 percent of area residents were considered low income after taxes⁴. Of these, 55.2 percent were aged 18 to 64.

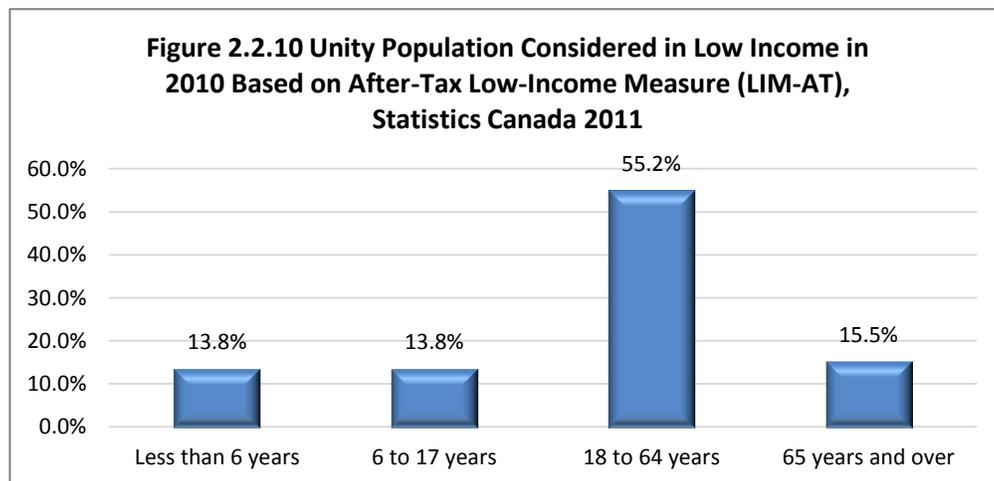


Table 2.2.3 Regional Comparison of Household Size, Census Canada 2011

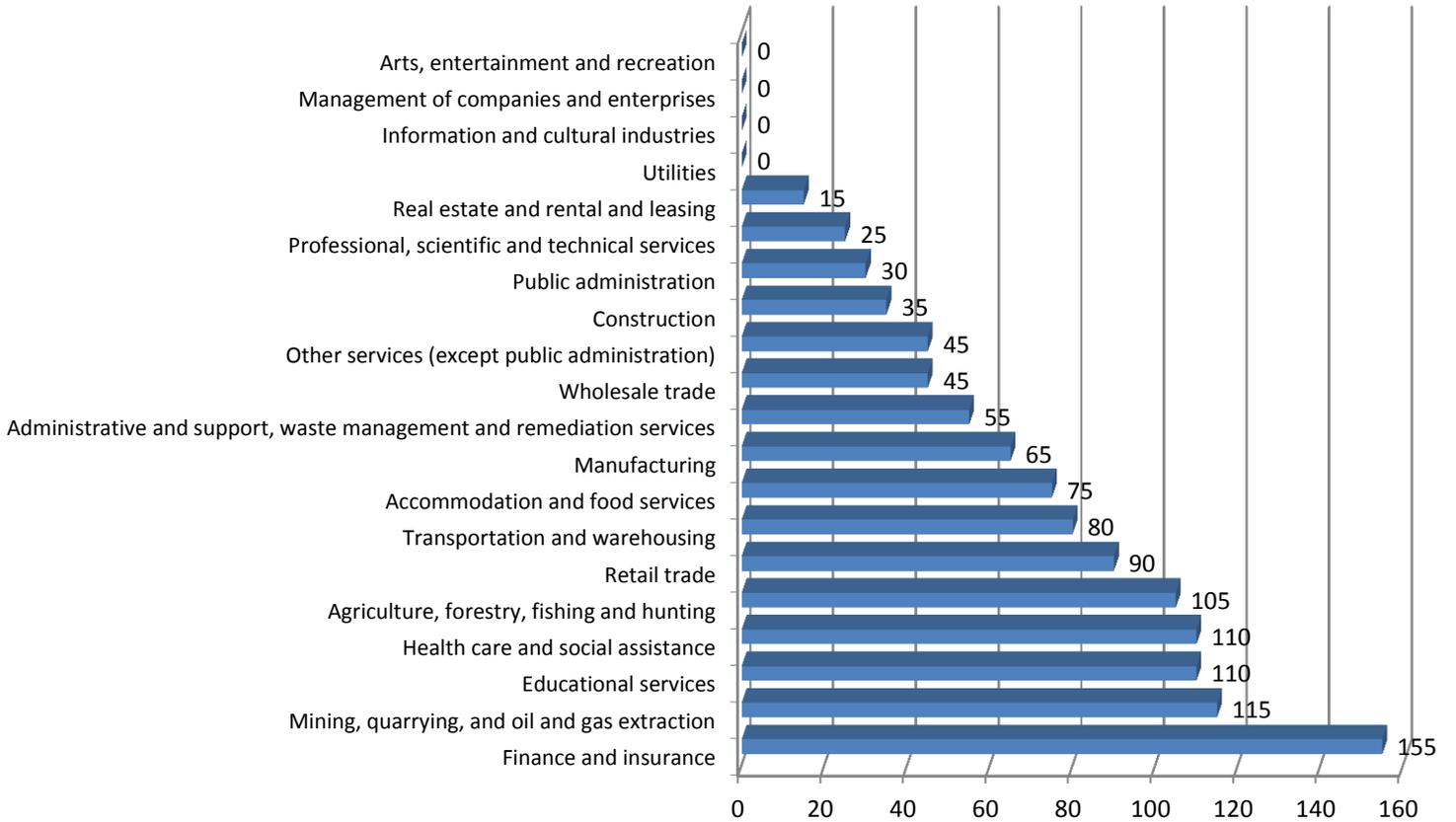
Town/City	Total Households	Household Size					
		1	2	3	4	5	6 +
Unity	1075	37%	36%	8%	11%	6%	2%
Wilkie	550	32%	40%	12%	11%	4%	1%
Macklin	525	26%	34%	12%	15%	10%	2%
Cut Knife	225	38%	33%	11%	11%	4%	2%
Kerrobert	430	31%	36%	10%	12%	6%	3%
Provost	780	29%	32%	13%	14%	8%	3%
North Battleford	5770	34%	32%	14%	12%	5%	3%
Lloydminster	10615	25%	32%	17%	15%	7%	3%
Saskatchewan	409645	28%	36%	14%	13%	5%	4%

⁴ Statistics Canada NHS 2011
Town of Unity Housing Plan

Employment

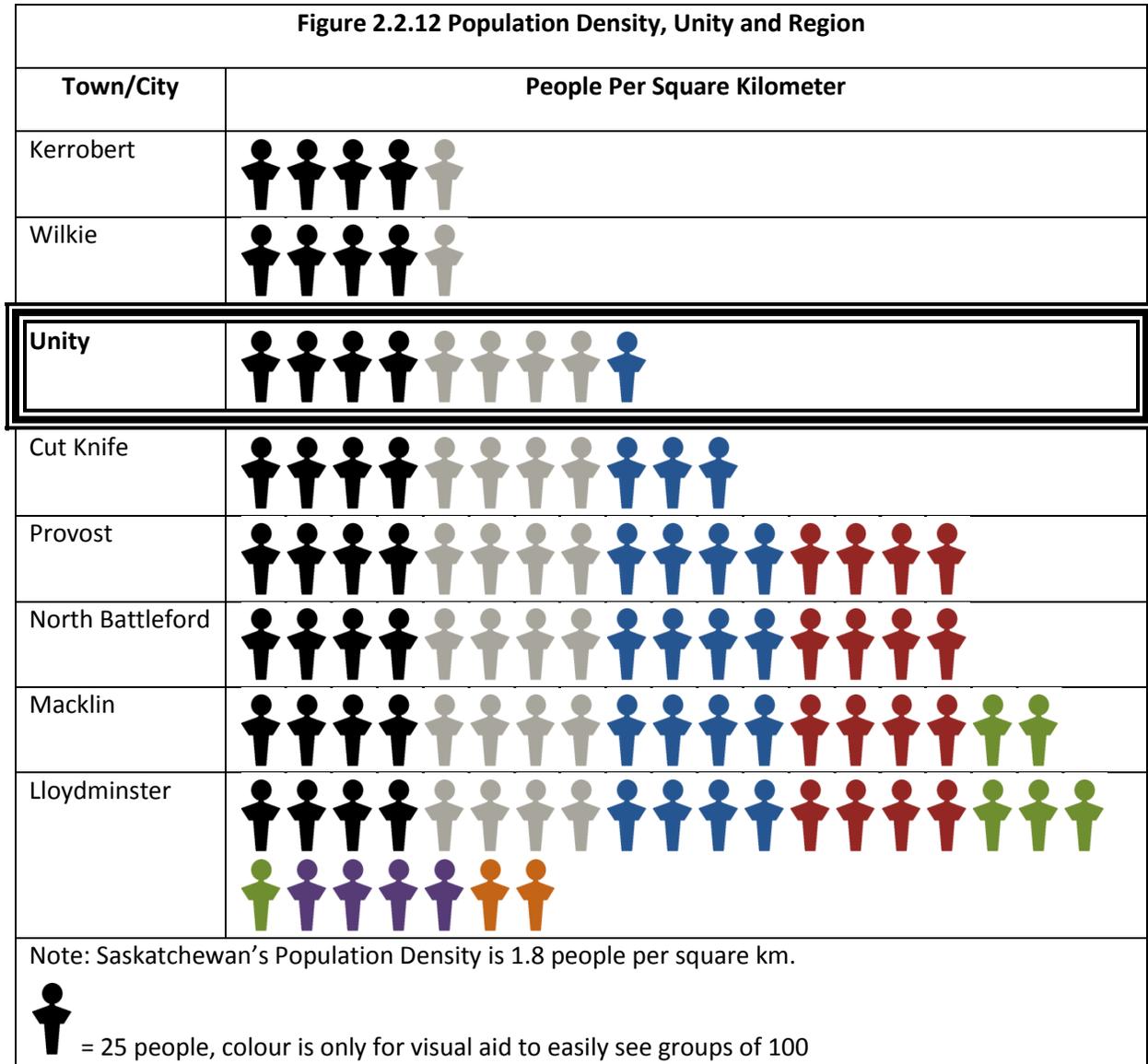
Figure 2.2.11 shows Unity's labour force broken down by industry. Oil and gas industry, and the finance and insurance industry, are frequent employers in Unity.

Figure 2.2.11 Employment by Industry in Unity, Statistics Canada 2011



Population Density

Unity’s population density is higher than Kerrobert’s and Wilkie’s and is lower than Provost, North Battleford, Macklin, and Lloydminster.



Infrastructure

The Town of Unity currently has plans to upgrade the sewage lagoon. There is also a Local Improvement Plan in place to remove and replace aging water mains in several locations. The third major infrastructure initiative currently planned will be to service the new subdivision in the north area of Town.

Unity is located at the intersection of two main highways (14 and 21). Highway 21 forms a boundary on the east side of the main developed portion of Town and 14 is the boundary to the south. Unity is also located at the junction of the Canadian National Railway and Canadian Pacific Railway lines, which form a boundary to the north of Town and bisects the southern portion of the Town.

Infill

The Town has implemented an infill strategy, providing an incentive for people to build on lots within the existing Town. This has been well received by the community and has enhanced the appearance of Unity.

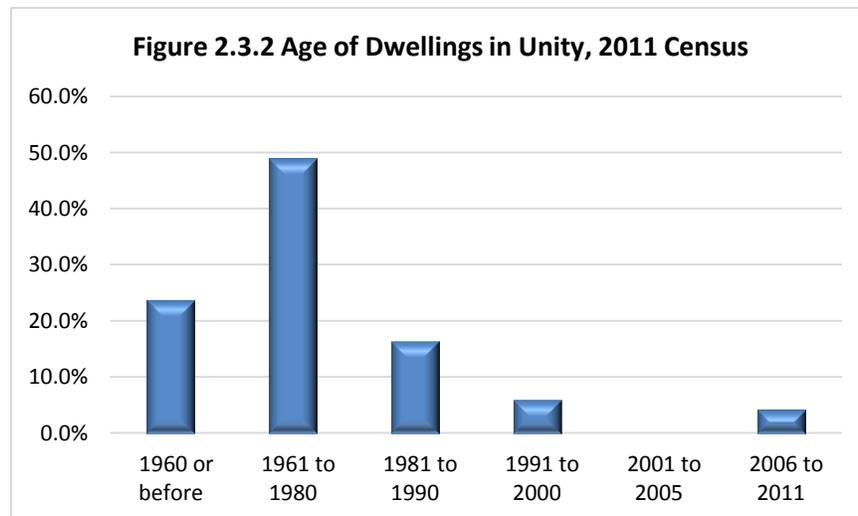
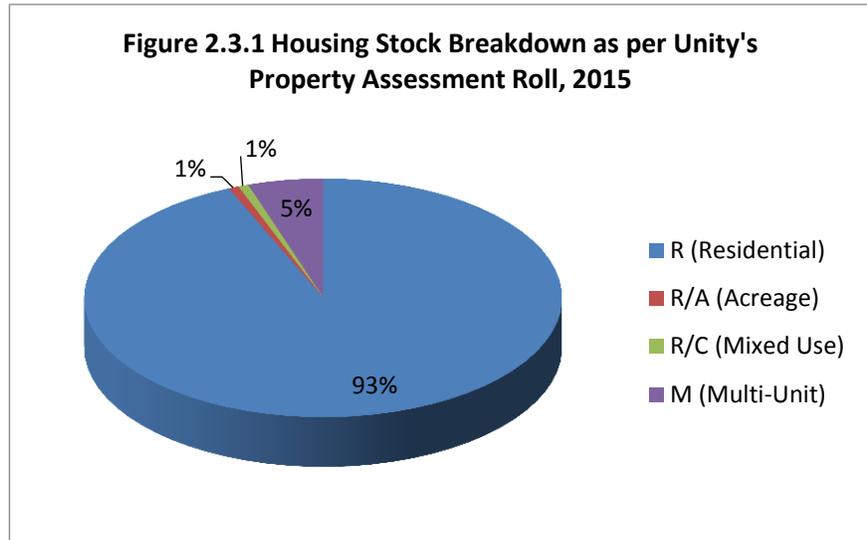
2.3 Housing Profile

Housing Characteristics

In 2006, there were 980 private dwellings in Unity. As of 2011, there were 1,070 private dwellings in the community – an increase of 90 private dwellings over the five year period⁵. Current tax records for the Town of Unity indicate that there are 952 dwellings listed as “residential”, 7 acreages, 7 mixed-use commercial buildings, and 52 multi-unit structures. These numbers

are low compared to Statistics Canada (2011), which state that there are 865 single detached homes, 15 movable homes, 15 semi-detached homes, 30 row houses, 10 apartment duplexes (one suite above, one suite below), 135 units in apartments, and 5 other single-attached homes (multi-unit, for example attached to a business). Tax records are calculated by zoning while census data is calculated by structural type.

In 2011, almost half (48.9 percent) of the buildings in Unity had been built in the 1961 to 1980 time period, and an additional 23.8 percent were built before 1960⁶.



⁵ Statistics Canada 2006, 2011

⁶ Statistics Canada NHS 2011.

Single detached homes make up 80.8 percent of all housing in Unity. From a regional perspective, many smaller centers such as Wilkie, Cut Knife, and Kerrobert also have a high proportion of single detached dwellings compared to larger centers like Lloydminster and North Battleford, and Saskatchewan overall. Unity has a somewhat greater amount of rental housing compared to its near neighbors, but these numbers are still low compared to larger centers.

Table 2.3.1 Housing Types as a % of Total Dwellings per Community

Town/City/ Province	Total Occupied Dwellings	Single- Detached	Multi-Unit: Apartment & Duplexes	Semi- Detached/Row House/Other Single Attached	Movable
Unity	1070	81%	13%	5%	1%
Wilkie	550	90%	3%	6%	3%
Macklin	525	79%	4%	11%	4%
Cut Knife	230	89%	2%	9%	0%
Kerrobert	425	88%	7%	7%	2%
Provost	775	85%	4%	6%	5%
North Battleford	5770	69%	23%	7%	1%
Lloydminster	10610	66%	23%	8%	3%
<i>Saskatchewan</i>	409645	74%	17%	7%	2%

In Unity 83.5 percent of homes in the Town are owned, with the other 16.5 percent being rented⁷. In 2011, only a small proportion (7.4 percent) of housing was listed as being in need of major repair⁸. Housing suitability refers to the proportion of housing that has enough bedrooms for the size and composition of the household. There was no housing that was recorded as “unsuitable” in Unity in the National Household Survey data for 2011.

Unity is similar to its neighbours in terms of the proportion of one-bedroom dwellings, though the smaller towns are lower in this area than larger centers such as Lloydminster, North Battleford, and Saskatchewan as a whole. Unity has a high proportion (24.7 percent) of two-bedroom dwellings compared to all its neighbours – higher, in fact, than the Saskatchewan average (21.8 percent). Compared to the region, Unity has a slight dearth of homes with four or more rooms.

⁷ Ibid.

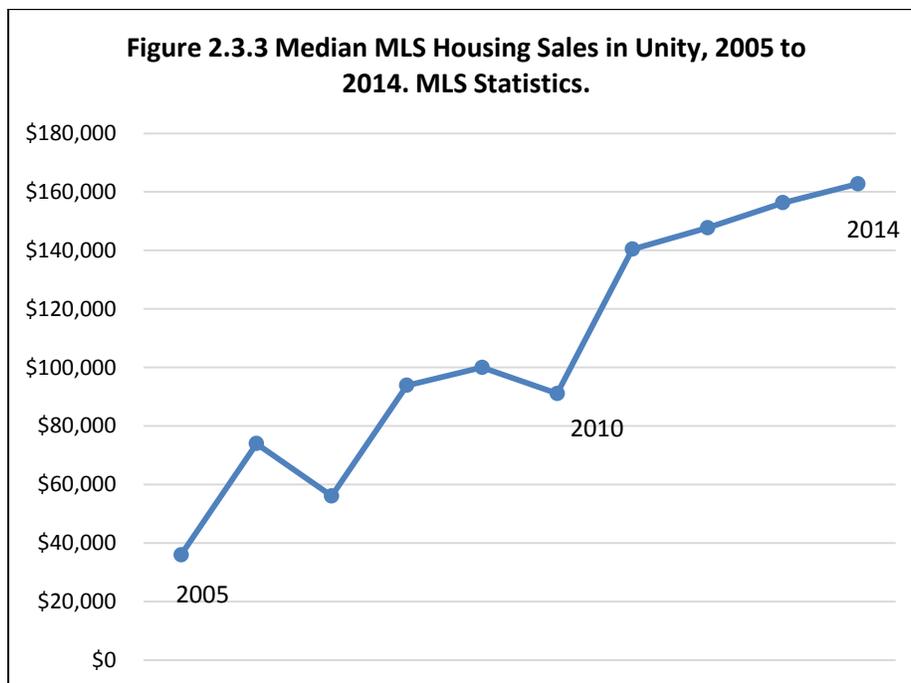
⁸ Ibid.



Town/City/Province	Total Occupied Dwellings by number of Bedrooms	0-1	2	3	4+
Unity	1155	7%	25%	34%	33%
Wilkie	550	6%	24%	30%	40%
Macklin	490	4%	17%	24%	54%
Cut Knife	230	0%	13%	43%	37%
Kerrobert	470	0%	14%	38%	45%
Provost	800	4%	23%	32%	41%
North Battleford	5765	12%	21%	36%	31%
Lloydminster	11645	10%	19%	33%	38%
Saskatchewan	409575	11%	22%	35%	32%

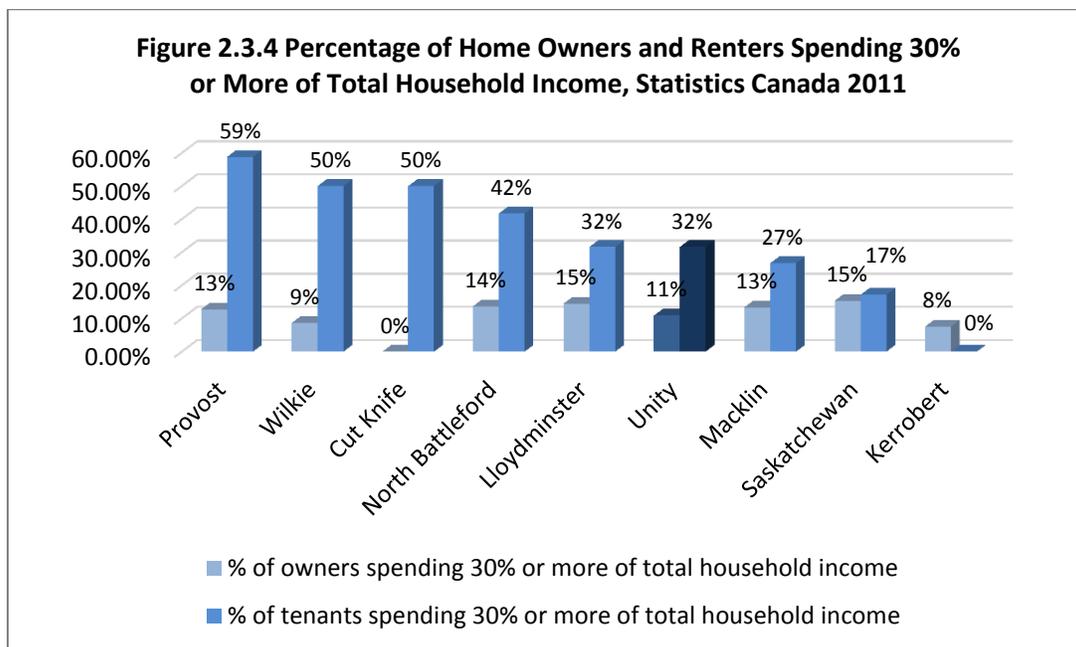
Housing Costs

As in many places in Saskatchewan, housing prices in Unity have been on the rise in the last 10 years. The figure below shows the median sale price for homes in Unity from 2005 to 2014. According to MLS statistics, the median value of a dwelling in 2014 was \$162,750; data from land transfers provided by the Town⁹ showed a median sale of \$180,000; both data sets show land values climbing over time.



