

# The Power of Good Housing

## Municipal tools for affordable housing in Valois Village

Prepared by Piotr Boruslawski

---

Inclusionary Zoning

---

Accessory Dwelling Policy

---

Housing Cooperative

---

Mix-Income Housing



# The Power of Good Housing

## Part One: Context



**4**  
Housing needs in Valois Village

**5**  
Affordable housing in the Valois Village SPP

**5**  
Private and public housing

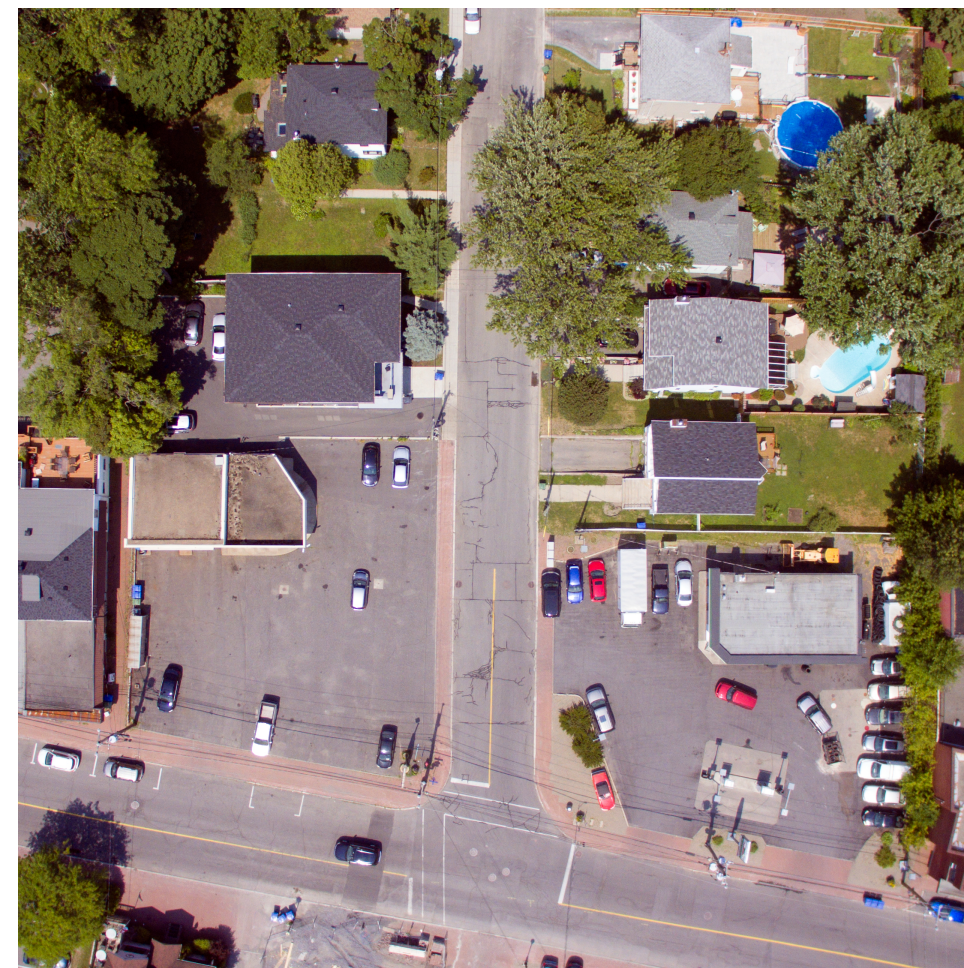
**5**  
The need for participatory design

**6**  
Financing affordability

**7**  
Transit-Oriented Development according to the CMM's PMAD

**8**  
Gentrification in TODs

## Part Two: Recommendations



**10**  
67 & 75 Avenue Donegani: Inclusionary Zoning



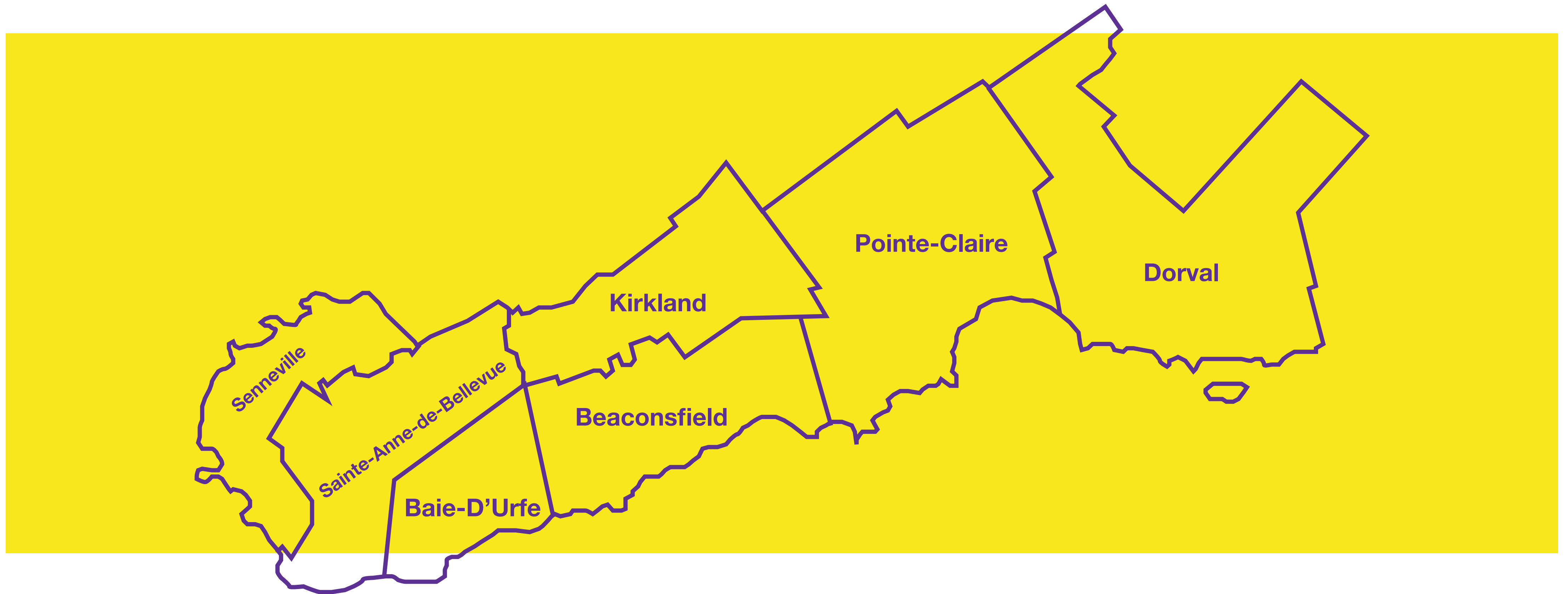
**12**  
Avenue Valois neighbourhood: Accessory Dwelling Policy



**14**  
19 Avenue Donegani: Non-profit & Cooperative Housing

**16**  
Conclusion





# Hi. We're the TQSOL.

The Table de Quartier Sud de l'Ouest-de-Île (TQSOL) is a non-profit organization that unites all citizens, elected officials, community organizations, businesses, and institutions in order to improve the quality of life in the South West Island. Roundtable discussions lie at the heart of the TQSOL's work.

