

FOUNDATIONS FOR HOME

CALGARY'S CORPORATE AFFORDABLE HOUSING STRATEGY PROGRESS DASHBOARD AND
DETAILED TABLE UPDATE

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Introduction

Calgary's Corporate Affordable Housing Strategy

The Corporate Affordable Housing Strategy (The Strategy) defines a 10-year strategic direction for The City of Calgary across six objectives, which respond to existing challenges for affordable housing delivery in Calgary. It clarifies The City's mandate for affordable housing delivery, formalizes affordable housing as a Council Priority, positions The City to leverage federal and provincial capital funding to support internal and community development of units, and guides City actions to create safe, affordable homes that support individual and community success and well-being.

The Strategy was accompanied by this initial Implementation Plan that identifies immediate actions for the rest of the business cycle, which will be considered for integration into Action Plan.

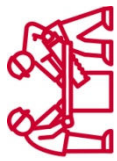
This document is a detailed progress update on all objectives, targets, initiatives and actions contained in the Implementation Plan.

Six Strategic Objectives

The Corporate Affordable Housing Strategy focuses on the six objectives below. This progress update will outline what Administration has done to meet targets set within each of the six objectives and their accompanying initiatives and actions:

1. Get the Calgary community building
2. Leverage City land
3. Design and build new City units
4. Regenerate City-owned properties
5. Strengthen intergovernmental partnerships
6. Improve the housing system





1. Get the Calgary community building

The first objective is to deliver more units as there is an ever-growing need for affordable housing units in Calgary. Administration is making great strides when it comes to initiatives like streamlining the planning process for non-market housing development to create new homes, increasing private sector involvement in affordable housing and exploring operating cost reductions.

One of the targets within the first objective is to help support 1,500 new units of affordable housing by 2018. Calgary Housing is pleased to report that more than 1,000 new units have been supported by City programs to date.

Part of the success can be attributed to a focus on providing increased customer service and support to affordable housing clients through a dedicated resource.



“Council supported the creation of a Housing Coordinator role, responsible for accelerating the development process for affordable housing developers. Having a dedicated resource to directly support organizations building new affordable housing has had a direct and immediate effect.”

- Kim O’Brien, Horizon Housing
(January 2017)

TARGETS	• All qualifying affordable housing projects move to development permit and building permit approval within 6 months, 80% of the time by 2018 • 1,500 units supported by City programs by 2018
PROGRESS	• No affordable housing projects have moved to development permit/building permit approval within 6 months; five new development permits have been submitted and the creation of a customized timeline for individual applications initiated. • A total of 1,047 new units have been supported by City programs to date.

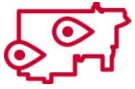
Progress Update: Get the Calgary community building

INITIATIVE: A. Streamline the planning process for non-market housing development to create new homes					
Actions	Timing	Progress			
• Provide increased customer service and support to affordable housing clients through a dedicated resource, active from the predevelopment stage, in order to facilitate a shorter and easier planning approval process. • Build on existing information gathered through the Community Housing Affordability Collective to understand the long-term community plans and needs to position Corporate support and develop a community pipeline. • Assign priority status for non-market affordable housing development in the planning approval process.	Short-term	• Created a new Affordable Housing Coordinator role in Calgary Approvals to understand the community pipeline, ensure prioritized service and resolve issues. • The City has received significant positive feedback from non-profits regarding the improved process. • Priority status has been established on all affordable housing applications and approval process timelines are now being tracked. • A number of organizations are finding that the six-month target may not be appropriate and Calgary Approvals is now moving to a customized timeline format to support the needs of individual organizations and work as partners in the process.			
• Implement \$6.9 million Housing Incentive Program (HIP) to reimburse the following fees for non-profit affordable housing development: - Pre-application fees - Land use re-designation fees - Development site servicing plan fees - Building permit fees - Off-site levies - Acreage assessments - Re-development levies - Demolition permit fees • Evaluate the existing Housing Incentive Program (HIP), and based on findings, create a program and work with Calgary Building Services, Calgary Growth Strategies, Council and other City stakeholders to identify a dedicated funding source to permanently offset fees and levies for non-market housing development.	Short-term Medium-term	• Implemented Housing Incentive Program (HIP) in June 2016, which has supported 1,033 units in the development process to date. • There have been 22 applications for HIP made as of end of Q1 2017 for 14 affordable housing projects across eight organizations. • An update on the HIP program is being provided to Council through the Q2 2017 Strategy update through which Administration is recommending that initial \$6.9M provided by Council be extended to the end of 2019 or until funds run out. • A business case has been submitted for currently unfunded future capital funding to continue this program beginning in 2019.			
• Participate in the next engagement process	Long-term	• No update at this time. This is a long-term action and it is currently in			