⁹ Town of Unity, 2014.

14.8 percent of total households in Unity reported spending more than 30% of their income on shelter. In this regard, Unity is on the mid to low end of the spectrum for the region (Figure 2.3.4). The majority of households spending more than 30% of their income on shelter were renters (31.6 percent); only 10.9 percent were homeowners.



Generally speaking, housing in Unity is somewhat affordable. The Median Multiple Housing Index measures the ratio of the median price of a home to median household income. A median multiple of 3 or less is considered affordable¹⁰. In 2011, Unity’s median multiple was 3.39.

Table 2.3.3 Median Multiple Housing Affordability Index for Unity, 2011. Source: MLS Data 2011 and Statistics Canada 2011

Median Price of a Home 2011	Median Household Income 2011	Ratio of Price/Income
\$170,558	\$50,332	3.39

2.4 Governance: Collaborations, Partnerships & Funding

This section outlines the current roles of the Town and its partners, who include all orders of government, developers, and community-based collaborators. These collaborative partnerships form an asset base from which to go forward in implementing housing strategies for Unity.

Municipal Role

The Town of Unity is committed to support housing planning and development in Unity in a variety of ways. These include:

- Engaging with the community around housing objectives and strategies;
- Undertaking community planning processes such as the creation of an Official Community Plan¹¹ (OCP) and the current Housing Plan to outline goals, objectives, and a long-term housing strategy for Unity;

¹⁰ City of Saskatoon Housing Business Plan 2013.

- Communicating goals, strategies, and progress to residents;
- Acting as a convenor to bring partnerships together in support of housing initiatives;
- Collaborating with other orders of government, the private sector, and community organizations in support of housing projects;
- Providing incentives and other programs to support housing goals and promising practices, such as the recent program to provide property tax exemptions to encourage infill;
- Monitoring, regulating, and enforcing adherence to health and safety standards for housing in Unity;
- Ensuring an adequate supply of land is available to support housing development; and
- Providing support and incentives for development in a way that promotes growth while considering the overall benefit to the community as whole.

Collaborations to Support Housing

Federal Government

Federally, the Canadian government is active in helping Canadian families and individuals have access to safe, adequate, affordable housing. This is done in a number of ways, chiefly through enacting legislation and supporting agencies that have a role to play in housing¹². The main such agency is currently Canada Mortgage and Housing Corporation (CMHC). CMHC provides funding for affordable housing through a partnership with Saskatchewan Housing Corporation (SHC), housing market research and training¹³, and a variety of funding programs to support a mix of housing options in communities. The Canadian government also provides Homelessness Partnering Strategy Funding¹⁴ to address homelessness in communities.

Provincial Government

The Government of Saskatchewan takes a leadership role in planning for housing across the Province. Planning initiatives include the development of a Housing Strategy for 2011-2019¹⁵. Enabled by this strategy, the Provincial government provides a number of grants and funding programs to address housing. Examples include the Encouraging Community Housing Options – Action Component (funding to undertake initiatives developed out of a Housing Plan) or the Rental Development Program (forgivable loans for affordable rental housing). Further information on both Federal and Provincial funding programs is provided in Appendix “C.”

Inter-Municipal Government

Other orders of government that are essential for collaboration around housing initiatives include the Rural Municipality of Round Valley and local Aboriginal government, including the Poundmaker First Nation to the north east. The Town of Unity’s Official Community Plan (OCP) speaks to the promotion of inter-municipal partnerships to plan and manage land use at municipal boundaries and lands adjacent to the Town. A collaborative approach can be used to support maximum efficiency and cost effectiveness

¹¹ Town of Unity Official Community Plan, 2009.

¹² Canadian Mortgage and Housing Corporation, 2011. The Evolution of Social Housing in Canada. https://www.cmhc-schl.gc.ca/en/corp/about/cahoob/upload/Chapter_9_EN_W.pdf

¹³ City of Saskatoon Housing Business Plan 2013-2022

¹⁴ <http://actionplan.gc.ca/en/initiative/homelessness-partnering-strategy>

¹⁵ http://www.qp.gov.sk.ca/Publications_Centre/SocialServices/2011-19-Housing-Strategy-for-Saskatchewan.pdf

in providing services. A planning strategy that may be beneficial includes the development of a Planning District. Similar to what the City of Saskatoon currently has in partnership with the RM of Corman Park¹⁶, this would provide for coordination of planning and development that is focused on shared priorities and abilities.

An integral partner in the development of housing includes partnerships with Aboriginal governments and organizations. A number of Tribal Councils and First Nations governments are directly investing in housing developments in a number of rural centers to both provide housing for persons living and working off-reserve and also as a form of skills training and economic development. Likewise, the Provincial Metis Housing Corporation also has a number of programs and services targeting development in various rural centers across Saskatchewan ranging from the provision of shelters to full build outs of rental and owner-occupied residencies.

Other Collaborations

There are also a number of other organizations that are involved in assisting and supporting a range of housing developments in Saskatchewan. Collaborations outside orders of government are essential in supporting housing initiatives in Unity. Potential collaborators of this nature for Unity include:

- Umbrella organizations - These provide important information and often act as a clearing house for announcements about various capital and operating grants related to housing and housing-related infrastructure. These organizations include: the Saskatchewan Association of Rural Municipalities (SARM) of which the RM of Round Valley is a member; the Saskatchewan Urban Municipalities Association (SUMA), and the Federation of Canadian Municipalities (FCM). In particular, FCM is often selected as a third party distributor of federal funds toward programs focusing on housing and housing related programs.
- Developers – an example would be BridgeRoad Developments Ltd., who are currently developing adult housing in Unity. In addition to being partners in housing development, developers can sometimes provide incentive programs; an example would be the Down Payment Matching Program, a Saskatoon collaboration between Innovative Residential Inc., the City of Saskatoon, The National Affordable Housing Corporation, and Canada Mortgage and Housing Corporation¹⁷;
- Financial Institutions such as Credit Unions, banks, and insurance providers;
- Homeowners, in particular those who provide rentals through secondary suites;¹⁸
- Builders and contractors;
- Community organizations such as the faith community, community service organizations, or citizen investor groups; and
- The residents of Unity in planning, developing, and supporting the implementation of housing initiatives.

¹⁶http://www.rm.cormanpark.ca/media/tiny_mce_files/Planning%20Department/community_plan_and_zoning_bylaw/District_OCP_Consolidation_Nov_2014.pdf

¹⁷ Innovative Residential Inc. Down Payment Matching Program.

<http://innovativeresidential.ca/learn/affordability/>

¹⁸ City of Saskatoon Housing Business Plan 2013-2022

Section 3: Community Voice

One of the most valuable sources of information is gained through local wisdom and experience. Community engagement played an important role in the development of the Town of Unity's Housing Plan. Community and regional residents, Council, Administration, youth, business owners, and stakeholders were invited to share their local wisdom and experience about housing in Unity today and their hopes in the future. Information derived from the community engagement was used to create the community's vision, goals, and strategies about the future of housing in Unity.

3.1 Community Engagement Process

The process for the generation of this Plan and the facilitation design utilized is based on promising practices and an Appreciative Inquiry model; intended to ensure time for community capacity building and quality results. The model builds from the positives and asks participants to discuss their "best hopes and goals" for the future of community. There were seven focus group meetings held, a community wide meeting, and specific interviews conducted in person and by phone to inform this Plan. The community engagement sessions are described in further detail below.

Community engagement involves a wide range of participants with varying opinions and ideas. The Appreciative Inquiry model allows for the creation of open

space where everyone can voice their opinions and be heard throughout the process. It guides the community to create a shared vision that everyone can live with.

Roles were shared at the beginning of each session for the facilitative planners and participants, with a common goal for everyone to learn something new, have fun and share others the work being done together.

3.1.1 Focus Groups

Over the course of two days, there were seven focus groups that were held. The people attending the focus groups varied to include representatives from community organizations, businesses, Council members, and developers. During the focus groups a round of introductions was shared around the room, participants were provided with some background and context, and then they were engaged in a discussion about housing in the Town of Unity today and in the future. All of the focus groups had similar ideas with respect to the needs of housing types including seniors, short-term, rental, more options across the continuum, mixed use, transitional, and entry-level. Participants were also in agreement that the density in the Town should be increased as opposed to spreading out.



3.1.2 Youth Engagement

Youth was also engaged during the planning process. Elementary School grades 3 and 4 participated as well as the High School students in grades 8, and 9. Each session was approximately an hour and the youth was asked to draw their housing visions for Unity. They were provided with paper, markers, Town of Unity baseline maps, and various housing type cut-outs. They were asked to envision Unity's housing 15+ years into the future and draw/cut and paste the vision on the provided paper.



3.1.3 Community wide meeting

On the evening of April 5th, there was a community-wide meeting held that invited community members and stakeholders to participate in the development of the Town of Unity Housing Plan. There were approximately 30 people that attended. Similar to the focus groups, a round of introductions was shared followed by some participatory exercises building on the work and information provided over the last two days.

During the first exercise, participants were divided into groups and asked to have a discussion and document their answers to the following questions:

- **What are your best hopes for future housing in Unity? Please list as many as you can. And, please utilize an open sky that is limitless. We'll fly down soon enough.**
- **What considerations do we need to think about when identifying such hopes... e.g. policy, types of houses, funding partnerships...**
- **What else?**

After sharing the responses together, the groups had similar hopes. In summary, these included:



While discussing what we noticed about the hopes for the future of housing in Unity, the community started to build a vision. The vision is shared below in Section 3.3.

The second exercise was called “Cards of House” where participants were given flipchart paper, markers, a Town of Unity map and various housing styles on cards, and were asked to build their vision of what housing looks like in the future. The Town was split up into three sections and participants were rotated through each section.

The third and final exercise was asking participants to prioritize the action items into an Action Plan Table. The participants were to include Time Frame, Action, Who’s Involved, and What Else? The actions identified informed the Town of Unity’s Housing Strategies provided in Section 5.

3.1.4 Phone Conversations and Interviews

In addition to the above engagement, other key stakeholders were contacted to discuss Unity’s housing now and into the future.

3.2 Foundations for Success

Foundations for Success were developed to ensure there was open collaboration among everyone involved and that the expression of views was done in a fair manner. The following key items are seen as essential to functioning and will serve as the foundations to planning processes in the community.

- Having a vision and goals
- Broad participation and representation of the public good
- Facilitated process
- Positive atmosphere
- Open mindedness
- Practicality
- Refreshments



3.3 A Vision for Housing in Unity

In 2030...

*Unity is known as a **contemporary Prairie Town** and its reputation is **enhanced by a diverse selection of attainable quality housing** that meets the needs of **all individuals, families, and newcomers alike**.*

*Collaborative partnerships between the **community, developers, and supporters** catalyze far-reaching **investment and innovative housing models**.*

Key Drivers for this vision are:

Affordability → Accessibility → Flexibility → Creativity → Connectivity → Inclusivity → Diversity

Section 4: Gaps and Opportunities Analysis

4.1 Housing Gaps

Senior's Housing

Seniors (persons 65 years and older) account for 23.0 percent of the total population of Unity (550 people out of 2389)¹⁹. Over the next 15 years, there will be a large group of 45 to 54 year olds that will reach retirement age²⁰.

Information gathered from senior's housing providers reveals that there are 141 senior's housing units of various sizes available in Unity, and an additional 24 units will be developed shortly (Table 4.1.1).

Waiting list information tells us that there is significant demand for senior's housing. Luther Place, for example, has 77 people on a waiting list for a small 2 bedroom, and waiting lists for other room types as well.

Table 4.1.1 Housing for Seniors in Unity, 2015

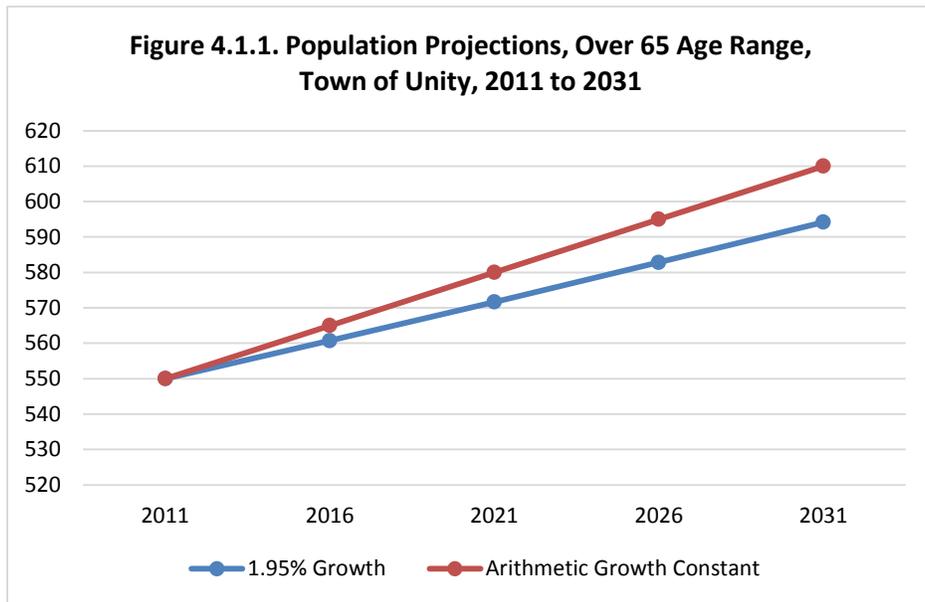
Organization	Project	Housing Type	# Units	Waiting List	Planned Additional Units
BridgeRoad Developments Ltd.	<i>BridgeRoad</i>	Adult complex.	n/a	Sold out	24 units planned.
Lutheran Church of Unity Adult Housing Inc.	<i>Luther Place</i>	Life-lease adult complex, common dining area.	57	77 people on the list for a small 2 bedroom; 68 on the list for a large 2 bedroom; 28 on the list for a single; 35 on the list for a 3 bedroom unit.	Not at this time.
Parkview Place Board of Directors	<i>Parkview Place</i>	Non-profit affordable independent living.	24; 1 guest/ respite room.	31 people on waiting list for a single unit; 10 people on the list for a double.	Not at this time, though the building was designed to be added to.
Unity Housing Authority	<i>Heritage Manor</i>	Senior assisted living complex.	32	Short (1-2 person) waiting list.	Not at this time.
Unity Housing Authority	<i>Senior's Housing</i>	Senior's bungalow duplexes.	28	Short (1-2 person) waiting list.	Not at this time.
Gertrude Down Personal Care Home	<i>Personal Care Home</i>	Personal care for the Elderly	2	None currently.	No.

¹⁹ Statistics Canada Census Profile 2011.

²⁰ Ibid.

Senior’s housing providers reported that the majority of their clients are single or two-person households, with singles being the majority overall. There are currently 165 units available or being developed to serve a population of over 500 seniors, representing a significant gap. As the population of seniors expands over the next 15 years, this demand will increase. Targets for senior’s housing may include not only the development of more senior’s housing, but exploration of supports to age in place as well.

Population over 65 in 2011:	550
Projected population over 65 in 2031:	594
Number of Senior's Units Available/Planned, 2015:	165



There is one personal care home in Unity with two spaces. Seniors looking for care in a personalized atmosphere could benefit from additional personal care homes being available in Town. Unity may wish to consider supporting increased personal care homes.

In terms of affordability, approximately half of the current available units are targeted to low-moderate income seniors, and the other half is for moderate to high income²¹. The shorter waiting list for affordable seniors housing may suggest that, while there is a gap across all income levels, there may be a greater demand for moderate to high-income senior’s housing options.

Rental Housing

There are currently three apartment blocks supplying 33 rental units in Unity, the majority of which are 2 bedroom²². In addition, there are at least three landlords who rent out single detached dwellings. At least 22 single detached houses are for rent, ranging in size from 1 to 3 bedrooms. This inventory does not include rental within secondary suites in private dwellings.

Landlords report that their units are almost always full. Most of the tenants are singles. There are some couples, and some families living in the single detached rentals. Many of the people who phone rental

²¹ Based on housing cost information provided by senior’s housing organizations.

²² Based on conversations with Unity landlords who own apartment blocks or rent single detached homes.

organizations looking to rent are from out of Town or seeking to work in Unity for a short term. Many people who work in Unity and can't find housing commute from surrounding towns.

In Unity 83.5 percent (965 out of 1155) of private households are home owners, and the other 16.8 percent (195 out of 1155) are renters²³. 785 people in Unity live in single or two-person households (Figure 2.2.8), which is a demographic that might be served well by rental or condo units, yet there are only 55 units existing that could serve them.

Number of people living in 1 or 2 person households in 2011 (rental or condo-seeking demographic): **785**
 Number of market rental units inventoried in 2015: **55**

In addition, there appears to be demand from the population outside Unity. People who work in Town and are commuting from elsewhere, or who would like to find short-term housing while moving to Unity, have very few options to choose from. There are currently three hotels, one motel, two Bed and Breakfast, three places offering RV parking, and one mobile home park in Unity. The mobile home park has 31 existing

units and space for 34 more. People in Unity report that many people looking to work in Unity for a short time, or to transition to living in Unity, camp in the RV park, or rent mobile homes.

The Unity Housing Authority has eight houses and three duplexes (six units) available for affordable housing for families. In addition, Canada Mortgage and Housing Corporation (CHMC) maintains two houses. Most of the tenants, for both organizations, are single parent families. The Housing Authority also maintains Senior's housing which is discussed in the previous section.

Organization	Rental Type	# Units	Unit Types	Demographic	Vacancy Rate	Planned Additional Units
McIntyre Apartments	Apartments	12	Eleven 2 bedroom, One 1 bedroom	Mostly singles	Almost always full	No
Poplar Grove Apartments	Apartments	12	2 bedroom	Mostly singles	Almost always full	No
3rd and Main Apartments	Apartments	9	Eight 1 bedroom, One 2 bedroom	Mostly singles	Almost always full	No
Individual Landlord	Single detached housing rentals	10	2 bedroom	Singles, couples, families	Almost always full	No

²³ Ibid.

Individual Landlord	Single detached housing rentals	3	1-3 bedrooms	Singles, couples, families	Always full, turns away people every week	No
Unity Housing Authority	Affordable Housing	8	Houses	Single Parent Families	Almost always full	No
Unity Housing Authority	Affordable Housing	6	3 Duplexes (6 units)	Single Parent Families	Almost always full	No
CMHC	Affordable Housing	2	Houses	Single Parent Families	Almost always full	No

Rental housing in Unity is largely still affordable. Median monthly rental shelter costs for Unity are \$576²⁴, which coincides with the numbers reported by landlords and managers (\$450 to \$1000). This number is low compared to costs for Saskatchewan (\$793) and neighboring communities (Table 4.1.2).

Housing for People Living With Disabilities

There are two group homes in Unity for the care of persons with intellectual disabilities. They are run by Prairie Branches, an organization funded through social services and based in Wilkie. The two homes can each accommodate four people, male or female. At the time of this study, six of the spaces were occupied. Clients come from all around the region. No gaps were identified in the provision of group homes for Unity currently. However, as a regional hub close to many services, Unity may wish to consider encouraging group home development to provide places for clients in the wider region. Unity may also wish to consider supporting the creation of Approved Private Service Homes (households certified by the Departments of Health or Social Services to provide homes and supports for persons living with disabilities).



²⁴ Statistics Canada NHS 2011.

4.2 Housing Opportunities

Mixed Use in the Core Commercial Area

The core commercial area of the Town is recognized as an important hub for services and amenities for local and regional residents. While there are still many services offered, Unity's core is in need of rejuvenation. Through this Plan, an opportunity is presented by identifying areas for mixed use development which includes commercial and residential in the same building.

For further enhancement of the commercial area, there is an opportunity for the Town to apply to the Saskatchewan Main Street Program. The program offers matching capital for investment on revitalizing and enhancing core commercial buildings.

Housing Affordability

Through the process, affordable housing was identified as an opportunity as something to be enhanced in Unity. This includes a diversity of options from short-term to rental to ownership for all income levels. It was recognized that providing a mix of housing will balance the market prices in Unity and make it an attractive place to live.

Increased Density

The majority of housing in Unity is single detached residential. There are some multi-unit buildings with the acknowledgement that more are going to be developed and are needed. The Town has a specific spatial configuration being bordered by railways and highways which provides an opportunity to look at housing differently by balancing housing types throughout the community including identifying areas where density can be increased.

Innovative Housing

The Town of Unity has a reputation for cooperative innovation including the attraction and development of the salt mine, development of the grain elevator, and oil loading facilities to name a few. With a dynamic and diverse community form and population, Unity has an opportunity to act as a leader in the region by delivering and showcasing innovative housing models. Innovation can be included in the design aspects such as utilizing colour, orientation of the house, green technologies including solar and geothermal, mixing of land uses (commercial and residential), variety of sizes, locations of where housing is placed, and more. Providing incentives can assist with kick-starting innovation!