As a community hub and network, we provide an opportunity for all residents to come together in a space where individual efforts are combined and their impact is magnified. We give a voice to the community, we identify community needs and concerns, and we establish collective priorities and actions.



Director  
Alena Ziuleva

Communications and Liaisons Coordinator  
Shannon Coulter-Low

## Contact

114 Donegani  
Pointe-Claire, QC  
H9R 2V4

Tel.: 438-938-7764  
Fax: 514-782-0777  
email: [info@tqsoi.org](mailto:info@tqsoi.org)



Definitions

**Affordable Housing:** Considered affordable if a household spends less than 30% of their income on housing costs [1].

**Subsidized Housing:** Funds that enable low-income households, selected on the basis of their socioeconomic conditions, to access affordable housing and pay rent set at 25% of their income [1].

**Housing Cooperative:** Residents decide how non-profit co-ops are operated. Every member gets a vote in approving annual budgets, electing directors, and setting policies on the co-op’s overall direction [1].

**Community / Social Housing:** A form of affordable dwellings which are developed by the non-profit housing sector [1].

**Inclusionary Zoning (IZ):** A tool ensuring that housing units of various sizes and/or costs are built in a housing project by using municipal planning practices that rely on the activity of the developer to support the production of affordable housing [2].

**Accessory Dwelling Unit / Secondary Suites / In-Law Suite:** A dwelling unit located in a building or a portion of a lot of residential occupancy that is a single real estate entity containing not more than two selling units and could have independent or shared common spaces [3].

The following document proposes various methods for increasing access to affordable housing in the Valois Village. The recommendations are inspired by successful practices elsewhere, and are meant to encourage a holistic approach to quality affordable housing implementation. Our policy recommendations are designed specifically for the Valois Village area, but can also be applied across the city of Pointe-Claire.

Housing needs in Valois Village

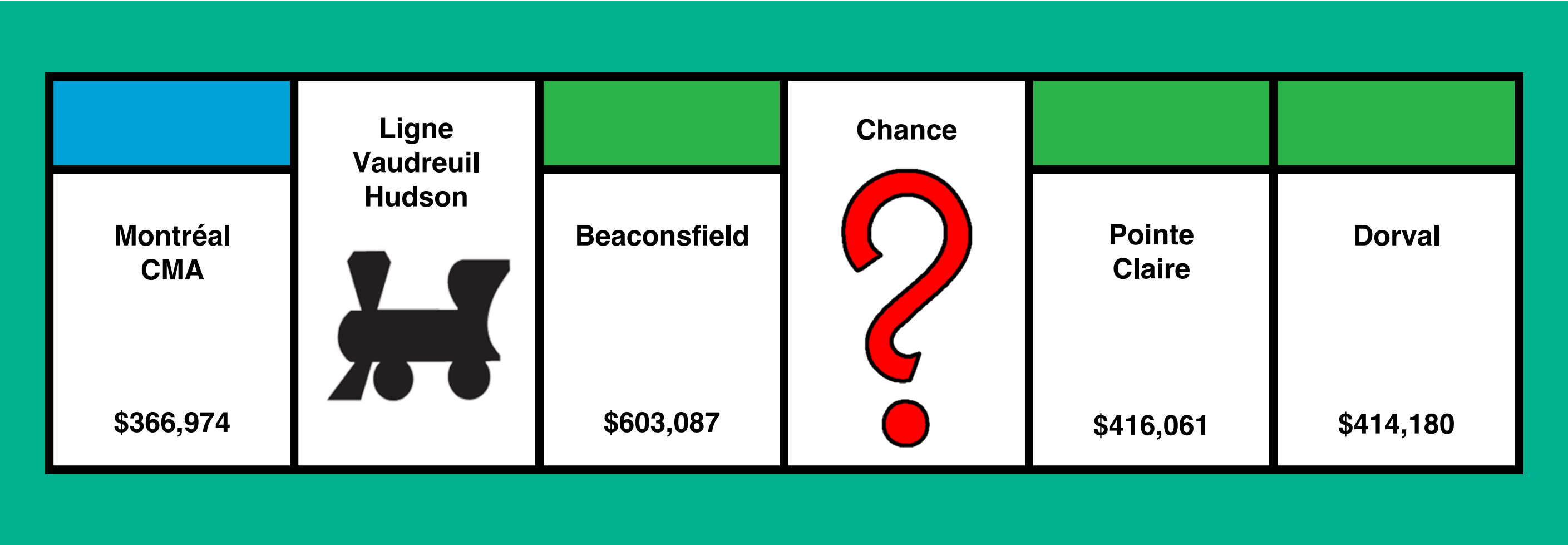
Over the past year, the median price of West Island homes rose 15.5%, compared to 5.9% in Greater Montreal. The average price of a home is now \$416,061. In Pointe-Claire the population grew by 1.9% between 2011 and 2016 [5]. However, the rising cost of housing in the area makes it difficult for seniors to remain and for young families to move to Pointe-Claire.

Pointe-Claire has 12,775 private households, of which 30% are rented and 70% are owned by the occupier. Following a general trend in the West Island, Pointe-Claire has seen a 1.4% drop in rental households between 1996 and 2011. The latest Census data has also revealed that in Pointe-Claire, 13% of owners and 45% of renters spend more than 30% of their income on housing. Specifically in Valois Village, one-third of total households spend 30% or more of their income on housing.