regarding development levies to ensure affordable housing impacts are considered and mitigation strategies are developed.		Calgary Housing's work plan.
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INITIATIVE: B. Increase private sector involvement in affordable housing		
Actions	Timing	Progress
- Investigate voluntary channels for private developers to develop, manage, or contribute to affordable housing. For example, this could include: - Examining opportunities to market supporting vulnerable citizens through a mixed-income model to attract tenants and/or home buyers (i.e. using a TOMS model); - Incorporating affordable housing as a condition of land transactions (for example, Sunnyside development or Parkdale site); - Exploring options to incentivize development to increase financial feasibility; or, - Discussing opportunities for contributions to operations. - Investigate and implement regulatory changes to enable lower-cost building forms, such as granny pods, laneway housing, ground-oriented multi-plexes, or secondary suites, that increase options for homes to households earning 65% of the median income and overspending on shelter. - Investigate opportunities to increase percentage of households served by housing delivered in the market, with the objective of meeting the national average of 80%. This will include the identification of new housing types, designs, and forms to meet the needs of a greater spectrum of the population.	Short-term Medium-term Long-term	- Market sounding with the private sector occurred in late 2016 for the mixed use site known as the Sunnyside triangle. The site will include approximately 24 units of affordable housing. Information gathered from the private sector is being used to create a Request for Qualifications to be issued end of Q2. - In collaboration with RE&DS, market sounding for a future development opportunity in Inglewood is in progress and feedback will be used to identify development requirements for the mixed use site, including private sector involvement in the affordable housing component. - The design-build Request for Proposals was issued in 2017 March for the eight affordable housing development sites in the community of Rosedale. Calgary Housing is opening the procurement process up to a wider variety of contractors, including home builders, as there was no pre-qualification required. - No update at this time. This is a medium-term action and it is currently in Calgary Housing's work plan. - The City recently completed and published a research report, Housing in Calgary: an Inventory of Housing Supply, 2015/16, that will inform this additional research work. It is currently in Calgary Housing's work plan. http://www.calgary.ca/CS/OLSH/Documents/Affordable-housing/Housing-in-Calgary-inventory-housing-supply.pdf

INITIATIVE: C. Explore operating cost reductions for affordable housing		
Actions	Timing	Progress
• Work with the Province to offer property tax exemptions for affordable non-market housing. • Review exemption criteria to create level playing field for non-market housing providers in Calgary.	Medium-term	• The City participated in the province's engagement process for Community Organizations Property Tax Exemption Regulation (COPTER), under the MGA. • Intergovernmental & Corporate Strategy and Calgary Housing have advocated for cities to be able to grant exemptions for affordable housing through either the City Charter or revised MGA.



2. Leverage City land

Calgary Housing is expecting to exceed the target of 5 parcels per year of land disposed at below-market value for non-market housing projects in 2017 and 2018. In fact, 10 parcels of land are on track to receive approval for disposition in 2017 alone, meaning the combined target for both 2017 and 2018 will have been met.

In November 2016, City Council approved one-time funding for Calgary Housing to hire new positions, including a dedicated resource to provide increased customer service in land-related projects.

By proactively identifying and acquiring appropriate land, The City will realize a long-term vision for affordable housing across Calgary. Selecting the best sites for communities and future residents is essential.