Land Bank Development or Community Development Corporation

The Town of Unity's corporate boundary includes a land mass of 9.77 km². There are lands that are municipally owned and are developable now and into the future. As opposed to having a private developer develop the lands, there is an option for the Town to create a formalized land bank program, similar to the City of Saskatoon. This option allows the Town to be its own developer and the profits are put back into the community.

There is also the option of the creation of a Community Development Corporation (CDC). A CDC is composed of various stakeholders who buy land and develop it.

Section 5: Implementation of the Housing Plan

5.1 Introduction

In order to assist the Town in implementing the vision of the Housing Plan, there are nine (9) strategies included below for areas of development, re-development, and infill. Each strategy includes a description of the site and potential housing type options for consideration. The options are reflective of the community voice, gaps, opportunities, and priorities as identified through the process. Table 5.1 summarizes the strategies, the options provided under each strategy, priorities supported, and the target demographic.

Table 5.1.1 Town of Unity Housing Plan Core Strategies Summary

Area	Strategy	Options	Priorities Supported	Target Demographic
A1	Take Stock and Identify Opportunities for Vacant Lots and Empty Buildings in the Core Commercial Area	1. Ready-to-move side by side townhouses	<ul style="list-style-type: none"> • Increased density • Housing affordability 	<ul style="list-style-type: none"> • Moderate income families • Mature families • Couples • Seniors
A2	Take Stock and Identify Opportunities for Vacant Lots and Empty Buildings in the Core Commercial Area	<ol style="list-style-type: none"> 1. Multi-unit rental building 2. Mixed Use Commercial with Residential 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Rental • Mixed use in the core 	<ul style="list-style-type: none"> • Low-moderate income young families • Mature families • Individuals • Couples
B	Develop Lot West of Parcel A	<ol style="list-style-type: none"> 1. Adult condominium development 2. Village concept 3. Group home 	<ul style="list-style-type: none"> • Increased density • Rental • Senior's housing 	<ul style="list-style-type: none"> • Adults • Seniors • Couples • Moderate-high income families • Mature families • Couples • Individuals • People living with disabilities
C	Redevelop East Corner of 1 st Street East and 1 st Avenue	<ol style="list-style-type: none"> 1. Stacked townhouses 2. Mixed use commercial 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Rental 	<ul style="list-style-type: none"> • Moderate-high income families • Mature families • Individuals

		<p>with residential above</p> <ol style="list-style-type: none"> 3. Live/work studios 4. Independent living 	<ul style="list-style-type: none"> • Mixed use in the core 	<ul style="list-style-type: none"> • Couples • Seniors • People living with disabilities
D	Redevelop West Corner of 1 st Street East and 1 st Avenue	<ol style="list-style-type: none"> 1. Short-term housing 2. Multi-unit complex with owned and rental 3. Mixed use commercial with residential above 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Short-term accommodation • Rental • Mixed use in the core • Innovative housing 	<ul style="list-style-type: none"> • Individuals • Students • Newcomers • Workers • Low-moderate young families • Mature families • Couples • Newcomers • Workers
E	Develop Lots South of Parcel A and West on 5 th Avenue	<ol style="list-style-type: none"> 1. Large single detached with laneway housing option 2. Subdivide to smaller lots for single detached housing 3. Ready-to-move bungalows 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Innovative housing • Rental • Accessibility 	<ul style="list-style-type: none"> • Individuals • Students • Seniors • New comers • Workers • Moderate income families • Mature families • Couples
F	Infill and Development of Mobile Home Court	<ol style="list-style-type: none"> 1. Mobile Homes 	<ul style="list-style-type: none"> • Housing affordability • Rental • Short term housing 	<ul style="list-style-type: none"> • All
G	Implement New Subdivision	-	<ul style="list-style-type: none"> • All 	<ul style="list-style-type: none"> • All
H	Redevelop Future Urban Development Area	<ol style="list-style-type: none"> 1. Variety of residential types 	<ul style="list-style-type: none"> • Increased density • Housing affordability 	<ul style="list-style-type: none"> • All
I	Develop Live/Work Acreages and East Future Urban Development Area	<ol style="list-style-type: none"> 1. Live/work acreages 2. Country estates 	<ul style="list-style-type: none"> • Innovative housing 	<ul style="list-style-type: none"> • Families • Moderate-high income families/couples

5.2 Town of Unity Housing Strategies

Strategy A: Take Stock and Identify Opportunities for Vacant Lots and Empty Buildings in the Core Commercial Area

Location

2nd Avenue, East of Main Street
Refer to Strategy Area "A1" in Appendix "A": Potential Housing Strategy Areas



Future Land Use Potential: Commercial

Current Zoning: Town Centre Commercial (C1)

Size and Lot Structure: Two 25'x140' lots = 7,000 ft²

Ownership: Town

The Current Situation

There are two Town owned lots ready for infill development at this location. This site is located east of Main Street and is complemented by commercial and residential uses.

As shown in the photo, the lots are smaller however, there is an opportunity to increase the density and develop townhouse style residential. This site is well suited for residential as it is integrated into the block.

Potential Housing Option: Ready-to-Move Side by Side Townhouses

What is it? A ready-to-move side by side townhouse is a residential development that is built off-site and moved in. Side-by-side provides for two townhouses to be directly adjacent to one another.

These types of townhouses can vary in style and design.

What are the benefits? Ready-to-move developments provide a convenient and time savings alternative for new and infill lots. The Townhouse style increases density and provides a home for a new family, couple, or seniors.

This location also provides the convenience of nearby amenities and services in the core commercial centre while remaining in the residential area.

Specific Strategies for Partnerships and Funding

- In the short term, amend Zoning Bylaw to relax the side yard requirement, accommodating a shared wall along the property line.



Source:<http://alberta.brookfieldresidential.com>

Target Demographic

- Moderate income families
- Mature families
- Couples
- Seniors

Priorities Supported

- Increased density
- Housing affordability

Potential household size

In considering the site size of the lots (50’x140’), there is the potential to fit two units on this site. Within each unit, the range of people living in it will be from 1 to 3, which has the opportunity to fit between 2 to 6 individuals. For other considerations on infill development, please refer to Appendix “B”: Promising Practices – Case Study Examples.



Main Street between 3rd and 4th Avenue
**Refer to Strategy Area "A2" in Appendix "A":
 Potential Housing Strategy Areas**



The Current Situation

Unity’s Main Street and commercial sector is known for its vibrancy; however, over the years more buildings are being left empty. The area is surrounded by commercial properties and further down Main Street to the north east includes residential. Past 1st Street east and west also transitions to residential.

There are not a lot of vacant lots along Main Street. For the purposes of this Plan, it is important to consider all options. This site is currently vacant and owned privately. While there has been some preliminary discussion for opportunities on this lot, as part of this Plan are some options for consideration.

Future Land Use Potential: Commercial

Current Zoning: Town Centre Commercial (C1)

Size and Lot Structure: One rectangular shaped lot, 62’x130

Ownership: Privately owned by one owner

Housing Option #1: Multi-Unit Rental Building

What is it? As shared, a multi-unit rental building is proposed for the site. Multi-unit dwellings are defined in the Zoning Bylaw as a building containing three or more dwelling units and shall include condominiums, townhouses, row houses, and apartments as distinct from a rooming house, hotel, or motel.

Multi-units can be developed in various forms. For this site in particular, it will be important to maintain and consider the Main Street scale and characteristics.



Source: <http://www.adventvancouver.com/>

Target Demographic
• low-moderate income young families
• Mature families
• Individuals
• Couples

Priorities Supported
• Increased density
• Housing affordability
• Rental

What are the benefits? The benefits of rental multi-unit housing includes providing an affordable option for a number of demographics – individuals moving to the community, seniors in transition from a large home, couples, and new families. This location works well for a multi-unit rental as it is in the core of downtown Unity. Services are located nearby and within walking distance. This type of communal living provides eyes on a person’s home and on the street, which benefits business owners as there are people around all the time.

Specific Strategies for Partnerships and Funding

- In the short-term, work with the developer to develop a design concept for the area ensuring the characteristics of downtown Unity are maintained.
- In the short-term, seek funds to assist with development. This is a specific type of housing which is an identified need in Unity and other parts of Canada. There are funding programs related to rental developments. See Appendix “C.”

Potential household size

In considering the site size of the lot (62'x130'), there is the potential to fit four units on this site. Each unit will house between 1 to 3 people, and in total this has a range to fit between 4 to 12 individuals. For other considerations on multi-unit building development, please refer to Appendix “B”: Promising Practices – Case Study Examples.

Housing Option #2: Mixed Use Commercial with Residential

What is it? A mix of land uses that facilitate the mixing, rather than separation of, land uses in one distinctive environment, either vertically in the same building or horizontally adjacent. It is intended to be compatible with adjacent uses.

This area is well suited for a mixed use development being that it is located in the core commercial area, with neighbouring commercial properties.

Something innovative that the Town could suggest to the owner is a mixed use development with residential units on the bottom and office/commercial space on top or the more common way which includes commercial on the main floor and residential above.

Target Demographic	Priorities Supported
<ul style="list-style-type: none">• Low-moderate income young families• Mature families• Individuals• Couples	<ul style="list-style-type: none">• Increased density• Housing affordability• Rental• Mixed use in the core

What are the benefits? Mixed use developments provide the opportunity for residents to live near amenities and services providing the option to walk, bike, or use alternative transportation other than a vehicle. Mixed use enhances the vitality and perceived security by increasing the number and activity of people on the street. Mixed uses can contribute positively to the economy – they can assist in raising property values and increase tax receipts. The business receives a benefit by attracting more people to their business²⁵.

Potential household size

In considering the site size of the lot (50'x130'), there is the potential to fit two units on this site above the commercial activity on the ground floor. Each unit will house between 1 to 3 people, and in total this has a range to fit between 2 to 6 individuals. For other considerations on mixed-use development, please refer to Appendix “B”: Promising Practices – Case Study Examples.

Strategic Recommendations

- In the short term, consider zoning amendments that may be required to accommodate the specific development.
- Work with developer to create a Concept Plan and explore potential funding opportunities available for rental developments.

²⁵ http://www.smartgrowth.org/principles/mix_land.php

Strategy B: Develop Lot West of Parcel A



Location

North of 8th Street West and West of Parcel A
 Refer to Strategy Area "B" in Appendix "A": Potential Housing Strategy Areas

The Current Situation

Parcel A will be developed into a 24 unit senior's condominium and rental building. Due to high demand, the units in Parcel A have already been sold and accounted for prior to the construction of the building. Parcel A is also large enough to accommodate a similar multi-unit structure and this is currently being proposed. The area in mind for this concept is to the west of Parcel A. This has an opportunity for future development that will complement the condominium developments on Parcel A. This area is Town-owned, with a total site area of approximately 1.71 acres, with the goal to be developed in phases as per the Town's adopted Concept Plan in the Official Community Plan once the infrastructure is in place.

Future Land Use Potential: Residential

Current Zoning: Residential Multiple District (R2)

Size and Lot Structure: A semi-triangular shaped lot upon subdivision approval. Approximate size is 1.71 acres.

Ownership: Town

Housing Option #1: Adult Condominium Development

What is it? Similar to the Bridge Road (8th Avenue Estates) Development, there is an opportunity to build another multi-unit adult condominium. This type of residential development provides multiple private rental suites for adults/seniors. There are some shared common areas including a utility room with laundry, and a common room with kitchen facilities for social and family events. In the case of the BridgeRoad development, interested renters put a down payment on a suite and pay monthly rent that includes utilities and maintenance of common areas. There is the ability for the tenant to sub-lease if necessary or they choose to do so²⁶.

Target Demographic
<ul style="list-style-type: none"> • Adults • Seniors • Couples

Priorities Supported
<ul style="list-style-type: none"> • Increased density • Rental • Senior's housing



Source: <http://www.bridgeroad.ca/>

What are the benefits? This type of residential development allows adults to come and live together while living independently. They do not have to go far to socialize and have all the benefits of a private space. It also allows people to have the option of living somewhere with the flexibility of a rental-like model. There are typically parking garages/spaces that come with the suite which is attractive for adults/seniors who drive.

²⁶ <http://www.bridgeroad.ca/>

Specific Strategies for Partnerships and Funding

- In the mid-term, discuss potential building layout options. There is an opportunity to add more units.

Housing Option #2: Village Concept

What is it? Provides a mix of housing in existing neighbourhoods and increases density on a lot(s). Most styles commonly seen include two storey detached homes with entrances in the front and back. This type of property can be set up like a condominium development where the owner owns the property and there are shared areas.



Source: Google Streetview – Saskatoon, SK

What are the benefits? This type of housing helps to increase density by adding more units to the lot and building up – two storeys. They also provide people with the option of purchasing a detached home that is between a townhouse property and a larger single detached with a larger yard.

Depending on how the concept is set up (e.g. individually owned lots or as a Bareland condominium), there is typically less maintenance associated with properties such as these because of the density.

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> •Moderate to high income families •Mature families •Couples 	<ul style="list-style-type: none"> •Increased density

Housing Option #3: Group Home

What is it? A group home is a multi-unit residence that can accommodate adults, seniors, and people living with disabilities. Group homes have staff on hand and provide 24 hour care. There are three levels of group homes that exist including for people with intellectual disabilities; mental illness; and people living with physical disabilities.



Source: <http://www.alzheimersreadingroom.com/>

What are the benefits? Group homes provide an opportunity for people to have their own suite with access to health care services. They also provide a setting for interaction amongst people, making it feel like a community with common dining, recreation, and day programs.

Specific Strategies for Partnerships and Funding

- Pursue opportunities with government organizations and agencies on the feasibility of a neighbourhood-level group home.
- Possible joint funding opportunities may be possible in pursuing partnerships with government organizations and agencies.

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> •Individuals •Adults •People living with disabilities 	<ul style="list-style-type: none"> •Increased density

Preliminary Design Concepts and Best Practices for Consideration

The following preliminary design site layouts illustrate the potential options as shared above. The layouts are for conceptual purposes only and do not represent final subdivision or building design. It is also worth noting that the lot identified will also have to go through a subdivision process. For this specific location, the proposed options are compliant with the zoning regulations.

Figure B.1: Site Layout for West of Parcel A

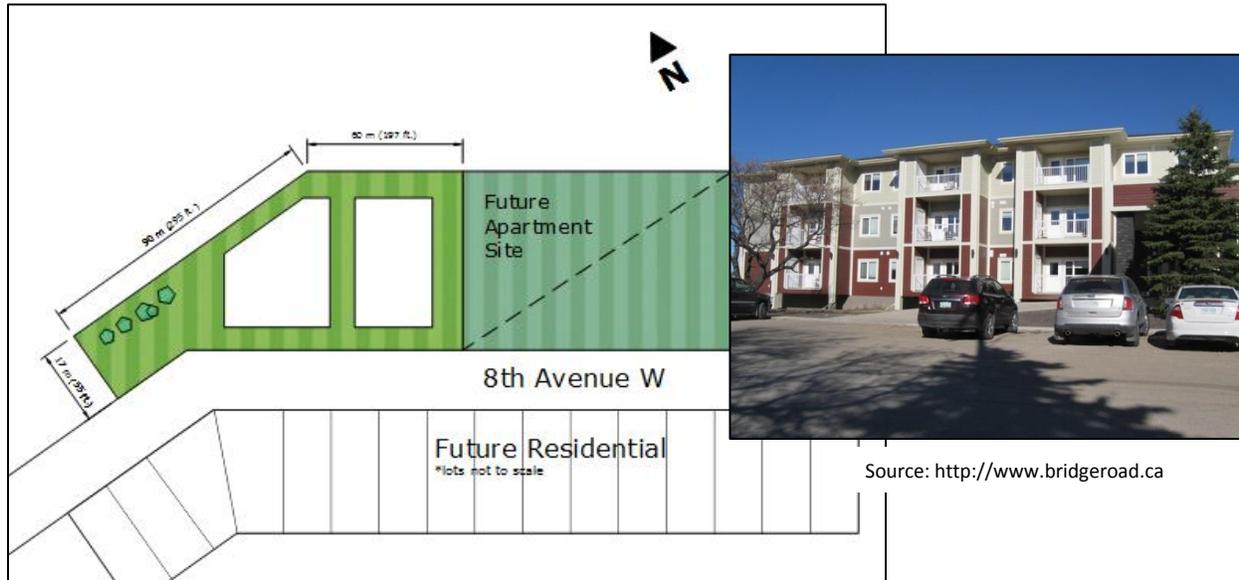


Figure B.1 above illustrates a conceptual site layout that would be a continuation of the BridgeRoad development to the east of the lot (identified as “Future Apartment Site”). Also with the concept site layout is an example image of another Bridge Road development in a Saskatchewan community.

The site would have potential to house two multi-unit buildings, similar to the Bridge Road development, and may be built in phases (i.e. Phase 1 and Phase 2 buildings) on site. The phase 1 building (the east building) may house up to 24 units – each fitting between 1 to 2 persons and phase 2 building may house up to 30 units, each fitting 1 to 2 persons. With this concept, this development may accommodate up to 54 to 108 individuals. The target demographic of this development would be the senior population.

Figure B.2: Site Layout for West of Parcel A

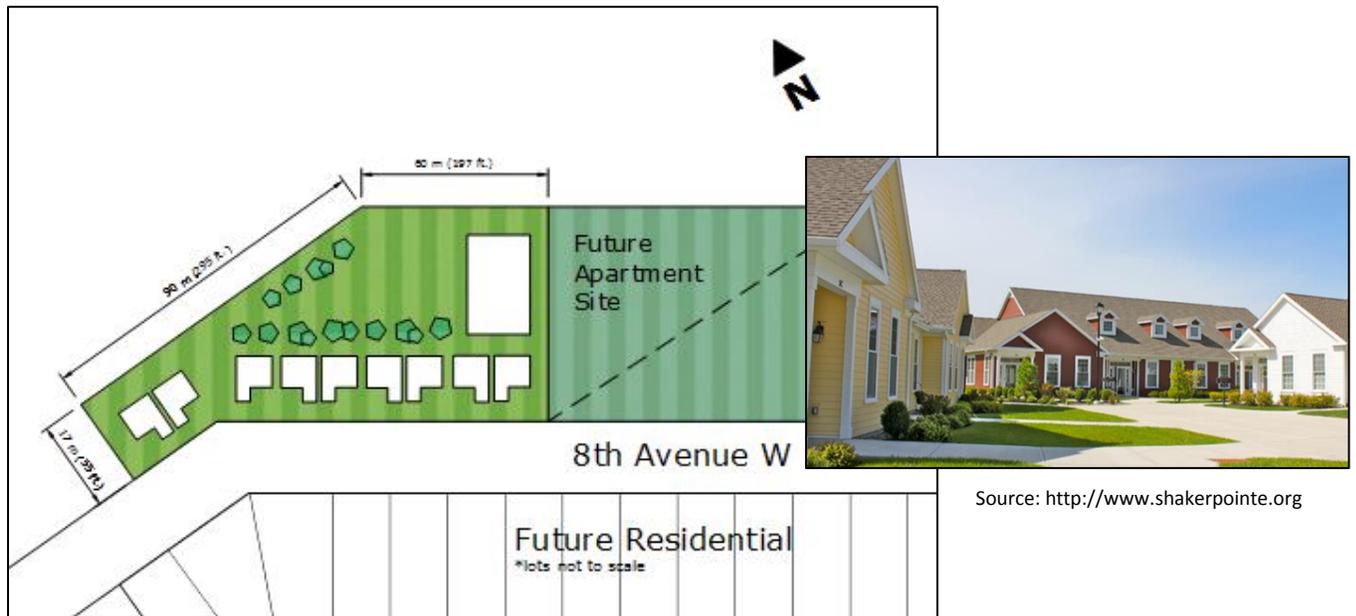


Figure B.2 above illustrates a conceptual site layout that considers the “Village Concept” model – meaning the units are higher density and would be on a single lot (condominium development). The units would be single-detached or even townhouse-style to accommodate higher density. The larger corner building to the north east of the lot has the potential to be a community indoor space with additional residential units.

The figure also includes an example photo of a senior housing development that utilizes the ‘village’ concept. With this particular concept, each unit may accommodate between 1 to 3 persons. The range of people that could live in this area would be 13 to 39; the target population includes families and couples.

Strategic Recommendations

- This area would require undertaking a formal subdivision application including surveying the lot and providing appropriate infrastructure to the site.

Strategy C: Redevelop East Corner of 1st Street East and 1st Avenue

The Current Situation



Location

Block between 1st and 2nd Streets, facing onto 1st Avenue

Refer to Strategy Area "C" in Appendix "A": Potential Housing Strategy Areas

Future Land Use Potential: Residential

Current Zoning: Residential Multiple Dwelling (R2)

Size and Lot Structure: Three 25'x140' lots = 3,500 ft²

Ownership: Privately owned by one owner

There are three vacant lots at the corner of 1st Street East and 1st Avenue. Contamination may be present due to migration of contaminants from the former fuel site across 1st Avenue to the north west. Further down the block (east) includes single detached family dwellings. To the west on the next block includes other vacant potentially contaminated sites. Across the street to the south, is the Canadian National Railway.

The planning tools are reflective and suitable for housing development as the lots are zoned R2 – Residential Multiple Dwelling. This provides the opportunity to increase density in the Town and provide alternative housing options. The site is located along one of the main entrance ways into the Town which provides an opportunity for uniquely styled/types of housing design.