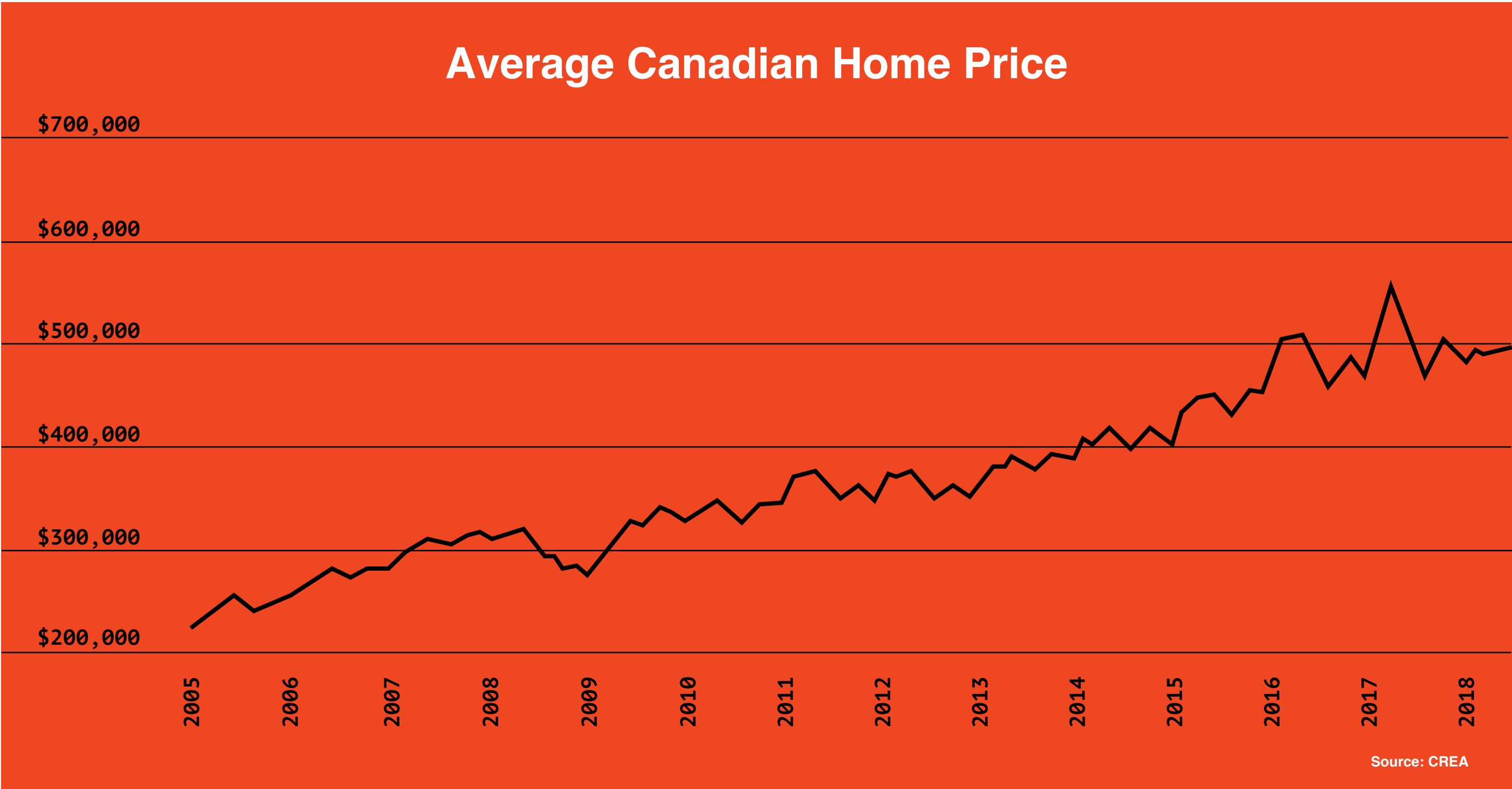
Pointe-Claire has an ageing population. Seniors will make up more than 29% of residents by 2036 [7]. Currently 1 in 3 seniors already live alone with 10% of seniors low-income, which means they are more likely to stay in their homes as they get older due to lack of options or they would be forced to move away to live in an affordable residence outside of Pointe-Claire [5] [6].

Affordable and accessible housing attracts qualified workers and slows down the exodus of young professionals who contribute to the local economy. It will benefit families and seniors who are having difficulties making ends meet, by diversifying the housing stock and enabling them to afford to stay in their community. Ultimately, measures that facilitate the building of affordable housing are a long-term investment in our community and will lead to a more diverse and vibrant city.

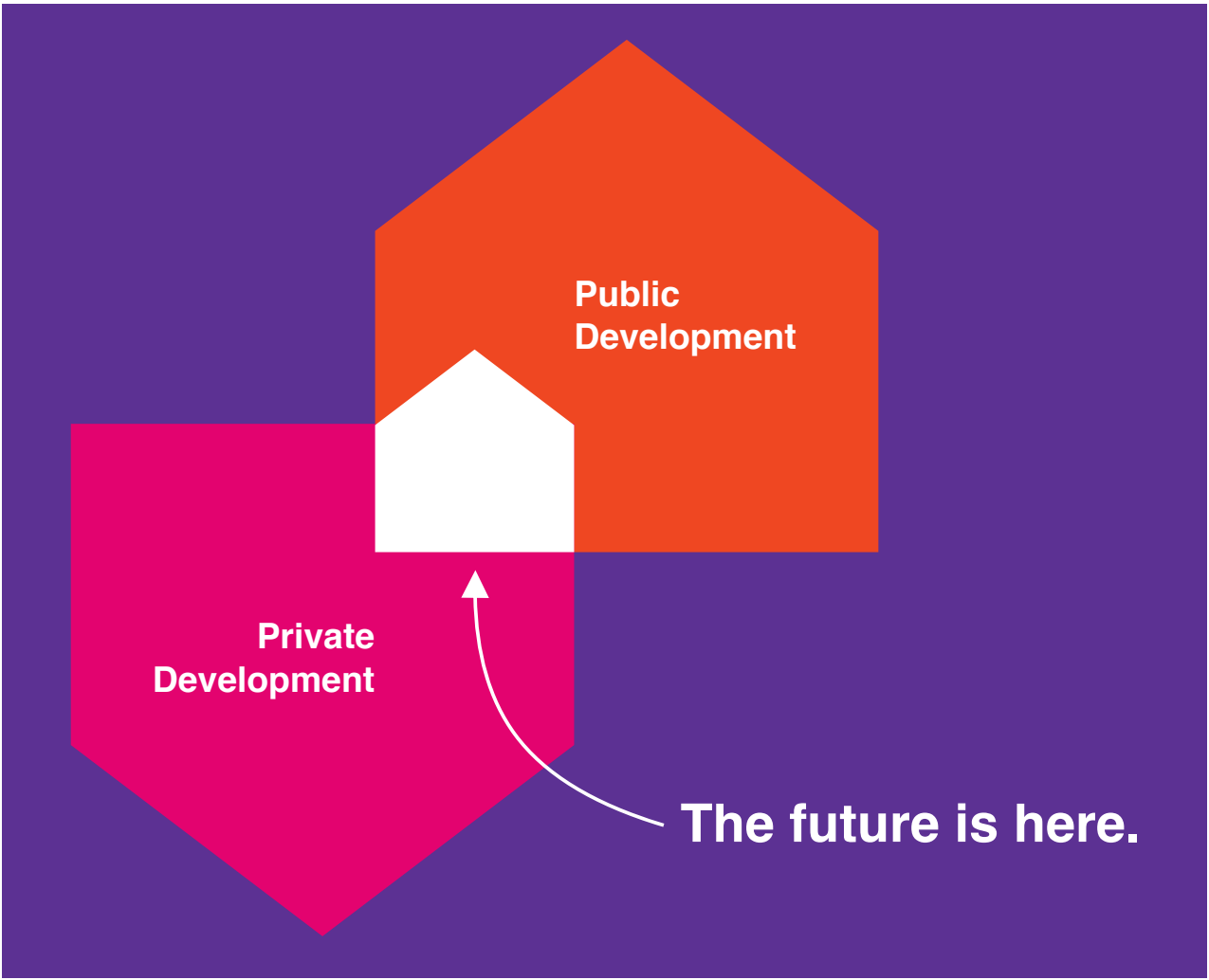
Right Average cost of dwellings surrounding Pointe-Claire.  
Source: Statistics Canada (2015)







**Top** The rise of home prices in Canada continues to skyrocket.  
**Bottom** Great examples of affordable areas include both public and private developments.