In 2016 September, Council approved a Proposed Method of Disposition for a site leased by Accessible Housing and the sale closed in March. Accessible Housing is now able to leverage the land as an asset, after having leased the land for over 40 years. This will allow for more accessible units to be built for those in need.

TARGETS	• 5 parcels per year of City land disposed at below-market value for non-market housing projects in 2017 and 2018
PROGRESS	• City lands have received approval for disposition at below-market value for non-market housing projects in 2017 and 2018

Progress Update: Leverage City land

INITIATIVE: A. Support non-profit housing providers to build assets and increase operational capacity		
Actions	Timing	Progress
Provide increased customer service and support to non-market housing providers through a dedicated resource. Working with the resource that supports the planning process, this resource should understand the community pipeline, including land needs and development project requirements, and seek suitable options utilizing a GIS tool.	Short-term	In November 2016, City Council approved one-time funding for Calgary Housing to hire four new staff positions. One of these roles is specific to land. A dedicated resource was hired in 2017 March to provide increased customer service and support non-profit housing providers of affordable housing in land-related projects.
- Dispose of land at below-market value to non-profit organizations with strong track records as affordable housing providers. - Sell leased City-owned land at below market value to tenant non-profit organizations that operate affordable housing where feasible.	Short-term	- In collaboration with Real Estate & Development Services, Calgary Housing presented an in-camera Proposed Method of Disposition Report to SPC on Utilities & Corporate Services in 2017 March. The report included parcels for disposition at below-market value to non-profit organizations with strong track records as affordable housing providers. City Council approved the MOD in April, and Administration is now moving forward in the disposition process. - In 2016 September, Council approved a Proposed Method of Disposition for a site leased by the Accessible Housing Society and, as of 2017 March, the sale closed. Accessible Housing Society is now able to leverage the land as an asset, after having leased the land for over 40 years. This will allow for more accessible units to be built for those in need. - Three additional dispositions of land to non-profit affordable housing providers are in progress and are anticipated to close in Q3 and Q4 2017. These sales will contribute to the target of selling 5 parcels of City land per year for non-market housing projects in 2017 and 2018.
Determine longer-term land capacity based on results of Corp. Land Management initiative.	Medium-term	This action is in the work plan of the new dedicated resource mentioned above.

INITIATIVE: B. Utilize City land to reward innovation and creativity and generate excitement for affordable housing		
Actions	Timing	Progress
Organize an annual competition to provide City-owned surplus land at below-market value for an affordable housing project that applies innovative models in design or operations, or provides targeted supports to underserved populations.	Short-term	Calgary Housing is investigating suitable parcels of City-owned land for a competition to award innovation in affordable housing.