Housing Option #1: Stacked Townhouses

What are they? Stacked townhouses have units that are organized over top of each other in an interlocking fashion. They are usually two or three stories. Stacked townhouses differ from traditional row houses, which typically sets units with two full levels side by side on the lot, all facing the same direction. From the inside, stacked townhouses are similar to apartments, and have stairs to the upper units. Stacked townhouse units often have their own private garages²⁷.

Target Demographic
<ul style="list-style-type: none"> • Moderate-high income young families • Mature families • Individuals

Priorities Supported
<ul style="list-style-type: none"> • Increased density • Housing affordability • Rental • Innovative housing



Source: <http://www.vancouver-real-estate-direct.com/>

²⁷ <http://www.condolivingonline.com/calgary/articles/3248/stacking-up-against-tradition>

What are the benefits? Stacked townhouses help improve housing affordability by providing a mix of price points. At this location, they will provide places for singles and people just moving to Unity. The intent of the R2 Zoning District is to increase density. This zone provides provisions for various single and multi-unit housing. An innovative design will provide an attractive viewpoint as people drive into the downtown along 1st Avenue.

Strategies for Partnerships and Funding

- There are developers within the City of Saskatoon and elsewhere who have developed similar housing developments including Jastek and Shift Developments. See Appendix “D” for more information.

Housing Option #2: Mixed Use Commercial with Residential Above

What is it? A mix of land uses in one distinctive environment either vertically in the same building or horizontally adjacent. It is intended to be compatible with adjacent uses.

What are the benefits? Mixed use developments provide the opportunity for residents to live near amenities and services providing the option to walk, bike, or use alternative transportation other than a vehicle. Mixed use enhances the vitality and perceived security by increasing the number and activity of people on the street. Mixed uses can contribute positively to the economy – they can assist in raising property values and increase tax receipts. The business receives a benefit by attracting more people to their business²⁸.

This site is further away from the core commercial area though still within close proximity. It also provides the neighbouring residential with business services.

Strategies for Partnerships and Funding

- In the mid-term, seek and attract developers with experience in mixed use developments such as Strata Development Corporation and Myriad.
 - Another option for the Town’s consideration is the development of an Urban Development Agreement between municipal and provincial government to develop a mixed use.



Source: <http://www.resilientregion.org/>

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> • Individuals • Couples 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Mixed use in the core • Innovative housing

Housing Option #3: Live/Work Studios

What is it? A live/work unit is a single unit (e.g. loft, one bedroom) consisting of both a commercial/office and a residential component that is occupied by the same resident. The live/work unit is typically the primary dwelling of the occupant²⁹.

What are the benefits? Live/work studios provide an alternative model of housing for individuals and couples. With an increase in technology, communications, and entrepreneurial spirit, people are



Source: <http://www.sellmodern.com/>

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> • Individuals • Couples 	<ul style="list-style-type: none"> • Increased density • Innovative housing

²⁸ http://www.smartgrowth.org/principles/mix_land.php
²⁹ http://qcode.us/codes/sunnyvale/view.php?topic=19-3-19_26-19_26_230

looking for spaces to live and work. Live/work units are great for people with a home based business. These types of units reduce a carbon footprint and transportation costs and provide flexibility and a better quality of life³⁰.

This type of residential can come in many styles and colours which provide an attractive design component while entering Unity.

Strategies for Partnerships and Funding

- In the mid-term, work with a developer or Town to be develop to create a concept of live/work units.

Housing Option #4: Independent Living

What is it? Independent living provides living corridors for individuals, seniors, and people living with disabilities. People residing in independent living housing know what they need and how to live independently³¹.

Some independent living provides other services including, though not limited to, information and referrals about other services (e.g. transportation; employment opportunities; and others); skills training; peer counseling; and advocacy. In some cases, independent living may also have open lounge areas; communal dining; clubs; and other to provide for a variety of interests.

What are the benefits? Independent living provides options for people to live independently while also providing necessary services to a specific demographic that sometimes is overlooked. This location would be suitable because of the nearby amenities and services such as businesses along Main Street. Independent living also provides a community of neighbours and staff, allowing people to mingle with each other and take part in activities.



Source :<http://www.enrichinghappiness.com/>

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> • Individuals • Seniors • People living with disabilities 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Senior's housing

Strategies for Partnerships and Funding

- There is an opportunity to work with various levels of government and authorities to develop an independent living space.

Preliminary Design Concepts for Consideration

The following preliminary design concepts illustrate the potential options as shared above. The designs include site layouts and conceptual 3D models. For this specific location, the proposed options are compliant with the zoning regulations.

³⁰ <http://leanurbanism.org/author/marinakhoury/#leaning-toward-live-work-units>

³¹ <http://www.independentliving.org/toolsforpower/tools8.html>

Figure C.1: East Corner Site Layout and Design for Stacked Townhouses



Figure C.1 illustrates the site layout and 3D design for stacked townhouses (Option #1). There are four units (two on the main floor and two above) with covered parking in the rear yard that is accessed from the lane. The stacked townhouses face 1st Avenue which is complementary to the existing residential to the east. This style of housing can accommodate approximately 4-12 persons. The building footprint is approximately 3000 ft².

Figure C.2: East Corner Site Layout and Design for Mixed Use



Figure C.2 illustrates a mixed use option with commercial on the main floor and residential above (Option #2). The residential above includes three units. In order to accommodate both residents and

visitors, an open parking lot in the rear yard has been provided. The commercial portion on the main level is accessed in the front that faces 1st Avenue while residential access is in the rear. The residential units could accommodate approximately 3-9 people.

Figure C.3 East Corner Site Layout and Design for Live/Work Studios

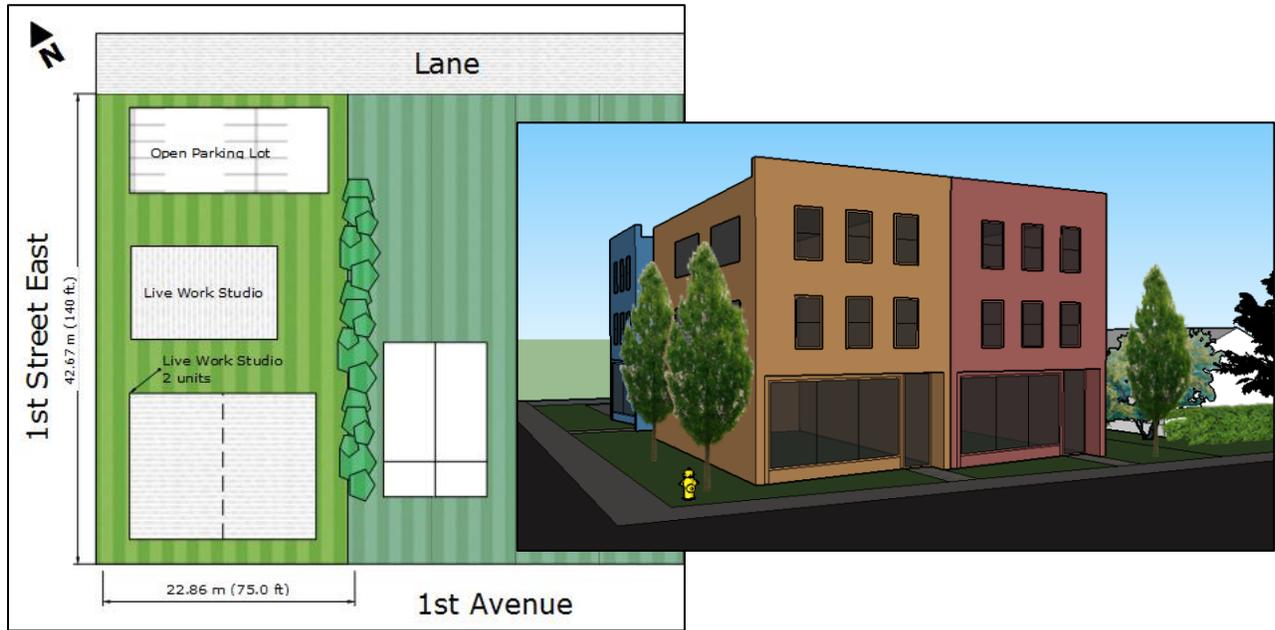


Figure C.3 includes a design concept and site layout for potential live/work studios (Option #3). Three live/work studios would fit on this site to include an open parking lot. Two of the live/work studios face 1st Avenue and the third faces 1st Street East. Adding a mix of varied coloured buildings enhances the streetscape. The live/work studios can house 3-9 people.

Figure C.4 East Corner Site Layout and Design for Independent Living

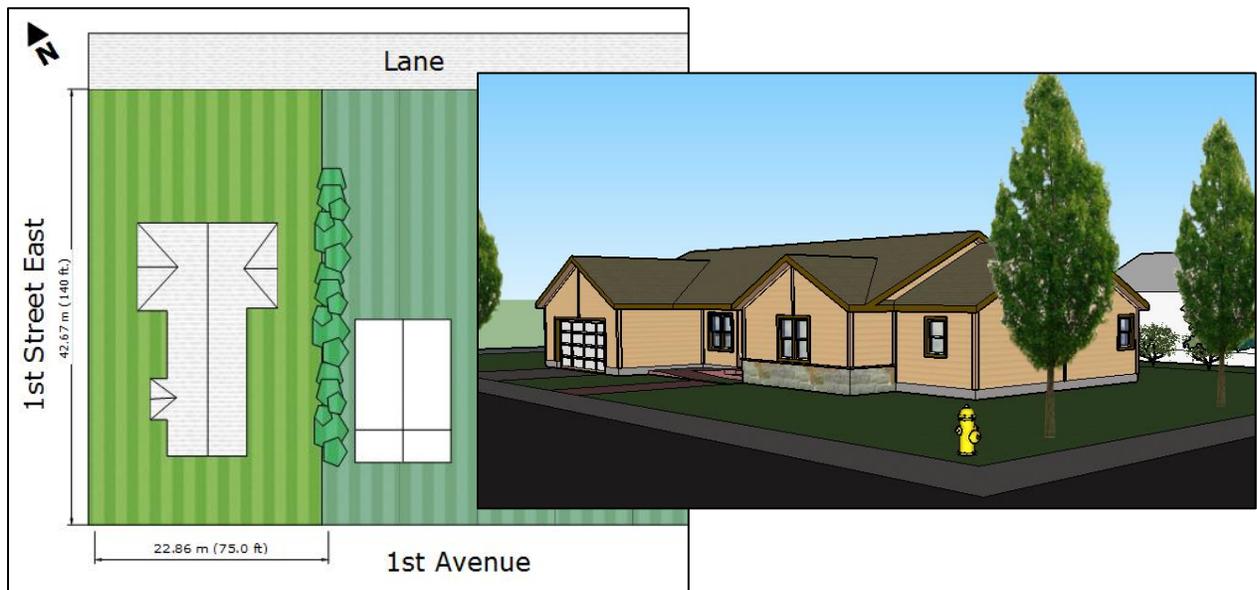


Figure C.4 shows the option for independent living quarters. The intention with the design is to incorporate the design with the adjacent residences to the east of 1st Avenue. The house would be approximately 2,000 ft² and would include shared common areas with individual rooms. Due to lot size limitations, the approximate number of people it would house would be 4 individuals.

Strategies for Implementation

- In the short term, the Town will require amendments to the Zoning Bylaw to accommodate mixed use, live/work, and independent living residential developments.
 - These may be added to R2 as a discretionary use or to include a new Mixed Use Zoning District for the mixed use and live/work options.
- In the mid-term, seek funding opportunities to undertake a brown field study and revitalize the site.
 - This may be pursued through a Town incentive program and/or funds such as the Green Municipal Fund that is offered by the Federation of Canadian Municipalities.
- In the mid-term, explore funding opportunities such as Encouraging Community Housing Options – Action Component.

Funding Opportunity

Encouraging Community Housing Options - Action Component

Provides a grant to municipalities and regional partnerships to carry out the strategies they have identified in a housing plan to identify a housing need identified through an assessment. See Appendix "C" for more details.

Strategy D: Redevelop West Corner of 1st Street East and 1st Avenue



Location

Block between 1st and Main Streets, facing onto 1st Avenue
Refer to Strategy Area "D" in Appendix "A": Potential Housing Strategy Areas

Future Land Use Potential: Commercial

Current Zoning: Town Center Commercial (C1)

Size and Lot Structure: Four 25'x140' lots, totaling 100'x140'. Site area = 14,000 ft²

Ownership: Town

The Current Situation

This location includes four vacant lots owned by the Town. This is the former recycling centre site and it is known that the site is partially contaminated. The majority of the block is vacant with the exception of a motel and a vehicle dealership on the corner of 1st Avenue and Main Street (west). Across the street to the south includes vacant lands, a business, and the railway. To the east, on the next block are vacant lots that also have potential for re-development followed by residential.

While these lots are zoned C1 – Town Centre Commercial and have been identified as a future commercial site, it lends well for a suitable area to provide alternative housing options considering the neighbouring commercial to the west and residential to the east. This is one of the main entrance ways into the Town. Due to the railway to the south, this location may be better suited for singles as starter or entry-level housing, or as a place for people transitioning or work in Unity to stay until they locate permanent housing. Three potential housing options are provided below.

Housing Option #1: Short-Term Stay Housing

What is it? Short-term housing is a form of affordable housing and often associated with rental. It provides people with the opportunity to stay overnight, a week, or several weeks at a time. They can come in various styles including apartments; bed and breakfasts; guest houses and inns; hotels/motels; and hostels³².



Source: <http://www.newrockhomes.ca/>

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> • Individuals • Students • Newcomers • Workers 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Short-term accommodation

What are the benefits? Short-term housing provides an opportunity for people to move to the community and rent a place for a certain period of time until they decide whether they are going to permanently locate in Town and find another dwelling to move into. Such accommodations can be used for individuals, students, new comers, and workers. An amendment to the Zoning Bylaw will not be required as the C1 Zoning District provides for *Semi-detached, two-unit dwelling, duplex dwelling,*

³² <https://housing.utoronto.ca/stgeorge/tempHousing.htm>
 Town of Unity Housing Plan

Fourplex, townhouses, Apartments (4-storey) as a discretionary use. Amendments may be required depending on the development proposal.

Specific Strategies for Partnerships and Funding

- In the mid-term, work with a local developer or attract a developer such as NewRock Developments who have experience developing short-term stay housing.
- In the mid-term, seek funding opportunities for affordable housing such as the Capital Rent Subsidy and Rental Development Program through the Government of Saskatchewan.

Housing Option #2: Multi-Unit Complex with Owned and Rental

What is it? As per the current Town of Unity Zoning Bylaw, a multi-unit is defined as *a building containing three or more dwelling units and shall include condominiums, townhouses, row houses, and apartments as distinct from a rooming house, hotel, or motel.*

Multi-unit buildings typically consist of one to three bedrooms that can be individually owned or rented. They may also include common space such as a recreation room, storage, and parking.

What are the benefits? Multi-unit complexes increase density and affordable housing options in the community. This type of development provides options for people who are looking to rent or own. In this location, they would be near services and amenities. Similar to Option #1, an amendment to the zoning would not be required as the C1 Zoning District provides for the development of multi-units.



Source: <http://www.auxohomes.com/multi-units.html>

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> • low-moderate income young families • Mature families • Individuals • Couples 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Rental

Housing Option #3: Mixed Use Commercial with Residential Above

What is it? A mix of land uses that facilitate the mixing, rather than separation of, land uses in one distinctive environment, either vertically in the same building or horizontally adjacent. It is intended to be compatible with adjacent uses. It is common to see mixed use development with commercial space on the main level and residential units on top.

What are the benefits? Mixed use developments provide the opportunity for residents to live near amenities and services providing the option to walk, bike, or use alternative transportation than a vehicle. Mixed use enhances the vitality and perceived security by increasing the number and activity of people on the street. Mixed uses can contribute positively to the economy – they can assist in raising property values and increase tax receipts. The business receives a benefit by attracting more people to their business³³.



Source: <http://agarch.com/our-work/mixed-use/>

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> • low-moderate income young families • Mature families • Individuals • Couples 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Mixed use in the core • Innovative housing

³³ http://www.smartgrowth.org/principles/mix_land.php

Strategies for Partnerships and Funding

- There are developers with experience in providing mixed use developments including Kolisnek Development Group and Baydo Development Corporation.

Preliminary Design Concepts for Consideration

The following preliminary design concepts illustrate the potential options as shared above. The designs include site layouts and conceptual 3D models. Please note that the preliminary design and site layouts are for conceptual purposes and do not represent final subdivision design. For this specific location, the proposed options are compliant with the current Zoning Bylaw regulations.

Figure D.1: West Corner Site Layout and Design for Short Stay Studio

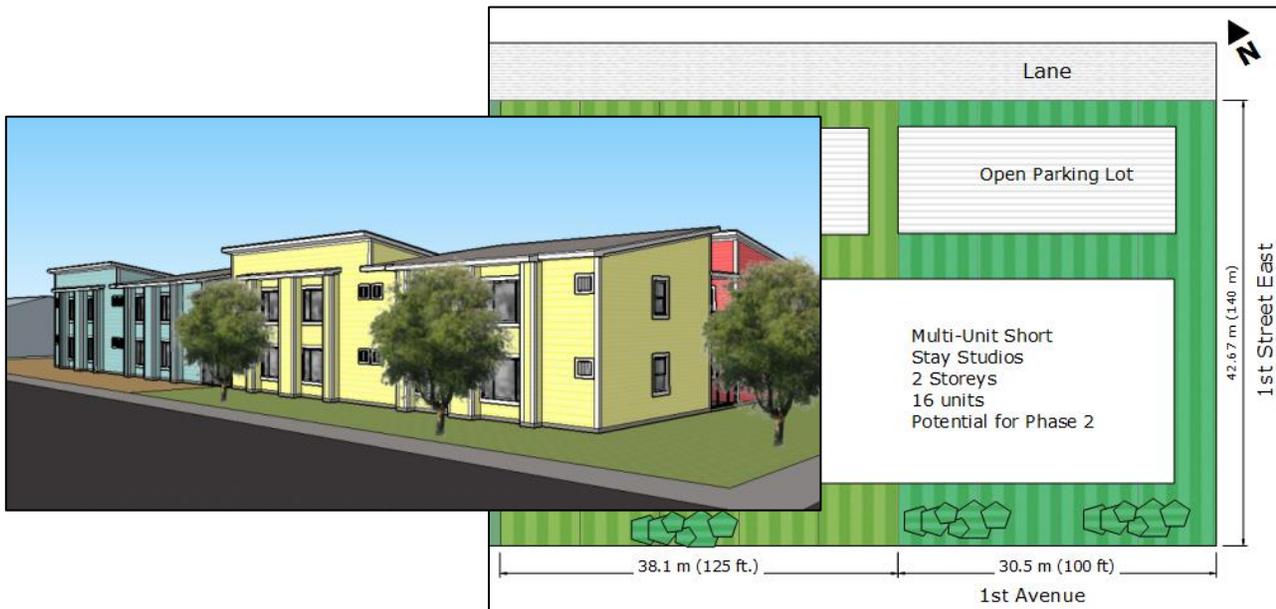


Figure D.1 above is a concept site layout and 3D concept image showcasing the option for short-stay residential units; they are also known as short-term apartment studios. With this particular concept, there is the option to extend beyond the initial 4 empty lots. Adjacent to these lots are an additional 5 25'x140' lots –providing the opportunity for phased development.

On the first 4 empty lots, there is the potential for 8 units within the building complex on 2 storeys. Each unit would house 1 individual for a total of 8 individuals. With the potential for a second phase, there would be an additional 8 units – bringing the potential total up to 16 individuals.

The targeted population with this option is single individuals working in industry and trades, or others who do not require permanent residency in the Town.

Figure D.2: West Corner Site Layout and Design for Multi-Unit Own and Rental Complex



Figure D.2 above is a concept site layout and 3D image showing the option for a multi-unit building that would include ownership (condo) and rental units. Based on the size of the lot, and the size of the building (approximately 12,000 ft² over three storeys), there would be a total of 12 units. Each unit may house between 1 and 3 persons, indicating that the concept would house between 12 to 36 people.

Similar to option 1, the 3D concept shows how the streetscape would look if there is a continuation of multi-unit housing, such as townhouses which would be complementary to the multi-unit building.

Figure D.3: West Corner Site Layout and Design for Mixed Use Building



Figure D.3 is the final concept site layout and 3D for this strategy, which is a mixed-use development that includes commercial uses on the ground floor and residential units on the top floors. There is the opportunity for unique designs being on the street corner. The top floors would include approximately 4 units that would house between 1 to 4 persons – with the total potential ranging between 4 and 16 individuals.

Similar to the previous options, there is the opportunity to expand on the land uses with the adjacent lots; the 3D concept shows a continuation of mix-used development along 1st Avenue.

Strategic Recommendations

- In the short term, consider necessary zoning amendments that may be required to accommodate the specific development.
- In the mid-term, the Town may pursue funding for the investigation and revitalization of the brownfield site. The Federation of Canadian Municipalities (FCM) provides a Green Municipal Fund to assist with brownfield redevelopment.
 - As an alternative the Town may provide an incentive to a developer to have the site revitalized.
- In the long term, as part of a Phase 2, inquire about the other vacant lots to the west of the site. There is a potential for the Town to continue development along 1st Avenue.

Strategy E: Develop Lots South of Parcel A and West on 5th Avenue



Location

South of Parcel A, lots facing 8th Avenue West

Refer to Strategy Area "E" in Appendix "A": Potential Housing Strategy Areas

The Current Situation

This location includes twenty-two vacant lots owned by the Town. The lots are surveyed and ready for development. Eighteen lots are the same size and the lots to the west vary in size. Larger single-detached homes are located in this area and these lots are a continuation of this trend. This is the last block of housing with immediate residential development in the works outside the Concept Plan.