### Affordability in the Valois Village Special Planning Program

Pointe-Claire’s Special Planning Program (SPP) for Valois Village emphasizes attracting new residents in order to stimulate private and public actions and reach long-term planning goals. Under “Objective 4.1: Attract New Residents,” the SPP focuses on drawing new residents to the area by encouraging a diversity in property tenure (renting, joint or ownership) to suit a diversity of residents [12].

Specifically, the SPP: plans to allow multi-family residential buildings on the Canada Post property (Action 4.1.1); highlights the need for a variety of mixed-use development

within the Village core (Action 4.1.2); and encourages developers to refer to technical resource groups familiar with affordable housing in order to facilitate the incorporation of such units in their development projects. (Action 4.1.3).

### Private and public housing

Private sector affordable housing is low-priced, market-rate housing, which can be either rented or owned. Municipalities can contribute to providing affordable market-rate housing by ensuring a diversity of dwelling types that are affordable by design.

In the public sector, federal, provincial and municipal government subsidies provide aid for those who cannot afford to meet their housing needs. This can include, but is not limited to large families, seniors, recent immigrants, and single-parent households. In many programs, rent is fixed at 25% of the household’s income. Social housing can be divided into two categories: 1) non-profit community housing and 2) cooperatives. Currently there are over 24,000 households on the waiting list for subsidized housing in Montreal [4].

**Groupes de Ressources Techniques** (GRTs) are non-profit firms dedicated to creating community real estate projects, such as housing co-ops and housing run by non-profits. They coordinate all phases of project implementation and act as intermediaries between the group of tenants, public administrations, building contractors and other professionals.

### The need for participatory design

While site restrictions, building regulations, and funding challenges often heavily influence the design of community and affordable housing, the TQSOI encourages welcoming and contextually responsive housing, with the understanding that the Valois Village is composed of



**Right** Le N.O.V.O. project (2006) of 93 units located in the heart of Hochelaga.  
Photo courtesy of Rachel Julien architects

diverse buildings, each with distinct histories and identities. By involving citizens and future residents in a participatory planning process, well-designed affordable housing can contribute to a more equitable Valois Village, giving all residents accessibility to homes in a safe and vibrant neighbourhood.

Pointe-Claire has the potential to involve citizens in the design of their environment. This would occur on a micro-scale with benefits directly accruing to the community. Those who frequent Valois Village encounter problems such as inopportune pedestrian design and lack of parking on a daily basis. The streetscape does not facilitate usage for pedestrians and bike users. Participatory design would allow Valois residents to identify specific problems and propose specific solutions that would benefit the local community. For similar reasons participatory architecture is a process that is responsive to architecture's main audience - everyday users. Thus, the user's role in the identification and proposing of solutions holds promise to make the process of city building and maintenance more responsive and responsible to the local community. The idea is to envision housing as emerging from needs and patterns of use of the community. It is progressive because it supports a bottom-up approach that intends to catalyze the fabric around it.

## Financing affordability

Most of the capital funding for affordable housing comes from AccèsLogis, the Société d'habitation du Québec (SHQ) and Canada Mortgage and Housing Corporation (CMHC). The SHQ's program only funds non-profit housing groups, housing corporations, and cooperatives to build social and community housing for low-income households or seniors. No rent supplements are provided for building housing, though units must be rented at below-market rates and rent increases are controlled for tenants.



### The National Housing Strategy

Following the Federal Government's 2016 Budget commitment to increase federal investments in provincial and territorial housing programs, the new National Housing Strategy (NHS) is a 10-year, \$40 billion plan that promises to bring a 50% reduction in chronic homelessness by funding up to 100,000 new housing units and 300,000 repaired or renewed housing units across Canada [9]. The NHS has created a number of core initiatives, two of which the City of Pointe-Claire are eligible to benefit from:

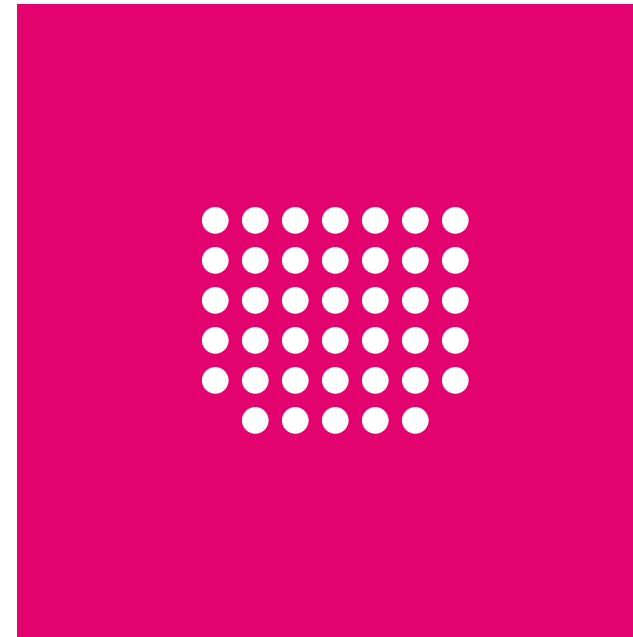
The National Housing Co-Investment Fund is comprised of \$15.9 billion federally-managed funds and is expected to



## Part One: Context



**Top** Map of Valois Village with the allotted one kilometer TOD radius



**Left** PMAD's designated density threshold of 40 dwellings per hectare for Valois Village station.



**Right** Pointe-Claire's current density of 7 dwellings per hectare.

create up to 60,000 new units of housing and repair up to 240,000 units of existing affordable and community housing [9].

The Canada Community Housing Initiative will see the federal government support the province of Quebec as it boots their existing sustainable community-based housing sector. In order to participate in the program, the province will be required to cost-match this funding of \$4.3 billion. This funding will enable the province to protect affordability for households currently living in community housing, as well as support, repair, renew, and expand current community-based housing [9].

### AccèsLogis Quebec

AccèsLogis is a provincial program administered by the SHQ and since 2017, the City of Montréal is responsible for its administration on the Island of Montréal (link). It funds the production of social and community housing for low and moderate-income households and special-needs households. Once a project is completed, between 20-50% of the households are eligible for rent supplement rent supplements and the rest pay below-market rent [8]. The program encourages the pooling of public, community, and private resources to produce social

and community housing. It allows housing bureaus, housing cooperatives, non-profit organizations and non-profit purchasing groups to create and offer quality, affordable rental housing.

## Transit-Oriented Development according to the CMM's PMAD

Transit-Oriented Development (TOD) has gained wide and ongoing popularity with the rapid demand for access to transit in Montréal over the past few decades. Numerous studies have shown that TOD can promote economic development and increase nearby property values by improving transportation accessibility and offering a more livable environment [4]. According to the Communauté Métropolitaine de Montréal's (CMM) "Plan D'Action Metropolitan" (PMAD), the first main objective is to: (1.1) build at least 40% of new households (2011 - 2031) near TOD neighbourhoods located at structural metropolitan mass-transit network access points, generally defined as a station or stop [11].