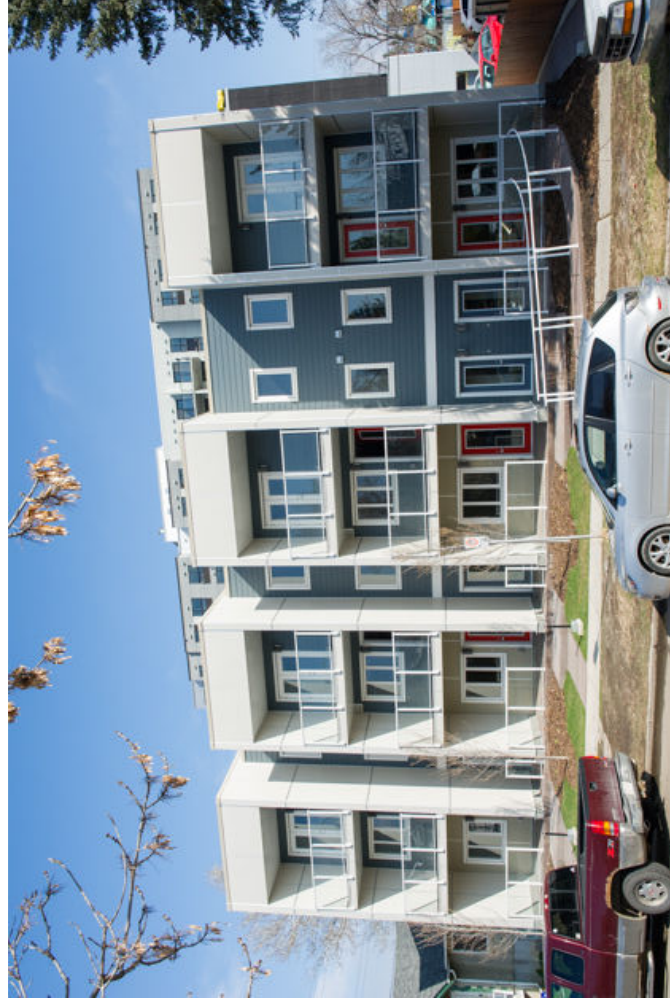
INITIATIVE: C. Adopt a proactive land strategy for affordable housing across Calgary		
Actions	Timing	Progress
- Create the affordable housing component for a Corporate Real Estate Strategy: - Create clear, consistent criteria and process for disposing of land at below-market value to affordable housing providers. - Develop a prioritized inventory of sites suitable for affordable housing, including City-owned surplus land. - Work with large City infrastructure projects (for example, Transit Oriented Development and Integrated Civic Facilities) on opportunities for strategic acquisition of land for affordable housing. - Investigate potential for locating affordable housing on surplus school sites, including consideration of project suitability and acceptance, for example, the opportunity to develop single-family residences to accommodate large families through five or six bedrooms. - Investigate potential to utilize City-land with	Short-term	- Criteria for disposing land at below-market value to non-profit affordable housing providers are being established in consultation with Real Estate & Development Services and Law. - This work is being done in conjunction with a framework of qualifying and evaluating the submissions of all non-profit affordable housing providers going forward. - RE&DS and Calgary Housing will start a framework for a housing first policy in Q2/Q3 2017.

long-term development plans for interim use through temporary housing development. • Formalize principles to remove barriers when transacting with non-profits on land sales.		
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3. Design and build new City units

Calgary Housing is pleased to report that it expects to deliver 146 new units to Calgary Housing Company by fall 2018, just shy of the goal of 160 units. The shortfall is as a result of 16 units in Rosedale being delayed due to the need for additional community engagement and the piloting of a new design-build Request for Proposal process. In addition, Calgary Housing expects to exceed the target of 110 units in development by 2018.



The 16-unit Crescent Heights affordable housing complex will be unveiled during a grand opening on May 17. The building includes studio, two-bedroom and three-bedroom units, self-contained laundry and is built green certified.

TARGETS	• 160 new units delivered to Calgary Housing Company by 2018 • 110 units in development by 2018
PROGRESS	• Calgary Housing expects to deliver 146 new units to Calgary Housing Company by fall 2018 • Calgary Housing expects to have the target of 126 units in development by 2018

Progress Update: Design and build new City units

INITIATIVE: A. Develop units in The City's pipeline		
Actions	Timing	Progress
- Build, partner, or acquire City units, leveraging federal and provincial funding: - Stacked townhomes: - o Crescent Heights (16 units, summer 2016) - o Kingsland (32 units, fall 2016) - o Bridgeland (24 units, summer 2017) - o Wildwood (48 units, fall 2018) - Pocket development/shipping containers: - o Rosedale (16 units, by 2018) - Private sector partnerships: - o Bridges (26 units, by 2018) - Mixed-use development: - o Sunnyside (in development by 2018) - Pilots: - o Integrated Civic Facilities (in development by 2018) - o Heritage building (in development by 2018) - o Temporary housing (in development by 2018)	Short-term	Stacked townhomes update: - Crescent Heights (16 units, Q2 2017) - Kingsland (32 units, Q3 2017) - Bridgeland (24 units, Q3 2017) - Wildwood (48 units, Q4 2017) Pocket development/shipping containers update: - Rosedale (16 units, 2019) – expected delivery has been delayed due to the need for additional community engagement and the piloting of a new design-build Request For Proposal (RFP) process. Private sector partnerships update: - Bridges (26 units, --Not proceeding with this development at this time due to developer timing delays. Administration is investigating new opportunities) Mixed-use development update: - Sunnyside (in development by 2018) Pilot update: - Integrated Civic Facilities (in development by 2018) - Heritage building (in development by 2018) - Temporary housing (no progress to date)