Future Land Use Potential: Residential

Current Zoning: Residential (R1)

Size and Lot Structure: Eighteen 60'x140' west of 8th Avenue/Parcel A, two 80'x140' and two 75'x140' lots west on 5th Avenue (Total of 22 lots)

Ownership: Town

Housing Option #1: Large Single Detached with Laneway Housing Option

What is it? Single detached dwellings are the most common types of housing in Unity. The large lots provide an opportunity for the Town to pilot an innovative alternative with the option to include a laneway house in addition to a single detached house.

A laneway suite/house allows owners to develop a suite either above a garage or in the backyard that utilizes the infrastructure services of the current site. In some cases, laneway housing is temporary and there are specifications included such as who can live there (e.g. relatives only) and where/how it can be placed on the lot. Most suites include an area for food preparation, sleeping, and sanitary facilities.



Source: <http://www.lanewaysuites.com/>

What are the benefits? Laneway suites and housing provides an alternative for people to live and/or stay near the home in a private space. People interested in developing a laneway suite will receive benefits through increased cash flow; increased property value; and opportunity to give back to the community by offering a rental home³⁴.

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> • Individuals • Students • Seniors • Newcomers • Workers 	<ul style="list-style-type: none"> • Increased density • Housing affordability • Innovative housing • Rental

Specific Strategies for Partnerships and Funding

- In the long term, the Town will explore options to provide an incentive for laneway suites.

³⁴ <http://www.lanewaysuites.com/faq/>
Town of Unity Housing Plan

Housing Option #2: Subdivide to Smaller Lots for Small Single-Detached or Semi-Detached Housing

What is it? Smaller lot sizes are not a new concept for communities. With the demand for housing, including entry-level and attainable, there is an opportunity to provide more ready to develop lots in this area.

What are the benefits? Providing a variety of sized lot options allows the Town to attract various developments and people to the Town. Particularly, it will provide diversity in the housing stock allowing people from moderate income families to singles to high income families to purchase homes in this area.

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> •Moderate income families •Mature families •Individuals •Couples 	<ul style="list-style-type: none"> •Increased density

Housing Option #3: Ready-to-Move (RTM) Bungalows

What is it? A ready-to-move dwelling is a house that is fully assembled by the seller prior to the sale that is designed to be moved onto a permanent foundation³⁵. Ready-to-move homes come in various forms from bungalow style to two storeys.

What are the benefits? One key benefit of ready-to-move housing includes the off-site construction, keeping lots clean and ready to move onto.

Ready-to-move offers flexibility and variety for home owners to move in the type of RTM they like.

Specifically, the bungalow style can accommodate anyone and takes into consideration accessibility. RTMs can include small families or seniors.



Source: <http://www.valuemasterhomes.com>

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> •Moderate income families •Mature families •Couples •Seniors 	<ul style="list-style-type: none"> •Accessibility

Preliminary Design Concepts for Consideration

The following preliminary design concepts illustrate the potential options as shared above. The designs include a site layout and conceptual 3D models. Please note that the preliminary design and site layouts are for conceptual purposes only and do not represent final subdivision design. These concepts comply with the existing Zoning Bylaw regulations.

³⁵ <https://www.gov.mb.ca/finance/taxation/bulletins/053.pdf>
Town of Unity Housing Plan

Figure E.1: Site Layout and Design

Figure E.1 illustrates the possible combination of site layouts of the 22 empty lots. As indicated above, there is potential for single-detached housing with laneway suites, or further subdividing the lots in half that would create two 30'x140' lots, increasing the density.

The 3D concept shows what that may look like if there was one typical house with no laneway, one with a laneway suite in the rear, and two lots that were subdivided in half to be used for semi-detached or smaller single-detached housing.



Projected population of the developed lots it can be viewed in multiple scenarios which are broken down below:

- 22 lots with no subdivision or laneway suites. This would have a total of 22 units each and will house between 1 and 4 people. Total range would be 22 to 88 individuals.
- 22 lots with approximately one-third having laneways suites. This would have a total of 22 units plus 7 laneway suites. The units will house between 1 and 4 people, and the laneway suites would house 1 person. The total range for this scenario would be 29 to 95 people.

- 22 lots with no laneways and approximately one-third subdivided in half. This would create 19 'regular-sized' lots plus 6 subdivided lots (30'x140' in size), with a total of 25 units. Each unit would house between 1 to 4 persons, bring the total range to 25 to 100 people.
- 22 lots with one-third having laneway suites and one-third being subdivided in half. This would create 25 units plus an additional 7 laneway suites. The total range for this scenario would be between 32 and 107 individuals.

In total, there is the opportunity to develop the lots that would house anywhere between 22 to 107 individuals. This target population would be mature families, moderate income families, seniors, newcomers, and workers.

Strategic Recommendations

- In the mid to long-term, identify infrastructure needs to provide options #1 and #2 above. Increasing the density and providing for more housing means there will be an increased demand on the water and sewer systems.
- In the long-term, if considering smaller lots, prepare a subdivision application.
- In the long-term, consider addition of laneway suite regulations in the Zoning Bylaw through the amendment process.

Strategy F: Infill and Development of Mobile Home Court



The Current Situation

There is a mobile home court that has a total of 65 lots located in the Town. These lots provide opportunity for attainable home ownership along with rental units. At the time of the writing of this Plan, 31 of the lots currently have homes on them, and 34 are vacant. The Town encourages further development of these lots over the short to mid-term.

Potential Household size

In considering the remaining lots, there is opportunity to develop these into 34 mobile homes. If it is assumed all lots will be developed with each unit containing 1 to 3 people, the range of population may be from 34 to 102 people.

Location

Mobile Home Court located east of Highway 21.

Refer to Strategy Area "F" in Appendix "A": Potential Housing Strategy Areas

Future Land Use Potential: Residential

Current Zoning: Residential Mobile Home District (RMH)

Size and Lot Structure: Various

Ownership: Private

Strategy G: Implement New Subdivision



North portion of Town, south of the Canadian Pacific Railway

Refer to Strategy Area "G" in Appendix "A": Potential Housing Strategy Areas

Future Land Use Potential: Commercial

Current Zoning: Various – Residential (R1); Residential (R2); Residential High Density (R3); Community Services (CS1)

Size and Lot Structure: Various

Ownership: Town

The Current Situation

In 2009, the Town adopted an Official Community Plan. As part of the Plan, the Town also adopted a Concept Plan. The area is located to the north of the community and it includes multiple lots for single detached, multi-unit, and high density developments. It is complemented by integrated community service space.

The Town supports the design that was adopted in 2009. There have been minor changes through the subdivision process to ensure alignment of transportation networks.

Potential household size

In considering the Concept Plan – the total amount of residential units include: 333 single-detached houses; 34 duplex units; 275 townhouses; and 240 apartment dwellings. In total, there are 882 residential units within this Concept Plan. In order to gather an approximate range of the population, the following is considered:

- Single-detached homes can house between 1 to 4 people;
- Duplexes can house between 1 to 3 people;
- Townhouses can house between 1 to 3 people; and
- Apartments can house between 1 to 3 people.

In total, the range of people that may live in this completed development will be from 882 people, all the way to 2,899 assuming the maximum amount of people are living within each unit.

For more considerations on single-detached and multi-unit housing, please refer to Appendix "B": Promising Practices – Case Study Examples.

Strategic Recommendations

- In the short term, consider zoning amendments that may be required to accommodate the specific development including R1, R2, R3, and CS1.
- In the short to mid-term, determine who will be the developer – Town; Private; or a partnership of the two
- In the long term, identify infrastructure capacities and needs to implement the Concept Plan.
- In the long term, identify costs for lots and market lots for sale and development.

Strategy H: Redevelop Future Urban Development Area



Location

End of Main Street, North of Orchard Park

Refer to Strategy Area "H" in Appendix "A": Potential Housing Strategy Areas

The Current Situation

These two lots were recently listed for sale through the local real estate agents. There is a residence located on the south lot. It has its own water and sewer infrastructure. The other lot is utilized for agriculture. These lots are surrounded by residential to the west and a residence to the east; The Canadian Pacific Railway is to the north.

Future Land Use Potential: Future Urban Development

Current Zoning: Future Urban Development (FUD)

Size and Lot Structure: Parcel K site with a site area of 7.6 acres

Ownership: Private, recently sold

Housing Option #1: Variety of Residential Types

What is it? A variety of residential types may include single detached, semi-detached, townhouses, and multi-units. This design could be similar to the Concept Plan adopted by the Town in 2009.

What are the benefits? Providing a variety of housing types is beneficial as it accommodates various people and makes Unity an attractive place to want to live. A mix of housing will provide for increased density in some cases and complements the existing Town. It also assists to balance the market price of housing.

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> • All demographics 	<ul style="list-style-type: none"> • Increased density • Housing affordability

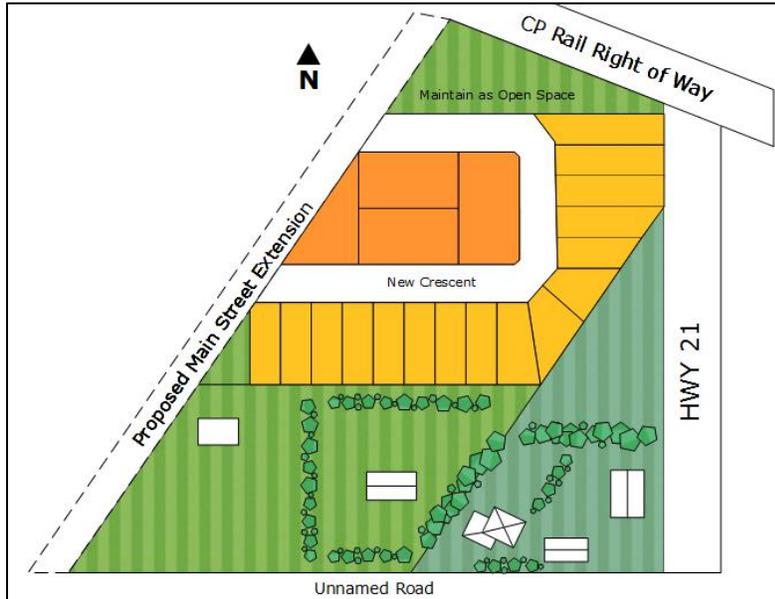
Preliminary Design Concept and Best Practices for Consideration

The following preliminary design site layout illustrates the potential options as shared above. The layouts are for conceptual purposes only and do not represent final subdivision design.

Figure H.1 showcases what a potential subdivision design may be if the Future Urban Development were to proceed with housing development. This particular concept layout shows development only on Parcel K, which is north of a small acreage to the north of Unity.

The intention of this conceptual site layout is to follow the general layout of the concept plan that was originally adopted with the Official Community Plan (see Strategy G). This includes an extension of Main Street going further north, and a new crescent that loops around.

Figure H.1: Site Layout for FUD Area



The total site area of the concept design (only parcel K) is 3.07 hectares (7.6 acres) and includes a total of 16 ‘typical’ urban lots (approximately 50’x130 in size) that would accommodate single-detached units, and an area inside the crescent that would accommodate townhouses or apartment/condo complexes. Areas identified for higher density in the crescent is assumed to accommodate approximately 35 units.

The 16 single-detached units is assumed to house between 1 and 4 people – this has a range of 16 to 64

individuals. The higher density units would house between 1 and 3 people in each unit – this has a range of 30 to 90 people. In total with this particular concept, there is the potential to house between 46 and 154 people.

Strategic Recommendations

- In the short term, discuss with the new owner any potential plans for development of the site.
 - If the new owner does want to pursue development, the subdivision process would be required including the creation of a servicing agreement and development of a Concept Plan.
 - Other options include Town purchasing lots and developing or attracting a developer to develop the lots.
- In the long term, determine infrastructure capacities and needs required for the site.
- In the long term, consider zoning amendments that may be required to accommodate the specific development.

Strategy I: Develop Live/Work Acreages and East Future Urban Development Area



Location

East of Highway 21
 Refer to Strategy Area "I" in Appendix "A": Potential Housing Strategy Areas

Future Land Use Potential: Residential

Current Zoning: Live/Work Residential Acreage

Size and Lot Structure: Four 2.5 acre lots + 159.06 acres

Ownership: Privately owned

The Current Situation

There is a live/work parcel located at this site. It is privately owned and the owner has posed an interest to subdivide the property to provide for more live/work parcels. This site is located east of Highway 21 and is surrounded by open lands. The mobile home court is located to the south.

Housing Option #1: Live/Work Acreages

What is it? The Town’s Zoning Bylaw defines live/work acreages as: *A residential development where the owner’s principal source of income is derived from a source other than agriculture, and where an on-site occupation or activity is permitted.*

Live/work acreages are similar to a live/work unit though on a larger scale. They consist of larger acres to include a home and business on the same site. This may include contractors, mechanics, agriculturally related business, oil and gas related business, and others. Live/work acreages can connect into Town infrastructure or have their own system.

What are the benefits? Live/work acreages within a Town allow the option of rural living in an urban setting. It also provides the opportunity for someone to live and work in the same place.

Specific Strategies for Partnerships and Funding

- In the mid-term, finalize servicing agreement with land owner.

Potential household size

In considering the size of the area of approximately 5 acres, each lot would be approximately 2.5 acres in size. The idea of the live/work acreages would be to accommodate individuals wanting to include some type of work on their large property. Potential household size for each unit would be between 1 to 5 people. This would have a range of 4 to 20 people living on this site. For more consideration on larger lot and live work properties, please refer to Appendix “B”: Promising Practices – Case Study Examples.



Source: <https://www.google.ca/>

Target Demographic	Priorities Supported
<ul style="list-style-type: none"> Families 	<ul style="list-style-type: none"> Innovative housing

Housing Option #2: Country Estates

What is it? Country estates are larger residential developments, typically single-detached. They are usually placed on larger lots than regular single-detached homes, .5 acres to an acres plus. Depending on the development, country estates either utilize urban infrastructure services or can have their own system.

What are the benefits? Country residential estates provide opportunities for people looking for a larger parcel of land while still being located near services and amenities within the Town. The ability to utilize Town water and sewer is seen as an attractive feature. This type of development helps to increase market price and land values.

Potential household size

Similar to the above option, each lot would be approximately 2.5 acres in size. Potential household size for each unit would be between 1 to 5 people. This would have a range of 4 to 20 people living on this site.



Source: <http://marilynsellshollisterrealestate.com/>

Target Demographic	Priorities Supported
• Moderate -high income families/couples	• Innovative housing

Strategic Recommendations

- In the long-term, the Town may consider purchasing the future urban development area or working with a developer to subdivide the land to accommodate live/work and country estates.
 - Including the development of a servicing agreement and respective concept plans.
- In the long-term, infrastructure needs are to be determined.

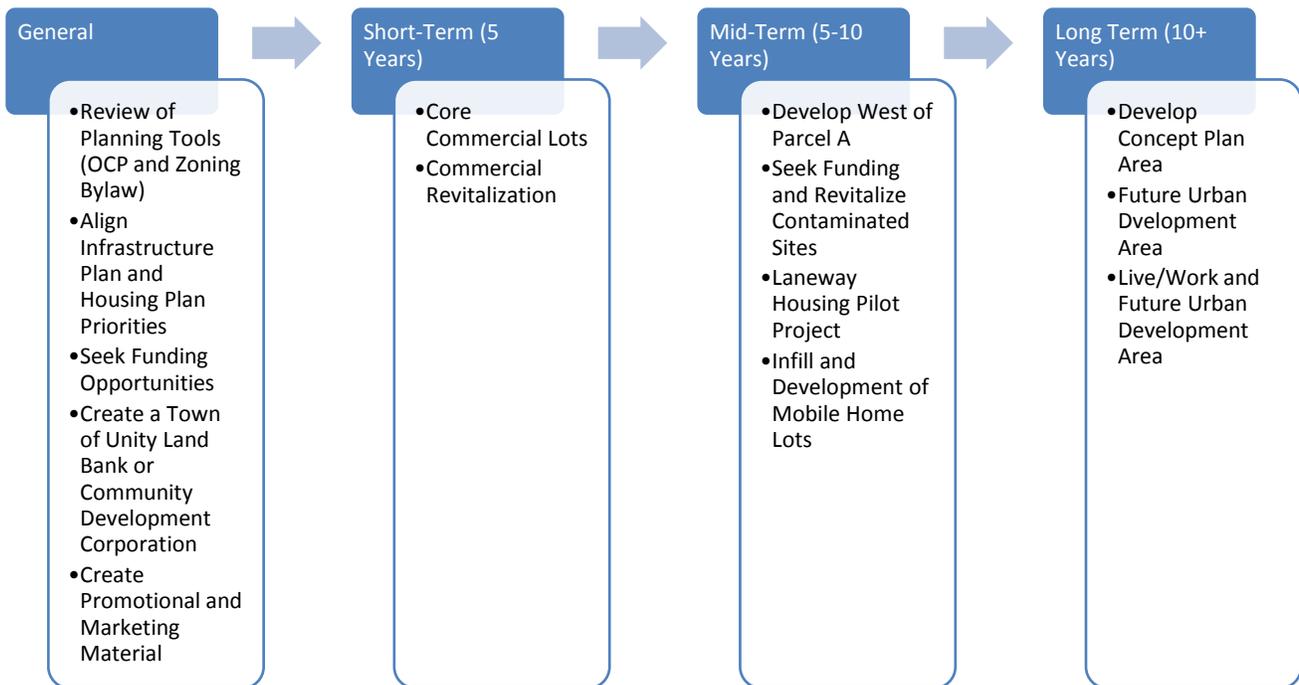
5.3 Prioritizing the Strategic Recommendations

In the strategies, above there are recommendations to achieve the strategies. This section provides a summary of the recommendations together with a targeted timeframe, focusing on the short (5 years), mid (5-10 years) and long (10+ years) term.

There are some general recommendations that apply to all of the strategies and must be considered and address during implementation.

Figure 5.3.1 below provides the recommendations at a glance. This is followed by the detailed recommendations.

Figure 5.3.1 Recommendations at a Glance



General Recommendations for All Strategies

- Review Planning Tools including the Official Community Plan and Zoning Bylaw to determine areas that may require an amendment as per the various options within each strategy.
 - Some of the options in the strategies fit within the requirements of the Zoning Bylaw while others may require an amendment depending on the proposed development and type of home chosen.
- Upon completion of the Town’s Infrastructure Plan it will be important to identify priorities and relate them to the Housing Plan strategies over the short, mid, and long term.
- Seek funding opportunities for various housing types and developments.
 - There are a number of funding programs, loans, and grants that are offered for various types of housing development. Appendix “C” provides a list of available funding and funders.
- Create a Town of Unity Land Bank or Community Development Corporation
 - The Town of Unity does own a large land mass which provides opportunities for the Town to be the developer or work with a developer to develop the land. In order to

formalize this concept further, a Land Bank Program or a Community Development Corporation is suggested.

- Land Bank Program
 - A land bank program can assist municipalities in producing net profits. A successful example of this is the City of Saskatoon's Land Bank Program. The City is the largest self-financed Land Bank Program in Canada and has operated on a formal basis since 1954. Over 20 years, City Land Development Projects have total sales value in excess of \$1.2 billion. The money received on property sales are put into a Property Realized Reserve. If the Cash Value of the City's Property Realized Reserve exceeds \$24 million, the additional funds are allocated by Council for non-land development Future Capital Expenditures.³⁶
 - Community Development Corporations are non-profit, community-based organizations that provide assistance in the community to revitalize areas and enhance community development. There are a number of examples across Saskatchewan including, though not limited to, Dakota Dunes Community Development Corporation (Saskatoon Tribal Council), Quint Development Corporation (Saskatoon), and Sakitawak Development Corporation (Northern Village of Ile-a-La-Crosse).
- The profits from this endeavour can be put back into the community through infrastructure improvements, new developments – community services, recreational amenities, and more.
- Create Promotional and Marketing Materials
 - Where there are lots available for development and the Town wants to attract a developer, promotional and marketing material would be helpful. Print and web-based including the use of social media are some examples. The promotional materials could be in the form of "Did You Know", "For Your Information" and others that promote the "OpportUnit[ies]" for residential development in Unity including available lots and incentives.

Short-Term Recommendations (within 5 years)

- Core Commercial Area Infill Lots (A1 and A2)
 - The two areas in the core commercial centre are ready for development. They are both vacant and have infrastructure in place.
 - The A1 location is owned by the Town which provides the opportunity to develop housing in the short-term. The Town is able to meet the needs as identified in this Plan and illustrate immediate results.
 - While the A2 location is owned privately, the Town is able to work with the owners on this site. This would be an infill development that meets demands of housing for individuals and increases the rental availability in the Town. The Town may want to consider providing the infill incentive to the owner and/or create a new incentive specifically for the core commercial centre. The incentive may encourage the owner to pursue the development in the immediate future.
- Commercial Revitalization

³⁶ [https://www.fcm.ca/Documents/presentations/2011/SCC2011/Show Me The Green EN.pdf](https://www.fcm.ca/Documents/presentations/2011/SCC2011/Show_Me_The_Green_EN.pdf)

- There is an opportunity to enhance and revitalize Unity's Main Street by applying for the Saskatchewan Main Street Program. This would contribute to the capital invest of the community and overall economic development.