The PMAD as well as Pointe-Claire's Planning Program defines the Valois Village as a TOD zone with a 1-km radius around the train station (Criterion 1.1.1). Characteristics include a minimum density threshold of 40 dwellings per hectare (Criterion 1.1.2) with a focus on sustainable growth. Currently, Pointe-Claire has an average of 7 dwellings per hectare [5].

To encourage development, Criterion 1.1.3 highlights the need for a wide variety of dwellings to better meet the needs of different household types and better integrate different socio-economic groups into community life [11]. The PMAD also suggests that if Pointe-Claire is planning a TOD zone, projects can be supported using provincial incentive-based programs [Link: 11].

The PMAD highlights development strategies that encourage affordable housing inside TOD zones.



Providing a diverse housing supply will preserve or even improve housing accessibility for low and moderate income households, thus improving social diversity. In addition, the PMAD notes that social and community housing initiatives often spearhead the rehabilitation and revitalization of older neighbourhoods and the renewal of certain living environments [11].

### Gentrification in TODs

Transit-oriented development (TOD) is transforming areas all across the Island of Montréal as the market for housing near transit hubs continue to explode. This type of development is also changing the affordability of long-standing communities due to the resulting ‘transit-induced gentrification’, a socioeconomic by-product of TOD. Upwardly mobile workers, often young and college educated, are increasingly citing access to a variety of transportation options as a determining factor when seeking housing [13]. In response to these trends, developers have been building mix-use projects near transit hubs at unprecedented rates. However, longtime renters of neighbourhoods adjacent to established or newly planned transit hubs increasingly find themselves priced out of their own communities.

Planned and executed correctly, TODs can revitalize areas and curb traffic by lowering local automobile use. The key is in balancing affordability with the good that comes from keeping existing communities healthy and intact. Since Valois Village is in a TOD designated area in which a large portion of the population are low-income, there is an even greater need for dedicated affordable housing. We recommend that Pointe-Claire explore strategies to encourage affordability such as: federally-sponsored low-income housing tax credits to developers whose projects meet certain criteria; creating special “housing protection districts” guaranteeing that no unit of affordable housing will be knocked down without another going up in its place; and establishing dedicated funds that are designed to help developers finance land acquisition but are also tied to the promise of affordable-housing creation [14].

## The PMAD notes that social and community housing initiatives often spearhead the rehabilitation and revitalization of older neighbourhoods.

**Bottom** Solar Uniquartier TOD (2021) in Brossard will include 2,600 luxury residential units and located exclusively adjacent to the REM light-rail line.  
Photo courtesy of Devimco Immobilier







Specified Lot Calculations

Lot Number	Zoning	Surface area of land (ft2)	Maximum lot coverage (%)	Suggested number of commercial floors	Suggested number of residential floors	Number of units
4 254 600	Re23	66,833	40	0	4	107
4 252 282	Cv7	31,754	60	1	3	57
4 250 915	Cv7	10,134	60	1	2	12
4 250 861 4 256 165	Cv7	12,600	60	1	2	15

Calculation: (surface area of land x maximum lot coverage x number of floors) / 1000 = number of units.  
1000 ft2 is the average size of a non-profit apartment unit including common spaces.

Where in Valois Village?

The TQSOI recommends the construction of new purpose-built affordable housing over the next few decades across the Valois Village. We have considered the lots that are up for development according to the Valois Village SPP, as well as neighbourhood scaled appropriately for an exploratory policy. We propose a diversity of housing that align with TOD principles and take into account the needs of the community.



## 67 & 75 Avenue Donegani: Inclusionary Zoning

Inclusionary zoning (IZ) is a tool that links private landholders to affordable housing options, combining elements of a housing policy and land-use planning in order to enlist developers in the construction of affordable housing [15]. It requires or incentivizes private developers to designate a certain percentage of the units in a given project as below market rate (BMR) - cheaper than their value on the market and often less than the price of producing them. The proportion of BMR units a developer must build usually depends on the size of the project: in many cities, projects with fewer than 10 units do not trigger inclusionary zoning (IZ) requirements, while projects with hundreds of units might have steeper requirements [16]. In the City of Montréal, certain boroughs have adopted local policies that require inclusion for development projects as low as 5 units [10].

There are multiple ways that a municipality can encourage a developer to build inclusionary housing: In places where IZ is optional, it is often tied to density bonuses with favourable re-zoning parameters, meaning a developer can increase the unit count of its development beyond existing zoning, in exchange for producing affordable housing.

If the developer's plans require a zoning change, a building or demolition permit, the City has the authority to ask the developer to include a percentage of affordable housing, in exchange for construction leniency. This is similar to the City of Pointe-Claire's BY-LAW NUMBER PC-2775, section 5.20 - Provisions particular to commercial zones, which states that "Within 'C' and 'Cb' commercial zones, for any new construction or addition to an existing building, a minimum of 0.5 square metres (5.38 square feet) of landscaped green space shall be provided for every 10 square metres (107.64 square feet) of floor area constructed." If the land is owned by the City, they can sell it to the developer on the condition that they include a certain percentage of affordable housing in the building. In

## Part Two: Recommendations

both cases, the cost of rental or homeownership for the affordable units can be financed. Whether the policy would be effective at Pointe-Claire's level depends on the strength of the municipal policy - mandatory, voluntary or hybrid.

There are possibilities for amendments that control the duration of affordability of the inclusionary units in order to preserve reasonable prices. 'Control periods' generally range from 20 to 30 years, with some policies requiring the units to remain affordable in perpetuity [2]. Affordability controls on rental buildings generally last longer than those of ownership units [17]. Short term control periods can result in a considerable loss of affordable housing units and undermine the goal of preserving long-term affordability.

In some cases, municipalities offer a private developer the option of building inclusionary units off-site or of paying an in-lieu fee instead of directly contributing land or setting

aside units (link). In the case of the in-lieu fee option, funds are dedicated to the construction of affordable housing in some form. The required proportion of inclusionary units is generally higher if the developer opts to build inclusionary units off-site, and in some cities a developer must build off-site inclusionary units within a certain distance of the master

**Whether the policy would be effective at Pointe-Claire's level depends on the strength of the municipal policy - mandatory, voluntary or hybrid.**

**Bottom** The Place Simon-Valois within the Lavo project (2004) redevelopment.  
Photo courtesy of Robert Mailloux





## Part Two: Recommendations

project. Unfortunately, funds generated by an in-lieu fee are difficult to monitor given the wide range of projects that may benefit from these funds. There is also some concern that in-lieu fees represent a much lower cost to developers, and a correspondingly lower potential for adding to the stock of affordable or BMR units.

### Montréal's Inclusionary Strategy

Montréal's Inclusionary Housing Strategy (MIHS) was officially adopted in 2005 and uses a voluntary and negotiation-based system to entice developers to provide a certain percentage of their units as affordable ownership and rental. These include two types of "affordable" housing in residential projects: 15% "social/community" and "cooperative housing" units, which are developed by the non-profit housing sector and removed from the private market and 15% of units to be sold privately but at a price below an affordability threshold [10]. No subsidies are provided for the private units, but to meet affordability requirements, developers build smaller units.