INITIATIVE: B. Adopt a ten-year plan for City-led development and redevelopment projects		
Actions	Timing	Progress
Create a long-term pipeline of prioritized projects, including new development and	Short-term	Support from provincial and federal governments listed in recent budget announcements will assist The City of Calgary in delivering new projects.

redevelopment of existing City owned properties based on feasibility and existing portfolio of built forms. Base plan on understanding of federal and provincial funding commitments, as well as principles of increasing cost certainty and incorporating lessons learned. This ten-year plan will be incorporated into the capital budget plans for the 2019-2022 Action Plan. - Incorporate a variety of built forms, such as: ○ Pocket developments; ○ Townhouses; ○ Mixed-use buildings; ○ Designs for culturally diverse tenant needs; ○ Public space for community programming; and, ○ Business space for resident entrepreneurs. - Consider design partnerships with post-secondary institutions. - Consider opportunities for acquisition of units. - Plan integration of affordable housing units into new and existing City facilities. - Plan for longer-term integration of affordable housing along the Green Line and other Transit Oriented Development.		The City is awaiting additional information on the distribution of these funds to complete longer-term planning.
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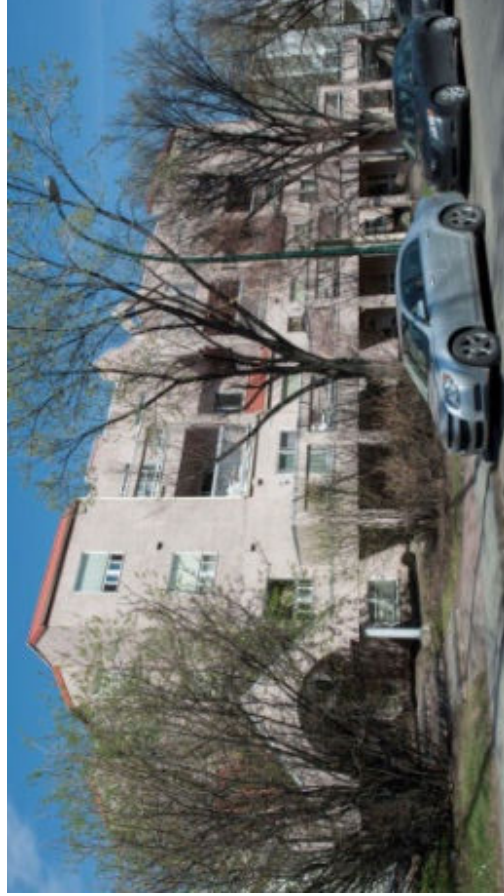
4. Regenerate City-owned properties

The Bankview 1 complex was built in 1983 and includes four stories on the East elevation, three stories on the West elevation and has 26 units. Prior to restoration, the building had an end of life envelope, failing stucco that allowed water to penetrate into units, low-efficient windows and patio doors and R20 insulation.

A decision was made to renovate the exterior and interior of the complex based on a number of factors: good location, ability to maintain units and occupant tenancy, the building's strong structural integrity, cost savings compared to building new units, and energy savings.

The investment value for the work is \$1,198,700, with \$750,000 of that funded through the Sustainable Buildings Partnership Program.

The construction timeline was eight months and work included: installation of Hardie board siding that has a 30-year life expectancy and low maintenance, upgraded windows and doors, R24 insulation. The work has extended the life expectancy of the building by 20-25 years.