Mid-Term Recommendations (5-10 years)

- Develop West of Parcel A
 - In the mid-term, there is an opportunity to develop the area west of Parcel A (BrideRoad/8th Avenue Estates). This parcel requires a formal subdivision which would be the first step of implementation. At the same time, the required infrastructure services and costs would also need to be calculated.
- Seek Funding and Revitalize Contaminated Sites
 - There are two identified strategy locations that are or have potential contamination. This includes the East and West corners of 1st Street East and 1st Avenue. On the west corner lots, it is known that the sites are contaminated and this may have leaked to the east site.
 - In order to determine whether contamination exists on the east site, the Town could explore site testing in the street right-of-way to assess contamination migration.
 - The Town should seek and apply for funding such as the Federation of Canadian Municipalities Green Fund to off-set costs of brownfield assessment and revitalization.
- Laneway Housing Pilot Project
 - In the development of the 22 Town owned lots as described in Strategy E, there is an innovative housing project that could be pursued. Based on the success of the infill incentive, the Town could create an incentive for the development of laneway houses, either garage suites or backyard full suites.
 - There is an opportunity for the Town to seek guidance and advice from other urban areas including the Cities of Saskatoon and Regina as they have begun implementing this residential concept.
- Mobile Home Infill
 - There is an opportunity to continue to encourage infill development of the vacant mobile home space.

Long Term Recommendations (10+ Years)

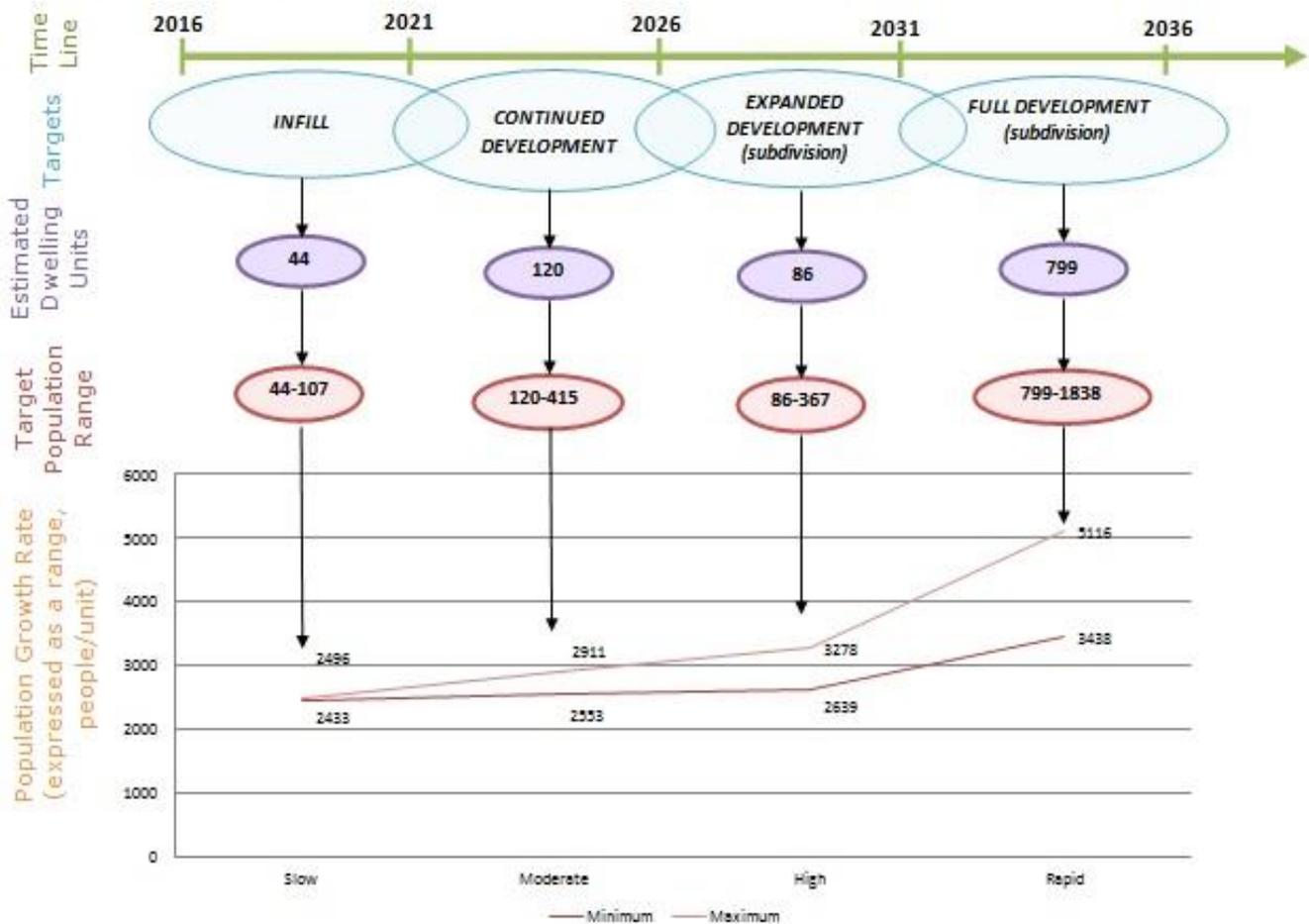
- Develop Concept Plan Adopted with the Official Community Plan
 - Strategies B and E begin development within the Concept Plan area. It is suggested that before considering further development of multi-units and higher density residential, that the above recommendations and existing area of Town including infill sites are developed first.
- Future Urban Development Area
 - This site currently has some unknowns that the Town would be required to confirm. This includes ownership of the site and if the owner is interested in developing the property. Infrastructure such as water and sewer lines would also need to be accommodated. This piece of land over time could be acquired by the Town or developed in partnership with the owner and/or developer.
- Live/Work and Future Urban Development Area
 - There is a proposed subdivision for the live/work site. Future development will be dependent upon agreement and finalization of a servicing agreement and the necessary requirements for infrastructure. This is likewise for the Future Urban Development area that is located east of the site.

5.4 Housing Targets

Below is an illustration, table, and a chart providing a number of housing targets based on the strategies and recommendations outlined in this report. The target units, type of housing arrangement suggested, and resulting addition of people added to Unity’s base population are provided as part of this set of targets.

For example, in the illustration below, the first identified housing target over the next five to ten years is to focus on providing infill housing in the core area by adding, at a minimum, 44 units. The projected population range is based on the make-up of individuals, families, and groups of people who are targeted as the end occupants. Additional targets with respect to the make-up of occupants are provided in the chart that follows.

The task for the Town of Unity will be to review in detail the range of options provided for each strategy and proposed development location and how much development they want to challenge themselves to bring on i.e. focusing closer to the minimum or maximum range of options provided.



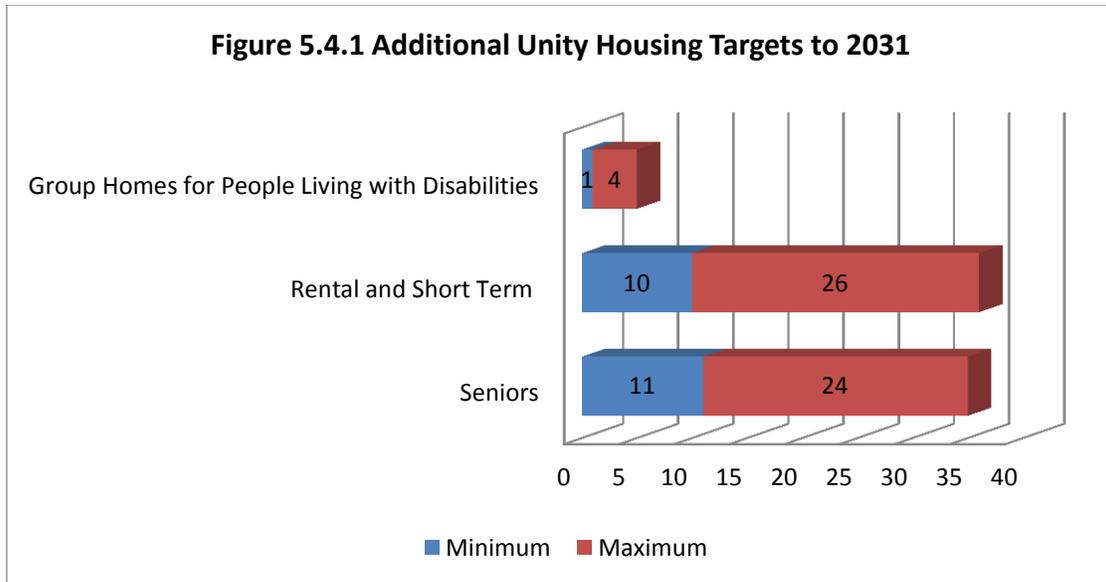
Please find a breakdown of specific housing arrangement targets for each development type. These numbers are based on the options provided for each of the prioritized strategies outlined in the previous section.

Table 5.4.1 Housing Targets by Housing Type/Arrangement

Targets by Housing Arrangement (expressed as Units)	Infill (outside subdivision area)	Continued Development (Future Urban Development Areas)	Expanded Development (Subdivision)	Full Development (of Subdivision)	Total Min Units by Type of Housing Arrangement
Single Detached Dwellings	-	35	74	200	309
Semi-Detached & Row Houses	4	38	12	275	329
Multi-Unit Dwellings	9	36	-	234	279
Secondary Suites	10	-	-	40	50
Laneway Suites	7	7	-	40	54
Mobile Housing	10	-	-		10
Mixed Use/ Live Work	4	4	-	10	18
Total Units by Development Type	44	120	86	799	1049

In the chart below a further breakdown of targets by occupant type is provided. As drawn from the voice of the community and substantiated through further statistical analysis, key focuses for the Town of Unity will be to ensure additional units for people living with disabilities; seniors; and persons looking for rental and short stay accommodations.

Figure 5.4.1 Additional Unity Housing Targets to 2031



5.5 Performance Measures and Monitoring

The Housing Plan is a living document that should be assessed regularly and be allowed to evolve to meet the changing conditions of the Town. Part of a successful housing strategy includes monitoring and measurements to ensure the effectiveness and impact of the work undertaken. As part of on-going evaluation, it is recommended that the Town complete a review of the strategies and targets on a cyclical basis. This review can include:

- A report on progress for the targets including numbers of units developed;
- An updated summary of housing conditions in Unity;
- On-going communications to residents regarding the work of the Plan;
- Engagement with housing stakeholders as part of the review and evaluation.

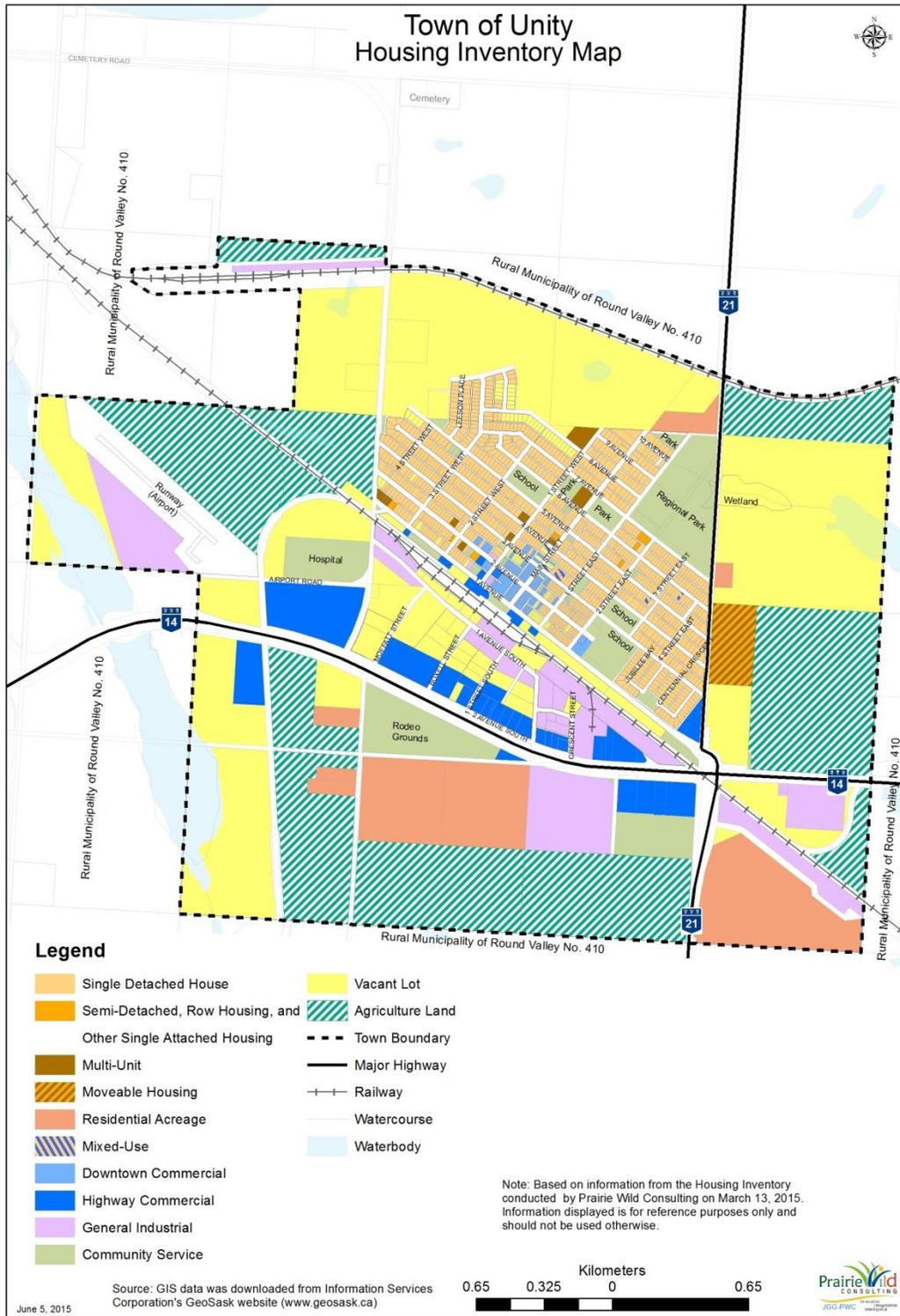
Section 6: Next Steps

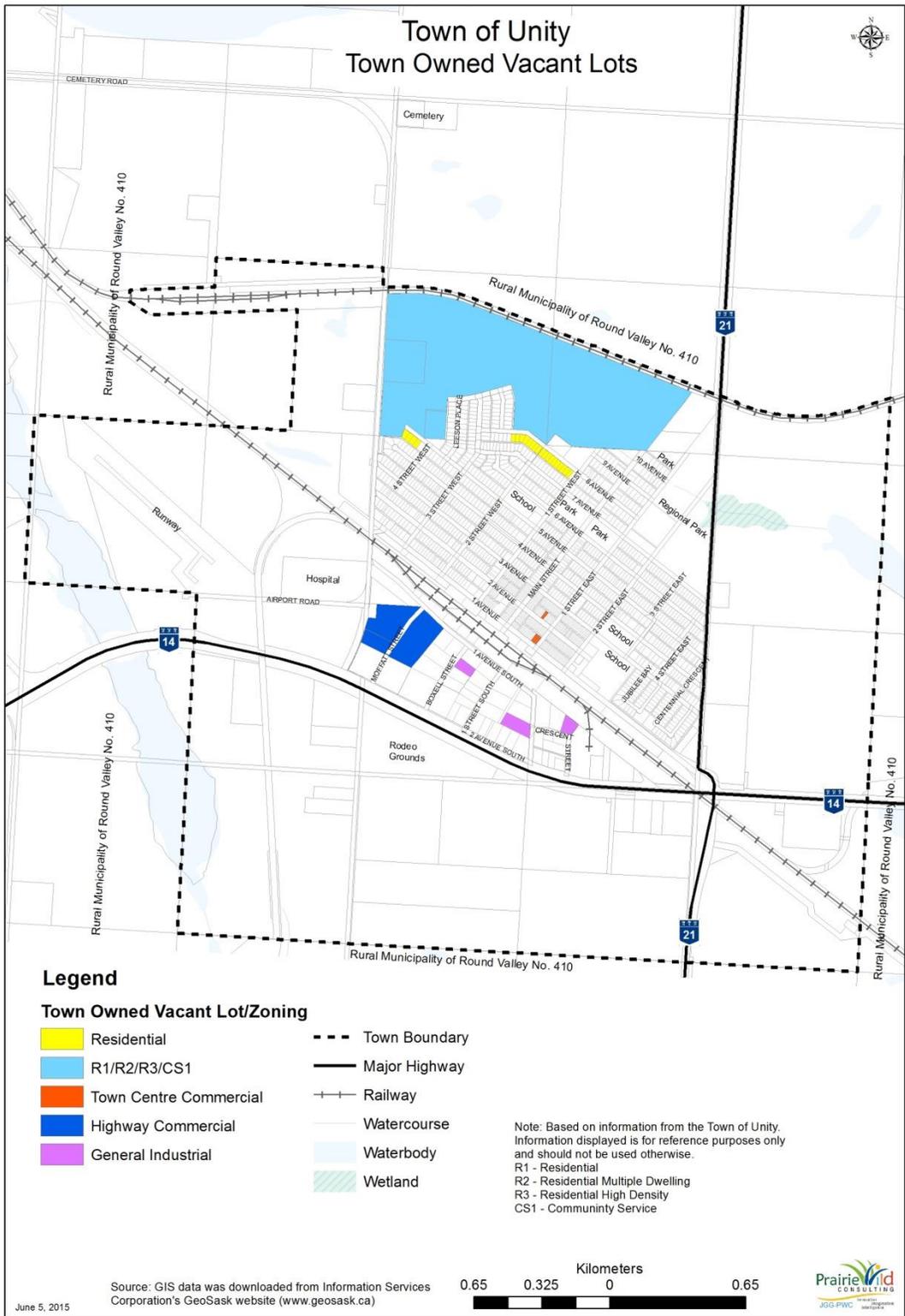
The adoption of this Plan shows the commitment of the Town of Unity towards in pursuing their vision to providing a diverse selection of attainable quality housing that meets the needs of all individuals, families, and newcomers alike. This plan supports sustainable housing growth in Unity into the next 15 years and beyond.

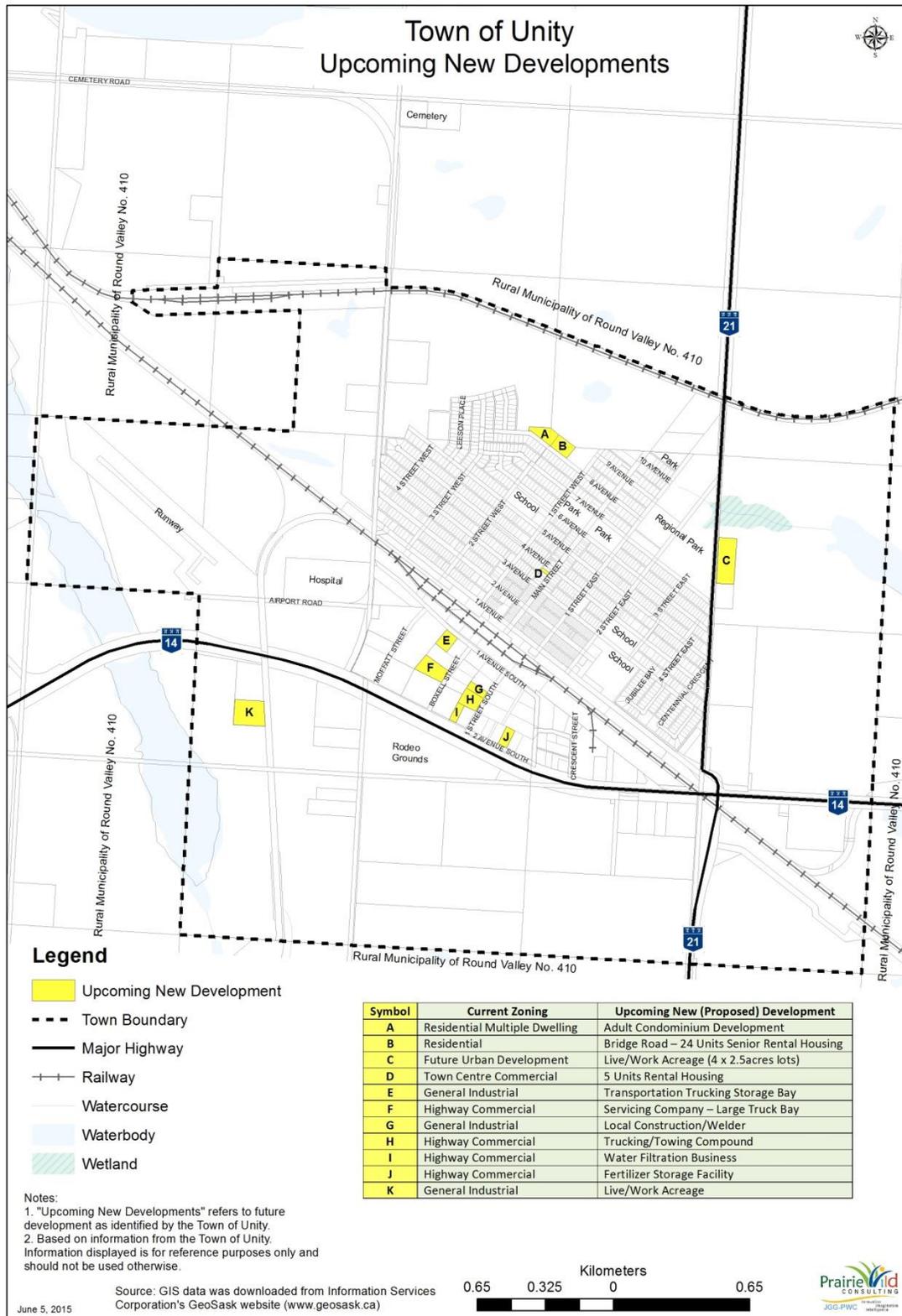
Next steps for implementation of this Plan include:

- Share the Plan with the community and stakeholders;
- Initiation of the first short-term priorities of the Plan, including infill development of the core; and
- Detailed feasibility work on priority housing development options approved by Council.