To help first-time homebuyers access affordable private units, the City of Montréal offers an Home Ownership Program to attract families into the area. The SHDM (Société d'habitation et de Développement de Montréal) also has an AccèsCondo program. This financial tool facilitates home ownership by guaranteeing sales of units to the developers. This model of collaboration between developers and the SHDM minimizes the financial risks of construction, ensures rapid implementation and significantly reduces costs. In addition, the design of the common areas and the offer of customization of the units are done in a way that generates economies of scale for quality options [1].

Limitations in Montréal's Inclusionary Housing Strategy are the constant effectiveness of this relatively new and evolving policy, namely: (1) the small size of private affordable homes, which renders those units inappropriate for larger families but great for autonomous seniors, couples, and individuals, and (2) the lack of enduring policies, such as resale controls, to ensure the long-term affordability of ownership units are protected.

The MIHS strategy can be seen, as harnessing the city's available powers, tools and incentives and other resources in a more coordinated and focused way to provide affordable housing, specifically within integrated mixed-income developments. It is notable that this strategy, is not fixated on providing solely social or rental housing. In this strategy, affordable ownership is recognized as a legitimate and needed form of affordable housing that merits government coordination. It shows what can be done to effectively support affordable housing using policy measures on all residential developments.

### Imperial Lofts

The Imperial Lofts complex contains 486 units. 78 units (16%) were set aside for social and community housing, while 122 (30%) were sold privately below the City affordability threshold [19]. The developer, Groupe Prével built a turnkey plan and sold it to Manoir Bourget cooperative. The building is now a 60 unit cooperative that houses singles and couples. Manoir Bourget was built under the MIHS where up to 50% of tenants received rent-geared-to-income subsidies, which meant that rents for households earning under \$29,500 were set at 25% of their income. The remaining tenants paid below market-rate rents [19].



**Top** Imperial Lofts (2009) targeted young Montréalers to support its sustainable practices such as green roofs, car-sharing, rainwater recycling, and energy efficiency.

**Bottom** A studio apartment at the Imperial Lofts (2009).

Photos courtesy of Group IBI-CHBA





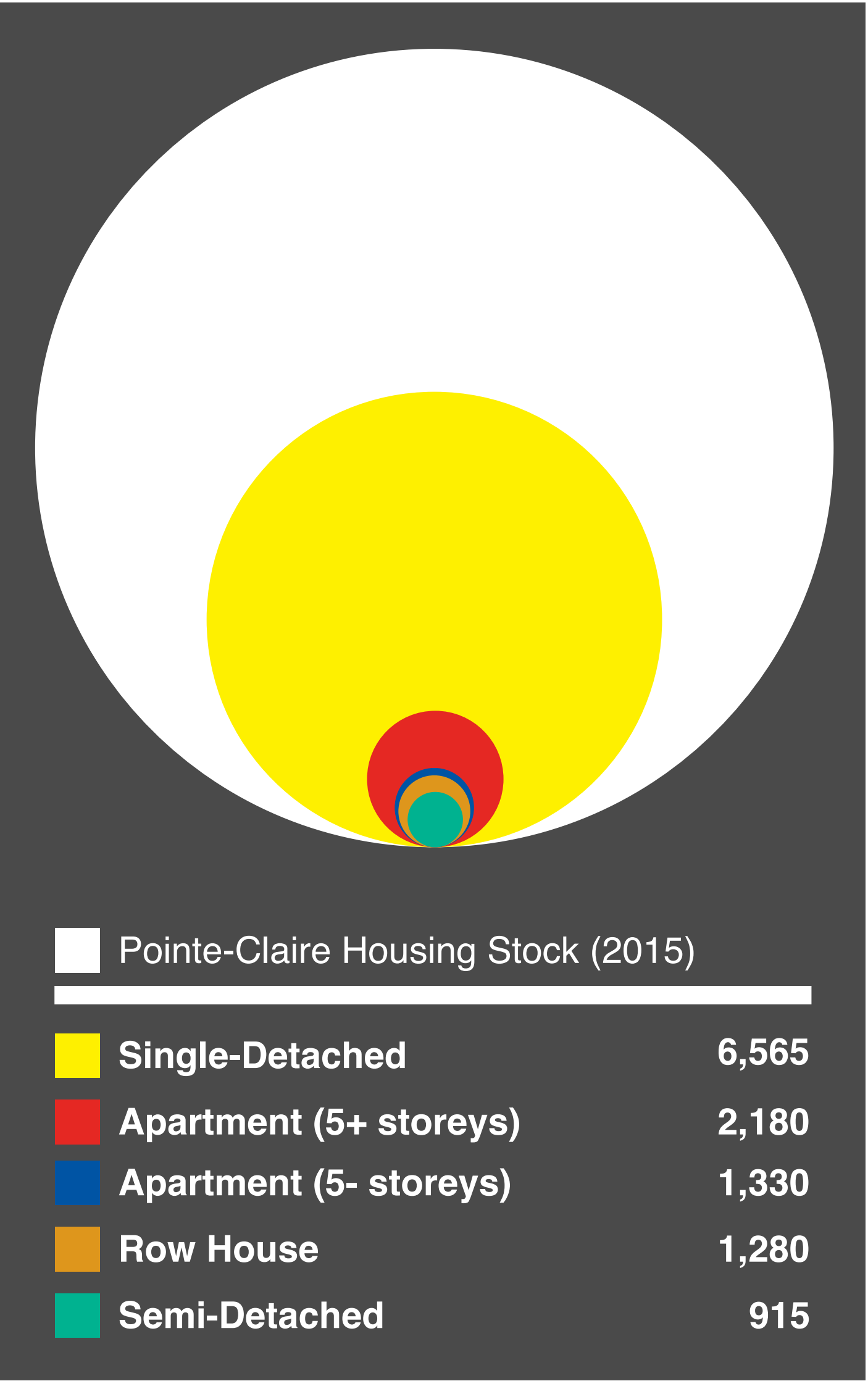
**Left** The different types of Accessory Dwelling Unit options on a single-detached lot.

**Avenue Valois neighbourhood:  
Accessory Dwelling Policy**

Due to the small-scale zoning attributed to the neighbourhood surrounding avenue Valois, an accessory dwelling policy would offer an alternative to affordable housing. An "accessory dwelling unit" (ADU) or secondary suite is a self contained home that is accessory to the principal dwelling and is located either within the primary dwelling or is on the same lot as the primary dwelling [3].

ADU's offer an opportunity for gentle densification, while increasing housing access and affordability in Pointe-Claire. In Canada, subsidies for building ADUs are provided under the CMHC's Residential Rehabilitation Assistance Program (RRAP) to help low-income senior citizens and adults with disabilities (link). The program is aimed at residents who want to create an ADU but must agree to sign an Operating Agreement where they consent to charge a predetermined rent for the term of the agreement. If eligible, the RRAP will offer a fully forgivable loan of up to \$24,000 (link).

The number of ADU permits issued by Canadian cities has risen dramatically in the past few years. The percentage of municipalities surrounding major cities that permit ADUs have increased from 54% in 2006 to 78% in 2014 [3]. But for most areas in Canada policy barriers are preventing this



**Right** A diverse housing stock - in type, size, tenure and location - can increase housing affordability, while accommodating a variety of housing needs.



form of housing; many cities ban them outright, and those that don't often have severe restrictions on size, owner occupancy, and parking.