- TARGETS**
- Redevelopment initiated for 3 existing sites by 2018
 - 2 City-owned buildings with lifecycle improvements by 2018

- PROGRESS**
- PFC approved funding on 2017 April 4 to provide critical lifecycle improvements to The City's facility and affordable housing portfolio by the end of 2018
 - Administration continues to make progress on a sustainability project that will identify what is needed to find appropriate sites for redevelopment

Progress Update: Regenerate City-owned properties

INITIATIVE: A. Implement a portfolio-wide strategy for financial sustainability		
Actions	Timing	Progress
- Analyze financial, operating, and asset management data for all units managed by Calgary Housing Company to anticipate long term capital and funding needs, guide strategic investment and redevelopment decisions, and improve overall quality of the housing stock. - Position affordable housing for financial independence by implementing strategies for increased income generation, such as commercial leasing and/or changes to unit and tenant mixes. - Identify and implement strategies to reduce operating expenses and achieve economies of scale, for example, the potential to reduce utility costs of City-owned properties through water audits and related conservation education programs or rebates. - Develop methodology for asset management of City and CHC owned units. - Investigate potential to consolidate portfolios managed by CHC including asset transfer to CHC. - Investigate potential to finance redevelopment through leveraging of existing assets. - Complete audit requirements for City-owned assets: - Complete building condition assessments on	Medium-term	The City, in partnership with Calgary Housing Company, continues to work on a comprehensive asset management program which would identify the roles and responsibilities for the assessment of asset condition, prioritization of required capital investments, establishment of Building Condition Assessments across all City of Calgary housing assets, and execution of approved capital projects.
- Complete audit requirements for City-owned assets: - Complete building condition assessments on	Medium-term	In response to the 2016 City audit, CHC and CH have identified their responsibilities under the current operating agreement and proposing an asset management program for the city owned properties managed by

all City-owned affordable housing assets by 2018.	CHC.
- Complete capital plan to address deferred capital maintenance of City-owned social housing units by 2019. - Complete capital maintenance and reserve review by 2019.	• The asset management plan established the program to achieve the Building Condition Assessments for all City-owned affordable housing by 2018. • Emergency Lifecycle funds approved at Council 2017 April provide the funding for the first set of Building Condition Assessments for City-owned affordable housing.

INITIATIVE: B. Pilot regeneration of City-owned social housing properties		
Actions	Timing	Progress
• Create a long-term pipeline of prioritized projects, including new development and redevelopment of existing properties based on feasibility. • Provide development services to deliver regeneration projects initiated by Calgary Housing Company to leverage federal and provincial funding. • Dispose of properties that no longer satisfy location, design, or lifecycle requirements for successful tenant outcomes and reinvest the revenue into affordable housing programs to deliver the strategy. • Improve energy efficiency for City-owned properties, leveraging provincial and federal dollars.	Medium-term	• Administration is leading a sustainability project which would help identify criteria for helping select sites for redevelopment or regeneration. • Priorities and Finance Committee approved funding on 2017 April 4 to provide critical lifecycle improvements to The City's facility and affordable housing portfolio by the end of 2018. • Affordable Housing and Calgary Housing Company are currently working together to conduct a pre-feasibility, funded by the province, for redevelopment of two existing housing sites. • A two-year interim agreement has been proposed by CHC for CHC to conduct building condition assessments (BCAs) on behalf of The City. Funding has been approved for BCAs covering City-owned properties older than 17 years. These BCAs are intended to identify prioritized investment needs and will include energy audits. • There are a number of projects completed or ongoing: CHC received a \$150,000 grant for energy audits on provincial properties and CHC received funding to install CO2 detectors in units.



5.Strengthen intergovernmental partnerships

Calgary Housing is planning to bring a recommendation forward to City Council on the One Window project in June 2017. One Window focuses on improving the housing intake process and has been ongoing throughout 2016 and 2017. The City of Calgary has developed a strong relationship with the Province of Alberta and that has led to provincial representatives participating in the One Window advisory group. The Province has also been consulted through the various stages of the project and City of Calgary Administration helped create the Provincial Government and Big City Housing Collaboration Table, which includes The City of Edmonton, as well as provincial leadership across multiple Ministries.

The target set in this objective was to participate in three significant intergovernmental projects by 2018 and Administration is pleased to report that the target has been met, with work continuing.