Appendix A: Maps







Town of Unity MLS Listings (Residential Buildings) - As of May 5, 2015



Legend

MLS Listings (Residential Buildings)

Price Range

	\$69,000 - \$105,900 (6)		Town Boundary
	\$139,000 - \$179,500 (8)		Major Highway
	\$215,900 - \$219,000 (4)		Railway
	\$249,000 - \$287,000 (7)		Watercourse
	\$299,900 - \$350,000 (4)		Waterbody
			Wetland

Median Price: \$215,900
Average Price: \$200,383

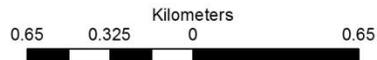
Notes:

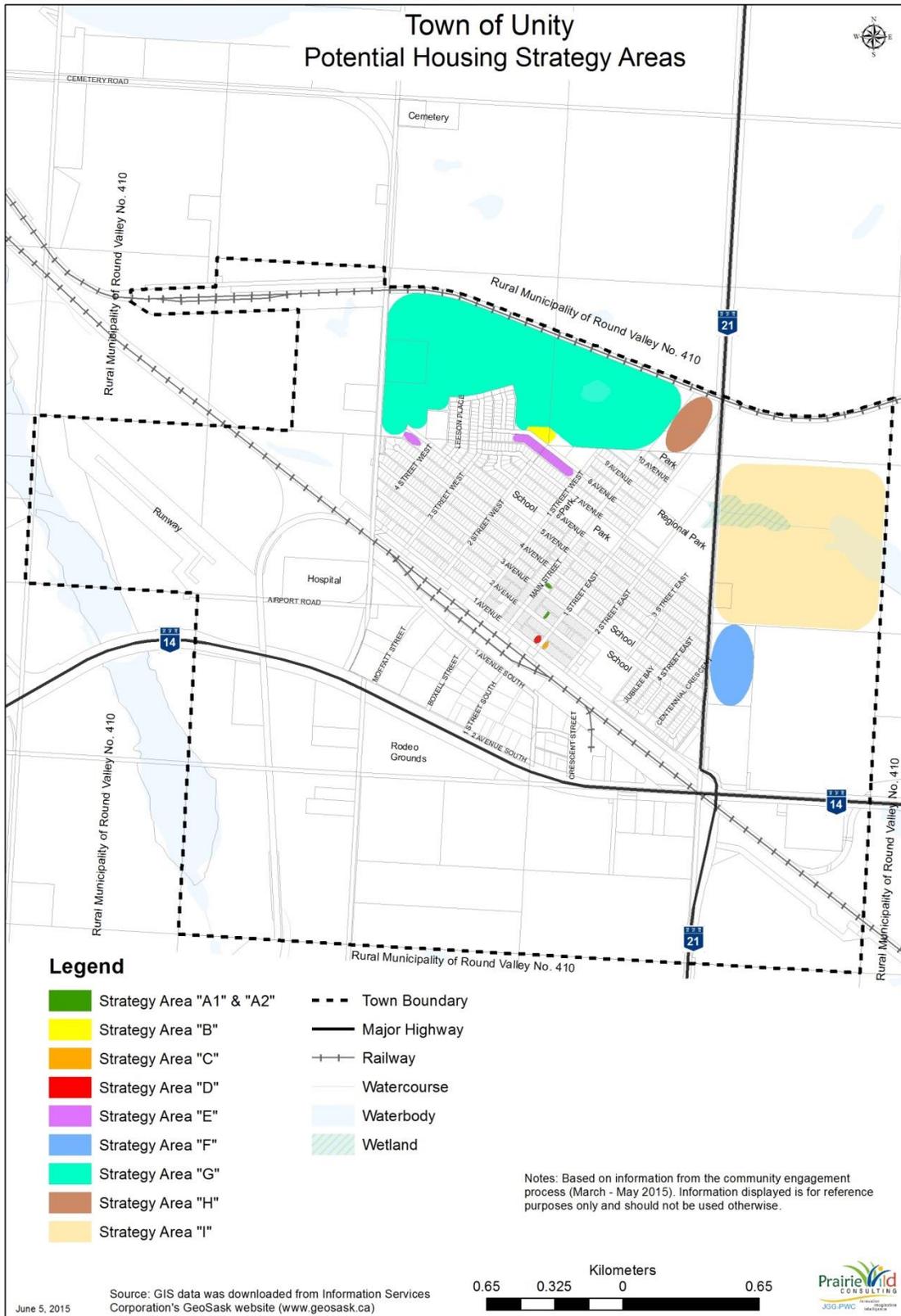
1. MLS Listings (Residential Buildings) - As of May 5, 2015 information was from Realty Executive (unityrealestate.ca) and Realty 2000 Heitt (www.realty2000heitt.com) websites respectively for the Town of Unity. The Median and Average Price is based on this Listings. Information displayed is for reference purposes only and should not be used otherwise.

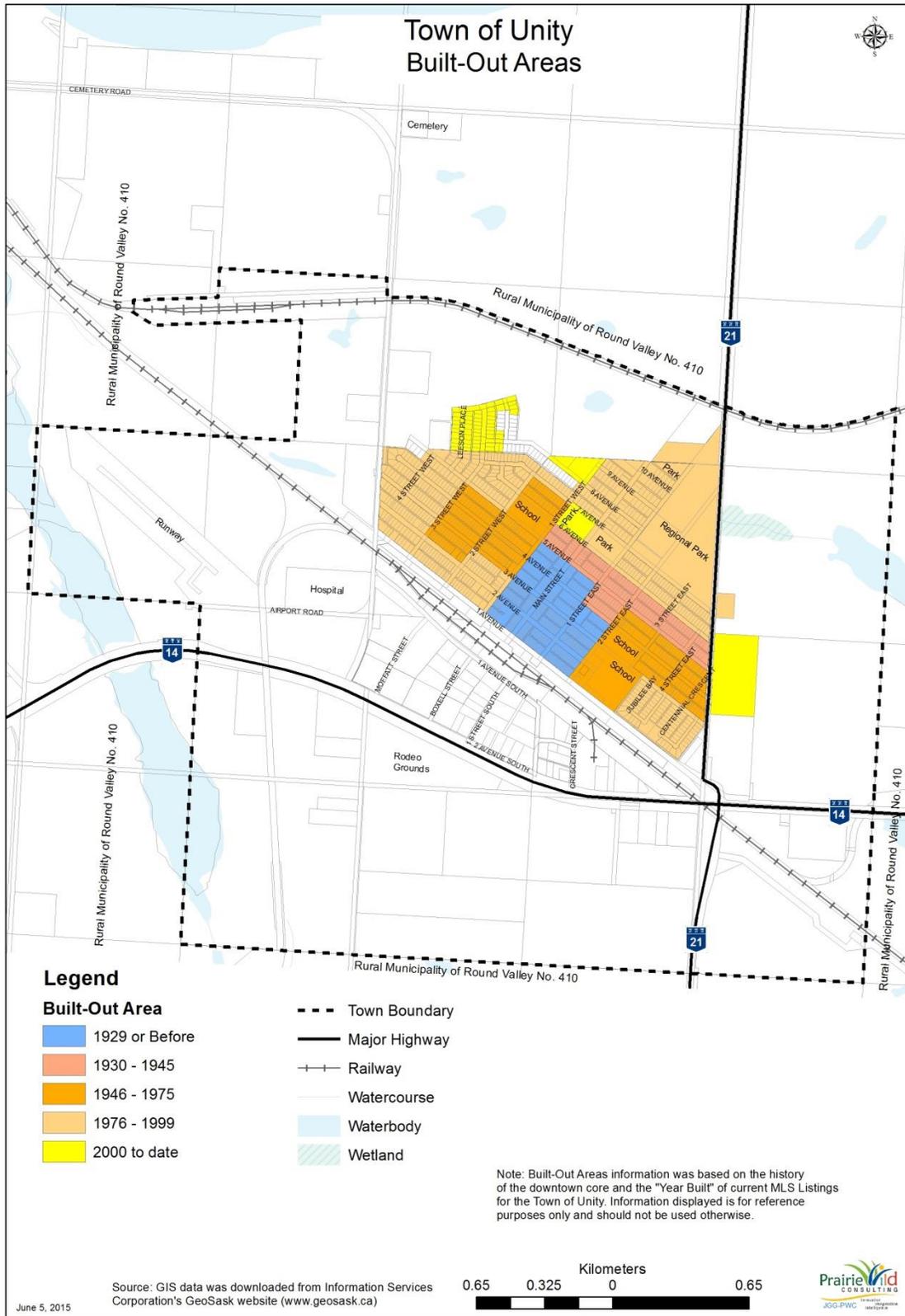
2. Numbers in brackets are the total number of residential properties within each of the price ranges.

June 5, 2015

Source: GIS data was downloaded from Information Services Corporation's GeoSask website (www.geosask.ca)







Appendix B: Promising Practices - Case Study Examples

Searching Saskatchewan’s Landscape, some promising practices arose. This is a comprehensive listing of the examples from the field. Hoping to inspire and develop more interest and common goals for Unity, this list can be utilized as a go-to-guide.

Local developers are featured to provide a context and direction to the Town of Unity. These examples can be easily constructed to meet the needs of Unity’s housing demand.

Local examples include:

-  Saskatoon
-  Martensville
-  Moose Jaw



Location

Saskatoon

Types of Housing include:

-  Single-Detached
-  Semi-Detached
-  Row Houses
-  Multi-Unit Complexes
-  Mixed-Use Complexes
-  Secondary Suites and Lane Way Homes



Location

Moose Jaw

Location

Martensville

Also looking at options to housing some best practices stand out:

-  Infill
-  Eco-friendly
-  Higher density
-  Adaptive Reuses



The aim of high density is to provide less of a footprint on the environment and to provide more of a walkable society. Many places have high density already and this is due to the fact that space is limited. Space is not limited in Saskatchewan but the benefits of higher density still ring true. More walkability decreases health problems and pollution. Living close to one’s community makes community living valuable in a social context. Higher density can also provide more affordable housing options because costs are shared for maintenance and infrastructure.

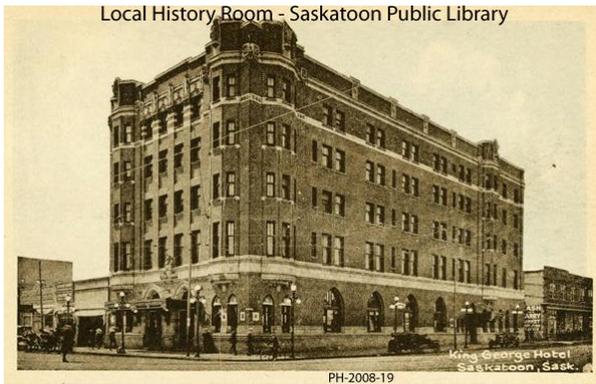


Unity is already succeeding in infill policies. Looking at the inventory of housing, homes are clean and kept up or they are knocked down with new developments on the properties. This was also due to the tax exemption that was offered by The Town and well received by the community.



Providing eco-friendly options is always a draw for developers. Not only are costs saved in the long run they provide less of an eco-footprint on the environment. Some ways of providing these options are by adding solar panels, high efficiency appliances, LED lighting and compostable waste and recycling.

Adaptive reuses of buildings are becoming a bigger trend, although this has been done for many years. This is the process of keeping an original business and turning the building into something else. Examples of this ideology are the King George Hotel and the Bay in Saskatoon on 2nd Avenue North. Not only is the façade kept to look as it was originally the buildings can become utilized heritage sites, this is great for a downtown or main street of a community.



Single-Detached Homes

Single-detached homes are common across Unity and all of Saskatchewan. Many ideals are put forward into single-detached homes because the home can be accommodated to fit all types of lot sizes and structures:

- | | |
|--|--|
|  Bungalows |  Estates |
|  Split Levels |  Cottages |
|  Two Storey |  Cabins |
|  Three Storey | |



Advantages to having single-detached homes include:

-  Private ownership of the property
-  Privacy
-  Space for additional structures on the property
-  Yard space

Disadvantages to having single-detached homes include:

-  More costs to infrastructure and maintenance
-  Extra work for yard maintenance
-  Bigger lot sizes and more of a footprint

Smaller single-detached homes can be utilized for growing families that want to purchase a home, and rental properties. Larger single-detached homes are targeted to middle category of families that are established and need more space for growing families.

Bungalow style homes are also beneficial to people living with disabilities because everything is accessible on the ground floor.



North Ridge Developments

Single-
detached

Lake Vista, Martensville
<http://www.northridge.sk.ca>



These single-detached homes located in the Lake Vista Neighbourhood of Martensville are available in different types of housing. Some have attached garages, while others do not, some are more accessible because they are ground floor bungalows, while some are more compact being two storey's, but the majority are bi-level splits.

These homes can vary in size by 1000-1300 square feet and can cost between \$295,000 - \$360,000.

Town of Unity Housing Plan

Other North Ridge Developments can be seen in Delmany, Saskatoon, Humboldt and Prince Albert. The majority of developments are single-detached with some semi-detached and row houses in gated communities.

Semi-detached Homes

Semi-detached homes, otherwise known as duplexes or condominiums are the next stage of density after single-detached homes. By placing two dwellings on one lot, you have doubled the density of that lot. This can be beneficial because there can be shared costs of maintenance, materials and infrastructure. This can overall reduce the price of the home.

Semi-detached home advantages include:

-  Shared costs
-  Lower maintenance
-  Yards
-  Only one direct neighbor



Semi-detached home disadvantages include:

-  Less privacy than a single-detached home
-  Shared wall with a close neighbor
-  Less private space

Semi-detached homes can be side by side or front to back. Secondary suites can also be made put into this category because they can be above or below. Regardless there are two families on one lot in homes that are somehow attached.

Boychuk Homes

Semi-
detached

Rosewood Estates, Rosewood, Saskatoon
<http://www.boychukhomes.com/>



Semi-detached homes can be found all over Saskatoon, some are infill projects, while some are new developments in new areas.

Boychuk Homes is developing semi-detached homes in one of Saskatoon's newest neighbourhoods, Rosewood.

These semi-detached homes are side by side and can be implemented into more than two units, making them row houses.

Rosewood Estates has 27 units in both semi-detached and row house types of homes. Units are available in 1250 – 1600 square feet and can sell for roughly \$300,000.



Arbutus Properties

Semi-detached

The Meadows, Rosewood Gate Saskatoon
<http://meadowsliving.ca/>



The Meadows is a new development in the Rosewood neighborhood of Saskatoon. These bungalow style semi-detached homes are available for ease of access to all persons.

These units are available between 2263-2652 square feet and sell for roughly \$350,000.



These properties strive for community living and neighborly relationships and are perfect for persons with physical limitations and families alike.

Arbutus properties is based out of British Columbia and has developed homes in new neighborhoods in Saskatoon.

Row Houses

Row houses, commonly known as town houses or condominiums, are great ways to increase density without sacrificing the town's horizon. Like single-detached homes, row houses can be for purchase or rent.

Most row houses are two storey's to be able to fit three or more units on similar lot sizes to single-detached homes. Some row houses can be part of a complex and be very open to community living.

Advantages of row houses include:

-  Living along side people with common-interests
-  Shared costs of maintenance
-  Good entry-level housing
-  Common areas
-  Have less footprints compared to single-detached homes



Disadvantages of row houses include:

-  Costs can include condo fees
-  Less privacy than a single-detached home
-  Can be restrictions in regards to pets, and ages of residents

Because row houses usually have smaller yards, these homes are good for first time home buyers and renters alike, especially for singles, couples and families just starting out.

Jastek

Row
Houses

Ginger Lofts, Saskatoon
<http://www.jastek.com/>



Located in Willowgrove in Saskatoon, this 296 unit complex is completely row house development. Having common recreation areas and affordable costs of living, these appeals to many entry-level home owners.

Costs of each unit are roughly \$225,000 - \$250,000 and have approximately 1000 square feet.

Jastek specializes in developing large complexes and row houses. This increases density and allows for a smaller foot print. This company has many past projects in Saskatoon. Current projects include Rosewood and the Hamptons.



Meridian Development

Row
Houses

The Hideaway, Nutana, Saskatoon
<http://www.meridiandevlopment.ca/>

Meridian Development is a fast growing company in Saskatoon. They feature both large scale and small scale developments across Saskatoon.

As part of the best practices in Saskatchewan, we turn our attention to an infill project in the Nutana neighborhood of Saskatoon.

The Hideaway development is a close community with central green space in a eclectic and mature part of the community.

The floor space in a single unit can be up to 1600 square feet and can sell for \$670,000 all because of the unique infill in a perfect location of The City.

Meridian Developments specialize in large scale residential and commercial land development.



New Rock Developments

Row
Houses

Creekstone Villas, Moose Jaw
<http://www.newrockhomes.ca/>



New Rock Developments is a large scale developer that has projects across Saskatchewan, Alberta and British Columbia.

The development in Moose Jaw has 34 units with attached garages.

Square footage can vary between 1200 and 1350 square feet per unit and selling costs are around \$260,000.

Other developments from this company include multi-unit residential complexes and commercial complexes.

North Ridge Developments

Row
Houses

Hawthorne Place, Stonebridge, Saskatoon
<http://www.northridge.sk.ca/>



Hawthorne Place is a high density, row house development in the Stonebridge Neighbourhood in Saskatoon. Being one of the biggest developers in Saskatoon and Area, North Ridge is able to be its own developer, realtor, renovator and carpenter and it has its own land division. The land division has projects all across Saskatchewan.

Units in Hawthorne Place are roughly 1200-1300 square feet and have attached garages with sell at roughly \$325,000.

Shift Development

Row
Houses

530 Avenue F South, Saskatoon
<http://www.shiftdevelopment.com/>



Another infill project in an aged community in Saskatoon is this row house development in Riversdale. This project focuses on walkability to the downtown core and modern living. 21 units fills the space. Each Unit will roughly be 1000 square feet and start selling around \$210,000 and can go up to @320,000

Shift Development has recently completed another community living project in the same neighborhood called Mosaic. This development features the community living lifestyles with shared green space and community gardens.

West Canadian Development Corporation

Row Houses

The Palisades, Hampton Green Saskatoon
www.westcanadiandevlopment.com



Hampton Green is a neighborhood in Saskatoon that has a mix of single-detached, single-attached and row houses. West Canadian Development Corporation has these types of row houses available. In total this development has 32 units on a 2.69 acre site.

Each suite in the complex has approximately 1300 square feet and attached garages. Because this is a single complex made up of different units they share a green space, which makes it a safe community for families and children to play.

Homes in this neighborhood range in price from \$300,000 to \$360,000.

Multi-Unit Residential

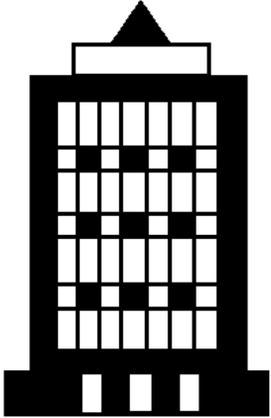
Like the row houses, multi-unit residential complexes usually are referred to as condominiums or apartments. Many of the complexes are either suites for rent or specific to housing for seniors. This is the highest form of density and can easily be the most affordable option for both home ownership and renters.

Advantages to Multi-Unit Residential Homes:

-  Least amount of a footprint
-  Usually cheaper than single-detached homes
-  Little to no maintenance
-  Community living including shared green and recreational space
-  Usually located in convenient locations, close to amenities
-  Easier to leave for periods of time

Disadvantages to Multi-Unit Residential homes:

-  More noise and less privacy
-  Restrictions on the buildings (age, pets, children)
-  Condo fees



-  Usually less parking options
-  No yard

The biggest advantage to multi-unit residential homes is the community living lifestyle. These types of complexes can come in a variety of types. Cooperative housing in where residents are the owners of the complex or the members of the corporation, giving all control to them over a condo board or outside landlord.

Cohousing Development Consulting

Multi-Unit Residential

Wolf Willow Cohousing 530 Avenue J South Saskatoon
<http://www.wolfwillowcohousing.ca/> and
<http://www.cohousingconsulting.ca/>

Cooperative housing options don't always have to be in a multi-unit complex like this development in historic Saskatoon's Riversdale.



This complex features common areas and facilities like a kitchen lounge, dining area, workshop, fitness facilities, and green space.

This complex has 21 units that vary in sizes. Approximately 1200 square feet and

approximately \$440,000.

This cohousing complex features green living and community living.

Maxim Development Corporation

Multi-Unit Residential

Blairmore Landing, Saskatoon
<http://blairmorelanding.com/>



In one of Saskatoon's newest neighbourhoods, Maxim Development is committed to providing affordable housing options to Saskatoon and area.

This complex is built with four apartment style buildings. Each unit is between 560 and 900 square feet. The costs for the units can range between \$161,000 to \$260,000.

Even though these units are built in a suburb of Saskatoon, the focus is on walkability. These units are in close proximity to Blairmore Shopping Center and other amenities, such as schools, green space and a recreational civic facility.