ADUs allow people housing flexibility over time. Residents can design an Adu in which to age in place, and then rent out their main house to families, allowing them to stay in their neighbourhood at less cost as they grow older. This also helps older homeowners on a fixed income afford to remain in their homes longer by providing an extra source of income. Parents, caregivers or young adults can also live in ADUs likely increasing property resale values from the potential new rental income [3].

Encouraging the private development of ADUs increases the affordability housing stock without the need for municipal investment. Increases in assessed property values due to the addition of secondary suits will result in higher taxes paid to the municipality while still preserving neighbourhood character compared to higher-density apartment buildings. ADUs generally wouldn't have significant infrastructural impact on Valois Village, in contrast to building a 400 unit apartment building. They bring more housing to an area organically, and the city doesn't have to build new infrastructure to accommodate it [20]. On average, they do not generate demand for extra full parking spaces when located in TODs with a range of amenities, making it easier for the occupants of the ADUs to live without owning a vehicle [20].

Barriers to building ADUs in Pointe-Claire are in Zoning By-Law (PC-2775), subsection 2.8: Addition of a complementary dwelling (in-law suite). The requirements that occupants be related by blood as well as occupy a single civic address create major implementation obstacles for homeowners looking to build ADUs (link). The TQSOI recommends that the City conduct a Pilot Project within the area bordered by Chester and Lucerne Avenues, allowing for the construction of ADUs. New constructions would be regulated so as not to interfere with the built environment and overcrowd the driveways and streets with cars. If successful, the project could be implemented in Pointe-Claire's other TOD areas.



**Top** Hillhurst laneway house (2016) was designed for a growing family that has lived in the same house for two generations.  
Photo courtesy of Studio North

## Ottawa Accessory Dwelling Units Policy

Enforced in September 2005, the City of Ottawa permits Secondary Dwelling Units through Zoning By-Law (2008 - 250: Consolidation) Section 125 (link). The secondary dwelling unit must meet the following requirements:

- A secondary dwelling unit cannot exceed 40% of the gross floor area of the principal dwelling. Basement units are an exception - there is no maximum size.
- Only a finished basement can be included in the gross floor area calculation of the principal dwelling.
- A maximum of one unit is permitted in a detached dwelling, one in each half of a semi-detached building and only one for the whole of a duplex dwelling.
- The new unit must be on the same lot as the principal dwelling unit, must share the yards and parking areas and must not change the streetscape character along the road on which it is located.
- The new unit must have a separate access on the ground floor of a principal dwelling. However, the separate access is not allowed in an exterior wall facing the front yard.
- Providing an additional parking space for the new unit is not required. If a resident decides to add a parking space, they must build it in compliance with the new zoning requirements.





**Top** The Tomo Housing Cooperative (2019) in West Vancouver will offer units priced 35 percent below market value.

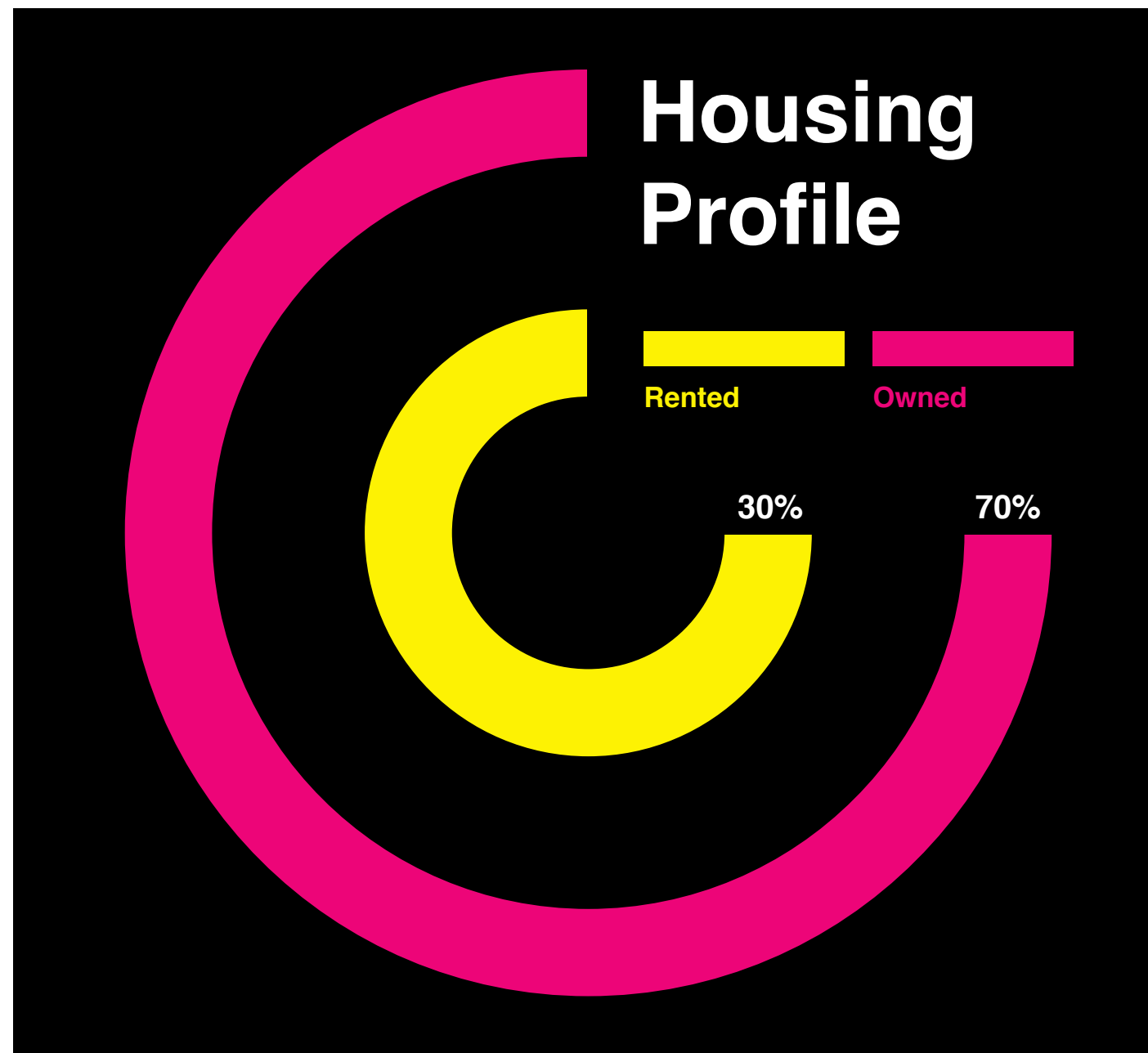
Photo courtesy of Marianne Amodio Architecture Studio

## 19 Avenue Donegani: Non-profit & Cooperative Housing

The TQSOI proposes the construction of two buildings at the eastern entrance to the Valois Village. The first, a non-profit housing development with subsidized and mix-income housing at 15 Donegani Avenue and the second, a housing cooperative on the adjacent public lot.