*Calgary Housing Company property manager
Gus Litsas is shown here at one of CHC's
properties for a feature called "A day in the life".*

TARGETS

- Participation in 3 significant intergovernmental projects by 2018

PROGRESS

- Target has been met but work continues

Progress Update: Strengthen intergovernmental partnerships

INITIATIVE: A. Proactively participate and engage other orders of government in affordable housing needs for Calgary		
Actions	Timing	Progress
• Continue recommending legislative changes to enable new City tools for affordable housing that may be available based on MGA and City Charter discussions. • Collaborate to develop solutions for the expiry of federal and provincial operating agreements for social housing with a goal to maintain 6700 housing options for highest need households. • Develop relationships with Indigenous leaders and look for opportunities for support or collaboration. • Create a proactive intergovernmental relations strategy to clarify City priorities and advocate to other governments around upcoming initiatives: - Participate in development of a National Housing Strategy. - Participate in development of a Provincial Affordable Housing Strategy. - Offer feedback to the province on its review of regulations under the Alberta Housing Act. - Advocate for Calgary's share of affordable housing funding from federal and provincial budgets. • Provide leadership on provincial and federal initiatives targeted toward progressive housing solutions.	Short-term	• The City completed recommendations regarding changes to enable new City tools in the Municipal Government Act and City Charter. • The City provided input into the provincial government's review of regulations under the MGA on Inclusionary Housing and Property Tax exemptions. • A cross-corporate team has completed an intergovernmental relations strategy and plan for affordable housing engagement and the team meets regularly to monitor progress. Clear advocacy positions and priorities have been established and are integrated into all interactions with other orders of government. • The City submitted positions on the provincial and federal affordable housing strategies. • Administration helped create the Provincial Government and Big City Housing Collaboration Table, which includes The City of Edmonton, as well as provincial leadership across multiple Ministries: Seniors and Housing, Community and Social Services and Health. • The City of Calgary has been asked to present its Corporate Affordable Housing Strategy at the Canadian Housing and Renewal Association's National Congress on Housing and Homelessness in May 2017. The event attracts over 600 Canadian and international practitioners, policy makers, front line workers, government officials, and key stakeholders from across the affordable housing and homelessness sector. The City will present its strategy at the Innovation Forum, on a panel regarding research, policy and capacity building. This presentation will help demonstrate The City's capacity and capability in affordable housing and will strategically position us to be desirable from a funding perspective. It will be an excellent opportunity to highlight the work of The City on a national platform.

- Continue to advocate for stable, predictable long-term funding for affordable housing. - Integrate conversations about housing into broader policy discussions around combating poverty, empowering marginalized populations, and expanding access to opportunity.		
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INITIATIVE: B. Utilize new municipal tools enabled by changes to the MGA and City Charter		
Actions	Timing	Progress
Create and implement a plan to utilize potential new City tools as appropriate to advance affordable housing objectives.	Medium-term	Completed recommendations regarding changes to enable new City tools in the Municipal Government Act and City Charter and provided input into the provincial government's review of regulations under the MGA on Inclusionary Housing and Property Tax exemptions. The City is awaiting the outcome of these recommendations.



6.Improve the housing system

Calgary Housing Company has partnered with the City of Calgary's Parks department to re-use items like benches, picnic tables and garbage cans to replace items that have reached the end of their lifecycle. Two sites received items in 2016 and two additional sites will benefit later this year. The Opportunities for Home Ownership program started in 2015 and six sessions have been held to date. CHC invites selected tenants to sessions where they learn ways to work toward home ownership and also about budgeting and savings programs. CHC has partnered with Attainable Homes, Habitat for Humanity, InHouse, The Home Program, Momentum and Money Matters to deliver the sessions. Another program being led by CHC is Housing Options for Seniors, which is delivered in partnership with Silvera for Seniors, Trinity Place Foundation, The Kerby Centre and CARYA. CHC invites applicants and tenants over the age of 65 to learn about other subsidized housing options and resources that may suit their needs.