North Ridge Developments

Multi-Unit Residential

Serenity Point, Stonebridge, Saskatoon
<http://www.northridge.sk.ca/>



Serenity Point is located in the Stone Bridge Neighbourhood of Saskatoon. These condos are available for sale between \$193,900 and \$270,000. Square footage on these units is between 670 and 970.

North Ridge has other developments that are similar. Daxton condos located in Saskatoon's Silver Spring neighbourhood, start selling at \$185,900 and can be between 628 and 1045 square feet. Water's Edge II suites are located on Saskatoon's scenic Saskatchewan Crescent and overlook the river. These units can start at \$634,800 and have a larger square footage between 1200 and 3000 square feet.

North Ridge also has a number of developments similar in Regina.

Riverbend Developments Ltd.

Multi-Unit Residential

Willowgrove, Saskatoon
<http://riverbenddevelopments.com/>



This multi-unit complex in Willowgrove, on the east side of Saskatoon is built in two phases. 48 suites are available in each phase and are featured as luxury suites. Sizes range from 700- 1200 square feet and prices range from \$235,000 to \$390,000.

The complex, like many other multi-unit residential developments has common recreational areas that provide a close community feel.

Riverbend developments also specialize in other multi-unit complexes across the country as well as row house developments in Saskatoon.

Mixed Use – Commercial/Residential

Mixed use developments have the best of both residential options as well and commercial areas. Typically we see mixed use developments with commercial on the ground floor and residential and office space on the floors above. Some developments also have the option of front and back commercial/residential.

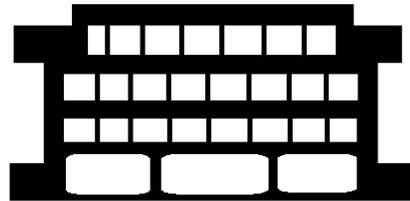
Some other cases can be a reversal of residential on the ground floor and commercial and office space above. This increases density, walkability and the potential for live/work in communities.

Advantages to mixed use developments:

- 🏠 Live/Work/Play Dynamics
- 🏠 Close proximity to other amenities
- 🏠 High walkability
- 🏠 Less maintenance
- 🏠 Lower costs
- 🏠 More social activity
- 🏠 More security
- 🏠 Residents are users

Disadvantages to mixed use developments:

- 🏠 More noise and less privacy
- 🏠 Parking scramble
- 🏠 No yard
- 🏠 Restrictions on the buildings (age, pets, children)



Baydo Development Corporation

Mixed Use
Residential/
Commercial

Gateway Plaza, Willowgrove, Saskatoon
<http://www.baydo.ca/GatewayPlaza.html>



Baydo's mixed use development is located in the Willowgrove neighborhood of Saskatoon.

This mixed use development is available with commercial on the ground floor and residential units on the 2nd and 3rd floors.

Units for sale are priced between \$200,000 and \$300,000. Sizes are available in 600 – 1000 square feet.

This high density, walkable complex is near similar complexes, making this neighborhood similar to small town feel. Living near amenities and work gives the freedom of vehicles and community living.

Kolisnek Development Group

Mixed Use
Residential/
Commercial

JB Black Estates, Varsity View, Saskatoon
<http://www.kdgroupcanada.com/>



Encouraging walkability and high density with sustainable living, Kolisnek infilled a popular spot along College Drive across from the University of Saskatchewan. This varsity view neighborhood is already known for its pedestrian society, but this adds to the ability of live/work/play to the already vibrant community.

This complex houses 32 residential units on the 2nd and 3rd floors while the main floor is equipped with 16,000 square feet of commercial space.

These residential units are approximately 1500 square feet and can range in price from \$319,000 to \$519,000. These luxury condominiums are costly because of the location advantage being so close the University of Saskatchewan and downtown.

Kolisnek also has other commercial properties across Saskatoon and residential properties in Alberta.

Meridian Development Corporation

Mixed Use
Residential/
Commercial

LutherCare Village, Stonebridge,
Saskatoon
<http://www.meridiandevelopment.ca/>



Being built in Stonebridge in Saskatoon, this unique design for an aging population, will also be home commercial business'. This makes for a unique mixed use development that encourages seniors and active agers to participate in social and commercial gatherings within their own complex. This undoubtedly will also be a destination for others to utilize the commercial end

as well as see family members.

Not only does this complex serve as independent and communal living it serves as a destination for business, both work and enjoyment.

Myriad

Mixed Use
Residential/
Commercial

Willowgrove, Saskatoon
<http://themyriad.ca/>



This new development in Willowgrove of Saskatoon will feature a wide array of both commercial live/work/play. The first phase of the Myriad is the place where there is commercial and residential mixed.

Units can range from 800 to 1000 square feet and sell for approximately \$250,000.

Each phase has retail on the main floor, office, retail and food services on the

second floor and residential on the third floor with balconies overlooking each courtyard.

The Myriad is a concept that brings the past back to present. The ideology is that common areas are also public areas and places where people can meet new and old friends in a market square.

Strata Development Corporation

Mixed Use
Residential/
Commercial

The Blok, Riversdale, Saskatoon
<http://www.theblok.ca/>



Strata Developments are known across the country for many large scale developments. Some smaller scale residential developments can be found in Alberta, while Saskatoon is home to many of the commercial aspects of the developer's construction.

This new development right alongside the Farmer's Market

and the South Saskatchewan River in Saskatoon is currently under construction. This complex has both residential, retail and business options throughout buildings.

The units in the building are available to anyone. Square footage can vary, but is roughly 1000-3000 square feet. Units start at \$380,000.

This development is a large infill project that will enhance the walkability of the community and boost the local economy in the area.

Collaboration between multiple levels of Government through an Urban Development Agreement

Mixed Use Residential/Commercial

Monarch Yards, Pleasant Hill, Saskatoon
<https://www.saskatoon.ca/business-development/planning/neighbourhood-planning/junction-improvement-strategy>



Another very unique feature to Saskatoon is the infill development in Pleasant Hill. This collaborative model of mixed use development has been an overwhelming success. The success comes from the library (a civic facility and community amenity), the residents (low to

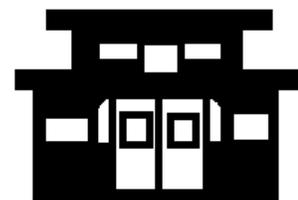
middle income families and individuals), the community (patrons of the library and nearby Station 20 West, which includes a grocery store and deli) and of course the colour.

Not all complexes, condos and homes need to be generic. Living in Saskatchewan and knowing that winter lasts for 6 months of the year we crave vibrancy and colour, and why not in built form.

This not only draws attention to local, but this collaboration between multiple levels of government (municipal and provincial) has drawn national and even international recognition for the success of the project and for its colorful design.

Laneway Housing

Also known as garage or garden suits, laneway housing is a concept that is taking new roots in Canada and Saskatchewan. The idea of increasing density in already established neighbourhoods and lots is profound. These types of smaller homes are usually developed for rental space by the property owner or for a space suited for family to stay close to home.



Some laneway housing options are new and some are garages that have been adapted for residential use. The majority of these homes are smaller and meant for individuals, although they can be the same square footage as a single-detached home with space for more family members.

This type of housing usually costs less, because infrastructure connections are made to the existing home, some are also available to be completely off grid and known as tiny homes. Tiny homes are defined by their square footage, 500 square feet or less. Although space is limited, the quality of life is higher because it forces organization, multipurpose, and encourages community living and outdoor social environments and activities.

Advantages of laneway housing:

-  Less costs
-  Family and renters are close by
-  Hidden entrances
-  Less footprint on the environment

Disadvantages of laneway housing:

-  Less privacy
-  Less yard space
-  Less space for entertaining

Laneway Suites Ltd.



King George, Saskatoon
<http://www.lanewaysuites.com/>



Based out of Saskatoon, Laneway Suites is a company committed to bringing the European concept to Saskatoon and Canada. These developments are garage turned homes or new homes built on existing lots.

These homes are equipped with eco-friendly energy options like solar panels and radiant floor heating.

Each home has a small footprint on the environment and lot size but can be built upwards to give more square footage. These homes maybe small but the affordability is large.

Appendix C: Funding

Name	Description
Affordable Home Ownership Program	<p>Housing Development and Property Management – Government of Saskatchewan</p> <p>About: The Affordable Home Ownership Program offers financial assistance to eligible moderate-income homeowners through municipal partners.</p> <p>Website: http://www.saskatchewan.ca/live/housing-municipal-planning-and-public-works/housing-development-and-property-management/municipalities-helping-homebuyers</p>
Build a Rental Suite	<p>Saskatchewan Housing Corporation – Government of Saskatchewan</p> <p>About: The Secondary Suite Program provides a forgivable loan to eligible homeowners and rental property owners to help cover the costs associated with constructing or renovating a secondary suite.</p> <p>This program helps to increase the supply of affordable housing for individuals and families with low incomes.</p> <p>Website: http://www.saskatchewan.ca/live/housing-municipal-planning-and-public-works/housing-development-and-property-management/build-a-rental-suite</p>
Capital Rent Subsidy	<p>Housing Development and Property Management – Government of Saskatchewan</p> <p>About: The Capital Rent Subsidy provides sponsors with a one-time forgivable capital loan to construct affordable housing in communities with demonstrated need. The loan is forgiven when the sponsor has reduced the rents charged to eligible moderate-income tenants for a period of 10 years.</p> <p>Website: http://www.saskatchewan.ca/live/housing-municipal-planning-and-public-works/housing-development-and-property-management/developers-making-rent-more-affordable</p>
Encouraging Community Housing Options – Action Component	<p>Housing Development and Property Management – Government of Saskatchewan</p> <p>About: The Encouraging Community Housing Options (ECHO) - Action Component program provides a grant to municipalities and regional partnerships to carry out the strategies they have identified in a housing plan to address a housing need identified through an assessment.</p>

	<p>Website: http://www.saskatchewan.ca/live/housing-municipal-planning-and-public-works/housing-development-and-property-management/communities-implementing-a-municipal-housing-plan</p>
HeadStart on a Home	<p>In association with Westcap Management LTD</p> <p>About: Programs goal is to construct at least 1500 units by the end of 2016.</p> <p>Loans at a 4% fixed rate.</p> <p>Minimum 10% equity requirement</p> <p>No Pre sales required</p> <p>Minimum of 75% of homes must be owner-occupied</p> <p>Units must have a target at or below the average MLS sale price in the community.</p> <p>Works with developers and municipalities by review application for projects. Provides in-kind support and/or monetary incentives to enhance saleability</p> <p>Website: http://headstartonahome.ca/</p>
Proposal Development Funding	<p>Canada Mortgage and Housing Corporation</p> <p>About: The CMHC Affordable Housing Centre offers Proposal Development Funding (PDF), which are repayable interest-free loans, to facilitate the development of affordable housing in Canada. PDF loans help with the up-front expenses incurred during the process of developing an affordable housing project proposal and enable housing proponents to carry out the activities required to bring their proposal to the point where they can apply for mortgage financing. Up to \$100,000 is available to develop an affordable housing project proposal. To be eligible, your proposed project must increase the current stock of affordable housing, be a minimum of 5 units, and meet certain affordability criteria as determined by CMHC.</p> <p>Website: http://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhoce_002.cfm</p>
Rental Development Program	<p>Government of Saskatchewan</p> <p>About: The Rental Development Program provides a forgivable loan to sponsors (owners/developers) wanting to build affordable rental housing for low- to moderate-income households in communities with a demonstrated need. The loan is forgiven over a period of up to 20 years, depending</p>

on the amount of the loan.

Website: <http://www.saskatchewan.ca/live/housing-municipal-planning-and-public-works/housing-development-and-property-management/developers-building-affordable-rental-housing>

Seed Funding Program

Canada Mortgage and Housing Corporation

About: The successful development of affordable housing requires the right skills, expertise and commitment. Proponents need to be organized, know how to evaluate housing need and demand, and find funding and other resources to take a housing project from vision to reality.

CMHC Seed Funding provides financial assistance to carry out the initial activities required to develop a proposal for an affordable housing project that will result in increasing the stock of affordable housing in Canada.

The maximum amount of Seed Funding is \$20,000 per housing project;

- Up to \$10,000 is available as a grant (no repayment required).
- Up to \$10,000 may be available as an interest-free loan, which is repayable if the housing project proceeds.

Website: www.cmhc-schl.gc.ca

Tax Sponsorship Program, NAHC Monthly Mortgage Assistance Program, NAHC 3% Down Payment Assistance Program

National Affordable Housing Corporation

About: Tax sponsorship grants are available for pre-designated units constructed by an approved partner builder, developer or housing provider. The program provides monthly financial assistance to approved homebuyers (based on financial need) to reduce the costs of homeownership. This program is made possible through public-private sector contributions.

Provides a monthly subsidy to eligible homebuyers purchasing a home from one of the NAHC’s partner housing providers. The amount of financial assistance a family is eligible for is based on financial need and their ability to qualify for a mortgage through regular financial institutions qualification requirements (household income, debt payments, cost to own the home including utilities, taxes, and maintenance and condo fees).

Provides home buyers with a 3 percent non-repayable down payment assistance grant towards the purchase of a home from one of the NAHC’s partner housing providers. Eligibility

is based on income, credit and ability to secure a mortgage. In Saskatchewan, households with incomes above the provincially established maximum income limits but less than \$70,000/year are eligible for financial support under this program.

Website: <http://nahcorp.ca/>

Appendix D: Developers

Arbutus Properties

Specialty: Single-detached, semi-detached and row houses

Website: <http://meadowsliving.ca/>

Baydo Development Corporation

Specialty: Mixed use commercial/residential

Website:

<http://www.baydo.ca/GatewayPlaza.html>

Boychuck Homes

Specialty: Single Detached and Town Houses

Website: <http://www.boychukhomes.com/>

D&S Homes

Specialty: Single Detached

Website: <http://www.dshomes.ca/>

Dream Developments

Specialty: Single Detached

Website: <http://dream.ca/>

Ehrenburg Homes LTD.

Specialty: Single Detached

Website: <http://www.ehrenburg.com/>

Executive Home Builders

Specialty: Single Detached

Website: <http://executivehomebuilders.ca/>

Fraser Homes LTD.

Specialty: Single Detached

Website: <http://www.fraserhomes.ca/>

Jastek

Specialty: Semi-detached, row houses, multi-unit residential

Website: <http://www.jastek.com/>

Kolisnek Development Group

Specialty: Commercial, Mixed use commercial/residential

Website: <http://www.kdgroupcanada.com/>

Keystone Developments

Specialty: Single and Semi Detached

Website:

<http://www.keystonedevelopments.com/>

Laneway Suites Ltd.

Specialty: Laneway Housing

Website: <http://www.lanewaysuites.com/>

Legacy Homes

Specialty: Single Detached

Website: <http://legacyhomesltd.ca/>

Lexis Homes

Specialty: Single Detached and Town Houses

Website: <http://www.lexishomes.ca/>

Marco Developments

Specialty: Single Detached

Website: <http://www.marcodevelopments.ca/>

Maxim Development Corporation

Specialty: Multi-Unit Residential

Website: <http://blairmorelanding.com/>

Meridian Development Corporation

Specialty: Commercial, Multi-unit Residential

Website: <http://www.meridiandevlopment.ca/>

Montana Homes

Specialty: Single Detached

Website: <http://www.montanahomes.ca/>

Myriad

Specialty: Commercial, Mixed use commercial/residential

Website: <http://themyriad.ca/>

New Rock Developments

Specialty: Semi-detached, row houses, multi-unit residential

Website: <http://www.newrockhomes.ca/>

North Prairie Developments LTD.
Specialty: Single Detached and Condominiums
Website: <http://www.northprairiehomes.com/>

North Ridge Developments
Specialty: Single-detached, Semi-detached, row houses, multi-unit residential
Website: <http://www.northridge.sk.ca/>

Pure Developments
Specialty: Single Detached
Website: <http://www.purehomes.ca/>

Riverbend Developments
Specialty: Row Houses, Multi-unit residential
Website: <http://riverbenddevelopments.com/>

Rocy Homes LTD
Specialty: Single Detached
Website: <http://www.rocy.com/>

Royalty Construction Inc.
Specialty: Single Detached and Town Houses
Website: <http://www.saskroyalty.com/>

Shift Developments
Specialty: Commercial, row houses, multi-unit residential
Website: <http://www.shiftdevelopment.com/>

Strata Development Corporation
Specialty: Commercial
Website: <http://www.theblok.ca/>

Tuscany Homes Inc.
Specialty: Single Detached
Website: <http://www.tuscanyhomesinc.ca/>

Valentino Homes and Developments
Specialty: Single Detached and Condominiums
Website: <http://www.valentinohomes.ca/>

West Canadian Development Corporation
Specialty: Commercial, Multi-Unit Residential, Row Houses
Website: www.westcanadiandevelopment.com

Appendix E: Definitions

Term	Definition
Affordable Housing	Housing in which rent is set at the lower end of the private market.
Apartment in a building that has fewer than five storeys	A dwelling unit attached to other dwelling units, commercial units, or other non-residential space in a building that has fewer than five storeys.
Apartment in a building that has five or more storeys	A dwelling unit in a high-rise apartment building which has five or more storeys.
Apartment or flat in a duplex	One of two dwellings, located one above the other, may or may not be attached to other dwellings or buildings.
Brownfield Site	A property that is potentially contaminated with hazardous materials.
Builder	A person or company that is contracted to construct buildings.
Co-operative Housing	A housing co-operative (housing co-op) is a collection of individuals or groups (e.g. companies, non-profit groups, associations, etc.) who come together with the express purpose of providing housing for themselves or members of their community (e.g. seniors, workers, families, etc.). The housing co-op sells co-op shares to qualified individuals or groups. Each share gives a person access to a single housing unit, which is subject to an occupancy agreement.
Density	The number of residents in a given area.
Developer	A person or company that has the ability to purchase and develop land and sell the end real estate for profit.
Duplex	Two dwellings that are attached side by side.
Fourplex	Four dwellings that are attached side by side and front to back, creating a square block.
Greenfield Site	A property that has never been developed previously.
Greyfield Site	A property that was previously filled with concrete or asphalt.
Group Home	A facility for people living with mental, intellectual or physical disabilities, commonly known as a care home that provides 24 hour staff.
Household Size	Refers to the number of people living within a household.
Household Structure	Refers to break down of people living within a household and family structure.
Housing Types	Refers to the structure type of the house.
Independent Living	A facility for people living with mental, intellectual or physical disabilities that can function with minimal assistance.
Land Bank	Properties that are held for future development.
Laneway Housing	Homes built on pre-existing lots, facing a back lane or back alley.
Mixed Use	Residential units found in the same lot as commercial or industrial. Mixed uses are typically found in the same building.
Mobile Home	A single dwelling, designed and constructed to be transported on its own chassis and capable of being moved to a new location on short notice. It may be placed temporarily on a foundation pad and may be covered by a skirt.
Movable Dwellings	Mobile Homes and other movable homes.

Multi-Unit	A residential complex that has two or more storeys.
Other Movable Dwelling	A single dwelling, other than a mobile home, used as a place of residence, but capable of being moved on short notice, such as a tent, recreational vehicle, travel trailer, houseboat or floating home.
Other Single-attached	A single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g., a store or a church) or occasionally to another residential structure (e.g., an apartment building).
Row Houses	One of three or more dwellings joined side by side (or occasionally side to back), such as a townhouse or garden home, but not having any other dwellings either above or below. Townhouses attached to a high-rise building are also classified as row houses.
Semi-detached	One of two dwellings attached side by side (or back to back) to each other, but not attached to any other dwelling or structure (except its own garage or shed). A semi-detached dwelling has no dwellings either above it or below it, and the two units together have open space on all sides.
Senior	A person aged 65 and over.
Seniors/Elders Housing	Housing for older adults. May include supports or may not.
Single-detached	A single dwelling not attached to any other dwelling or structure (except its own garage or shed). A single-detached house has open space on all sides, and has no dwellings either above it or below it. A mobile home fixed permanently to a foundation is also classified as a single-detached house.
Tiny House	A home with 500 square feet or less.
Town House	Row Houses that generally have two or more floors.
Transitional Housing	Typically provides temporary accommodation (up to 3 years) to individuals who wish to stabilize their housing situation while resolving other issues in their lives, such as unemployment, addictions and/or mental health, education and violence. Individuals and families living in transitional housing have access to a mix of supportive services that would enable them to move towards self-sufficiency and more independent living.

Appendix F: Acronyms

Acronym	Full Phrase
A	Agriculture
AAHA	Accessible and Affordable Housing for All
B&B	Bed and Breakfast
C1	Town Centre Commercial
C2	Highway Commercial
CHRA	Canadian Housing and Renewal Association
CMHC	Canadian Mortgage and Housing Corporation
Condo	Condominium
CS	Community Service
FLR	Floor
FLU	Future Land Use
FUD	Future Urban Development
HH	Household
HOA	Home Owners Association
HPS	Homelessness Partnering Strategy
I1	General Industrial
OCP	Official Community Plan
PWC	Prairie Wild Consulting Co.
R1	Residential
R2	Multiple Use Residential
R3	High Density Residential
RE	Live/Work Residential Acreage
RM	Mobile Home Park
M	Community Service
MU	Mixed Use
MLS	Multiple Listings Service
SHC	Saskatchewan Housing Corporation
SHIP	Saskatoon Housing Initiatives Partnership
UHA	Unity Housing Authority
ZB	Zoning Bylaw