For long-term community housing to succeed in the Valois Village, a variety of public agencies must manage housing for low-income earners and seniors. We recommend one building can be financially backed by federal and provincial funds, offering low-end-of-market and rent-geared-to-income units in the same buildings as market-rental units. Meanwhile the second, cooperative building, can offer a affordable form of tenure: residents are renters, but they are also voting members of the co-op, which owns the building. They can also participate in the day-to-day management of the building, in order to save costs. It's an arrangement that will give residents an ownership stake in their street and





**Top Left** The percentage gap between rental and owned property in Pointe-Claire.

their neighbourhood without the burden of a mortgage.

In all cases, cooperative and subsidized housing offers households with low or very low incomes not only a significant improvement in their quality of life but also a supportive environment, favourable to their growth as individuals, as families and as members of society.

### Phase I of the Lavo Project

The Lavo site was acquired by the City of Montréal with the aid of the Government of Quebec when its original owners relocated their industrial operations. Upon completion, a total of 204 housing units were built on the site under the auspices of three different programs [16]. In addition to increasing the supply of affordable housing, the rehabilitation of the Lavo site for residential use will contribute to the revitalization of the area.



**Top Right** The 650 unit Tetriz Apartments (2007) in Ljubljana, Slovenia were constructed with a budget of \$1,330 per square meter.

Photo Courtesy of OFIS Arhitekti



To encourage the participation of the largest possible number of builders, the City of Montréal offered benefits to the selected developer, such as favourable payment conditions for the acquisition. The project had also benefit from any subsidies currently available, particularly the increased subsidies given for affordable housing renovation under the Renovation Quebec program.

The chosen proposal excelled in its architectural quality and site planning concept. It employed innovative concepts to increase the site's overall density by using the depth of the lot. The builder proposed to use of a hybrid structural system (concrete with pre-fabricated wooden exterior walls) to achieve both quality and cost-efficiency. Elsewhere on the site, is a project for senior citizens and young families developed by SHAPEM (the Society d'Habitation Populaire de l'Est de Montréal) [16]. A wide variety of residential products intended for low and moderate income households were developed on this site.

### Phase II of the Angus Shops

The Angus Shops are Montreal's first large-scale project in its vast history of social mix housing projects. Planned in the 1990s on a large brownfield land, the site has now developed into new multi-use neighbourhood for mix-incomes. The project includes 40% community housing: 300 units of public housing, 552 coop units and 200 units managed by non-profit organizations [1]. The negotiations were mainly focused on the diversity of tenure, and not on social mix. The lessons of this first phase pointed to the importance of negotiations that occur early-on between different actors and in particular the crucial role played by community-based organizations through the project.

## Part Two: Recommendations



**Top** Cooperative Angus (2007) includes 552 units and 200 units managed by non-profit organizations.  
Photo courtesy of FECHIMM

## Conclusion

As demand for affordable housing options grow, regulatory approaches such as inclusionary zoning and accessory dwelling policies will need to be examined to ensure that there are no unintended or unnecessary barriers for thriving options. Inclusionary zoning would be a tool that links private landholders to affordable housing options, combining elements of a housing policy and land-use planning in order to enlist developers in the construction of affordable housing. Accessory Dwelling Units offer a possibility for gentle densification, while boost housing access and affordability in Pointe-Claire. Lastly, we recommend one building that can be financially backed by federal and provincial funds, offering low-end-of-market and rent-geared-to-income units in the same buildings as market-rental units. Valois Village has the potential to become a vibrant community filled with active residents living in cooperative and community housing. The TQSOL hopes that this document will influence new measures that facilitate affordable housing, within Valois Village, the City of Pointe-Claire and by extension, across the West Island.



[1] Ville de Montréal and Habiter Montréal. 2006. Strategy for the inclusion of affordable housing in new residential projects. Montréal: Ville de Montréal.

[2] Drdla, R. 2010. Inclusionary Housing Strategy. Inclusionary Housing Canada. Montreal: McGill University.

[3] CMHC. 2015. Literature Review and Case Studies of Local Jurisdictions that Permit Secondary Suites. Ottawa: Canada Mortgage and Housing Corporation.

[4] Chava, J. & Newman, P. 2016. Stakeholder Deliberation and Developing Affordable Housing Strategies: towards inclusive and sustainable transit-oriented developments. Bentley: Curtin University.

[5] Statistics Canada. 2017. Pointe-Claire, V [Census subdivision], Quebec and Montreal, TE [Census division], Quebec (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Release May 3, 2017.

[6] Statistics Canada. 2013. Pointe-Claire, V, Quebec (Code 2466097) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013.

[7] “Portrait des aînés de l’Île de Montréal,” Centre universitaire de santé et de services sociaux (CIUSSS) du Centre-Sud-d’Île-de-Montréal, 2017.

[8] Germain, A. 2011. The Struggle to Belong: Dealing with diversity in 21st century urban settings. Montréal: Centre Urbanisation Culture Société.

[9] Government of Canada. 2018. Canada’s National Housing Strategy: a place to call home. Ottawa. Released Spring 2018.

[10] Ville de Montréal and Habiter Montréal. 2007. La Stratégie d'inclusion de logements abordables dans les nouveaux projets résidentiels - Avancement de sa mise en oeuvre. Montréal: Ville de Montréal.

[11] Communauté métropolitaine de Montreal. 2012. An Attractive, Competitive and Sustainable Greater Montreal. Montréal: Bibliothèque et Archives nationales du Québec.

[12] City of Pointe-Claire. 2017. Special Planning Program for Valois Village. Pointe-Claire: City of Pointe-Claire. Released May 2, 2017.

[13] Revington, N. 2015. Market Rental Housing Affordability and Accessibility to Rapid Transit in Montreal and Vancouver. Montreal: Concordia University.

[14] Province of Quebec. 2015. Toward Healthy and Affordable Housing: 2015 Report of the Director of Public Health for Montreal. Montréal: Direction régionale de santé publique.

[15] Friedman, A. & Cammalleri, V. 1992. Evaluation of Affordable Housing Projects Based on the Grow Home Concept. Montreal: McGill University.

[16] Thibert, J. 2007. Inclusion and Social Housing Practice in Canadian Cities: following the path from good intentions to sustainable projects. Ottawa: Canadian Policy Research Networks.

[17] Arthurson, K. 2004. Social mix and disadvantaged communities: policy, practice, and the evidence base. Urban Policy and Research 22 (1):101-106.

[18] Damaris, R. & Twigge-Molecey, A. 2013. A City-Region Growing Apart? Taking Stock of Income Disparity in Greater Montréal, 1970-2005 Research Paper 222. Toronto: Cities Centre, University of Toronto.

[19] Thibert, J. 2007. Inclusion and Social Housing Practice in Canadian Cities: following the path from good intentions to sustainable projects. Ottawa: Canadian Policy Research Networks.

[20] Petersone, K. 2017. Backdoor Revolution: The definitive guide to ADU development. Boston: Harvard Graduate School of Design.

# Thank you.

---