TARGETS

- 5 programs to improve outcomes for tenants delivered by 2018

PROGRESS

- Calgary Housing is on track to meet and exceed this target by 2018

Progress Update: Improve the housing system

INITIATIVE: A. Expand City programs that support affordable housing residents toward greater self-sufficiency and community well-being		
Actions	Timing	Progress
- Expand City and CHC cross-departmental partnerships to deliver programs and services to support individual well-being of affordable housing residents, for example: - Facilitate safety and emergency training programs for fire and emergency preparedness with tenants living in Calgary Housing Company. - Strengthen child and youth crime prevention programs between Calgary Neighbourhoods, Calgary Police Services with Calgary Housing and Calgary Housing Company. - Provide integrated design, services and programs that recognize the language and cultural preferences of affordable housing residents. - Work with indigenous community leaders on support required for indigenous housing in Calgary.	Medium-term	- In November 2016, City Council approved one-time funding for Calgary Housing to establish a program to support individual well-being of affordable housing residents. The City is working on the establishment of a program framework to distribute funding across program activities that align with established desired outcomes. The first program within this framework has been established as a pilot at Calgary Housing Company: Ready to Rent BC's RentSmart course: - RentSmart is a 12-hour course that aims to develop empowered renters who understand their rights and responsibilities. The ultimate goal is to increased housing stability. Ready to Rent's vision is community well-being through housing education and support. - This pilot is in early stage implementation with trainers being put in place and a target of a first cohort of CHC tenants to be established in June.

INITIATIVE: B. Participate in the Community Housing Affordability Collective to create systemic changes in affordable housing delivery		
Actions	Timing	Progress
Investigate feasibility of a coordinated intake process to be implemented across all non-market housing providers.	Short-term	The City is leading a project to scope and plan a single point of entry into non-market housing (One Window project), which is an action in the Community Housing Affordability Collective (CHAC) action plan. One Window stakeholder

• Complete an update to the Non-Market Housing Survey to provide a baseline of non-market housing inventory. • Facilitate the collaboration of community stakeholders through the Community Housing Affordability Collective Steering Committee. • Participate in other CHAC initiatives that contribute to system change, such as research to encourage appropriate movement of residents through the housing spectrum and a real estate strategy for non-profit providers.		engagement took place in April 2017 and included representatives from many non-market housing providers in Calgary. Feedback from those organizations will help inform the final recommendation on One Window, which will be presented to City Council in June 2017. • Calgary Housing completed and published the Housing in Calgary Report (February 2017), summarizing the supply of housing in Calgary, with a deep dive into non-market housing utilizing the Non-Market Housing Survey. This was the culmination of 18 months of work that included a comprehensive survey and analysis on all housing supply in Calgary. • The City continues to support the collaboration of community stakeholders through facilitation and program management for the CHAC Steering Committee. • The City continues to participate in other CHAC initiatives, including strengthening a common voice regarding housing affordability in Calgary, as well as critical research initiatives regarding gaps and challenges in the housing system.
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INITIATIVE: C. Foster increased public support for affordable housing		
Actions	Timing	Progress
• Implement a proactive communications program for affordable housing, including: - Identify opportunities to celebrate affordable housing successes with stakeholders and communities. - Generate good news stories related to affordable housing. - Increase online presence, through website updates and social media. - Disseminate research to dispel myths related to affordable housing. • Include an affordable housing category in the Mayor's Urban Design Awards.	Short-term	• CH has established dedicated communications support, which will help further improve engagement and the communications processes around all affordable housing. Proactive communications will be a top priority on the resource's work plan. • Calgary Housing continues to improve the business unit's engagement process, regularly adapting and incorporating lessons learned, to ensure stakeholders are well aware of affordable housing process and have ample time to provide feedback and input.
• Include an affordable housing category in the Mayor's Urban Design Awards.	Medium-term	• Calgary Housing is working closely with Mayor's Office to start an award specific for affordable housing developers at the Mayor's Urban Design

• Generate research to address community concerns related to affordable housing. • Identify opportunities to incorporate public art projects in affordable housing developments.		Awards. • The City completed internal research into the impact of proximity to affordable housing on property values and plans to initiate an external study to further this research.
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