



Memo

2021 November 15

To: Mayor Gondek and Members of Council
From: Carla Male, Chief Financial Officer

Re: 2022 Adjustments to the One Calgary Service Plans and Budgets – Follow-up on Questions

Your Worship and Members of Council,

The One Calgary team is actively coordinating responses to your questions related to the 2022 Adjustments to the One Calgary Service Plans and Budgets. You will receive a series of memos to address these in the days leading up to the start of budget deliberations on 2021 November 22. These memos will also be entered into the public record.

This memo addresses some of the outstanding questions asked during the Special Meeting of Council on 2021 November 8. Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,
Carla Male (she/her), CPA, CA
Chief Financial Officer
The City of Calgary
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Carla.Male@Calgary.ca

cc: Executive Leadership Team; Al Louie; City Clerk

Attachments:

1. Questions and Answers
2. 2021 Spring Pulse Survey Young Adult Snapshot 2021-11-01
3. Affordable Housing Development Monitor - June 2021 report summary
4. 2021-11-02 Council Memo - Government of Alberta Strategic Plan for Housing - City of Calgary Response Plan



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Attachment 1: Questions and Answers

Questions Related to 2021 Fall Citizen Research Results (C2021-1375)

1. How are contextual timelines included within research reports to provide an understanding of what was top of mind for citizens when the survey was in field?

Within the Council report package ([C2021-1375](#)), you will find contextual timelines that include notable events in Calgary and in the world related to the survey topics in the following three attachments on the pages indicated:

- [Attachment 5: Diversity and Inclusion Survey Report](#) (page 5)
- [Attachment 6: COVID-19 Snapshot #12](#) (page 54)
- [Attachment 7: Economic Perspectives Wave 3 Survey Report](#) (page 6)

We are working toward including contextual timelines in more of our reports going forward.

2. Are any research findings available to be broken out by age category?

We ask numerous demographic questions in the annual Fall Quality of Life and Citizen Satisfaction Survey, and these variables are cross tabulated against responses to the survey questions. Our two cornerstone surveys, with sample sizes of 2500, allow for additional analysis to be conducted after the survey report is completed. While the report you were provided with ([Attachment 3](#)) only had aggregate level results, sub-group analysis will be available in the near future. The vendor is in the process of preparing the final analysis and report, which includes a summary, for each question, of where significant differences exist between demographic subgroups. We expect this report, which we refer to as the Fall Quality of Life and Citizen Satisfaction Detailed Word Report (as it is in an MS Word format), will be completed closer to year end and we will share it with you as soon as it is available.

If there are specific breakdowns you are looking for based on the 2021 Fall Quality of Life and Citizen Satisfaction Survey data, please let us know. In addition, if you are interested in demographic breakouts from the 2021 Spring Pulse Survey (the sister survey to the Fall Quality of Life and Citizen Satisfaction Survey), we would be happy to share these with you. The age analysis of the Spring Pulse survey from 2021 March, comparing young adults (18 to 24 years old) to all other age groups, is provided in Attachment 2.



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Questions Related to 2022 Adjustments to the One Calgary Service Plans and Budgets (C2021-1436)

Property Assessment and Taxation Questions

1. Can you please share the recommendations of the Financial Task Force and the Tax Shift Assessment Working Group?

In 2018, Council directed Administration to set up a Financial Task Force with citizen and private sector expertise. The Task Force worked from 2019 September to 2020 June to develop recommendations that aim to bolster long-term fiscal sustainability. The final [Financial Task Force Report and Recommendations](#) contained 35 recommendations touching on a broad spectrum of opportunities to improve The City's financial system. Administration provided a [preliminary response](#) which laid out the feasibility of implementing each recommendation and actions that Administration would take to implement the recommendations. An implementation team works with City staff from across the Corporation to implement the recommendations and reports back to Executive Committee every 6 months. The next update report to Executive Committee will be on 2021 December 14.

In 2019 May, Council directed the creation of the Tax Shift Assessment Working Group, comprised of external stakeholders and Council members, including the Mayor. The Tax Shift Assessment Working Group presented its [Final Report and Recommendations](#) 2019 October 8, and their input was used to make changes to the tax share allocated between non-residential and residential properties, as well as to provide information during the budget process on the potential impacts of tax rate decisions on a sample of Calgary properties.

2. For the tax shift to residential properties, have you quantified the average price per home so that we can understand the consequences for the average taxpayer? And for the business side as well?

In C2020-0382, the change in tax responsibility from 49 per cent/51 per cent residential to non-residential to 52 per cent/48 per cent in 2020 was a 6.76 per cent increase to the residential tax rate, estimated to be an increase of \$135 per year (on a total municipal tax of \$2,150) for the typical single residential taxpayer. It was a 6.04 per cent decrease for non-residential taxpayers, estimated to be about \$5,300 for a non-residential property with an assessment of \$5 million with a total municipal tax of \$78,000.

3. With respect to property tax classifications, will sub-classes be part of a solution to high vacancy in the downtown core?

Current legislation allows Council to divide residential properties into sub-classes on any basis it considers appropriate. For non-residential properties (businesses), Council may create a sub-class for vacant land, small business, derelict properties, contaminated properties and all other non-residential properties.

Administration explored creating a small business sub-class, which legislation defines as property that is owned or leased by a business operating under a business license that has



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fewer than 50 (or less as set out by bylaw) full-time employees across Canada. The analysis in report [PFC2019-0559](#) and [PFC2019-1026](#) found that implementing a small business sub-class under current legislation would present a number of risks with mixed stakeholder support and would require a significant financial investment to implement.

Recognizing the difficulties with the current legislation, recommendation #12 from the Financial Task Force is to work with the provincial government to make sub-class legislation useable. A Financial Task Force Implementation Update will be coming to the Executive Committee on 2021 December 14. A full report with recommendations will come to Council in 2022 March.

4. Is it possible to average an assessment value over 3 years to smooth out the impact of market volatility?

Current legislation requires property assessment to be conducted on an annual basis, reflecting the market value of July 1 and the physical condition date of December 31 of the year prior to taxation. Recommendation #35 from the Financial Task Force is to investigate the use of multi-year property assessment averages to reduce volatility. If averaging is found to be beneficial for reducing volatility and the decision is to proceed, provincial legislative change will be required. A Financial Task Force Implementation Update will be coming to the Executive Committee on 2021 December 14. A full report with recommendations will come to Council in 2022 March.

5. Is there a way we can help non-profit organizations that are not tax exempt under the Community Organization Property Tax Exemption Regulation?

[Overview and Administration of Property Tax Relief Framework report \(PFC2019-0491\)](#) summarizes the property tax exemption framework and Council's discretionary tax relief powers. Property tax exemptions are provided to qualifying properties where the facility's accessibility and the public benefit arises from its use based on provincial legislation. Non-profit organizations that are charitable and benevolent, advance community games, sports, athletics, education purposes, and provide care for the disadvantaged are typically exempt from taxation. Other criteria may also need to be met to qualify for a tax exemption. For example, often a property's use cannot be restricted based on race, culture, ethnic origin or religious belief. Through a bylaw, Council may exempt properties held by a non-profit organization from municipal taxes, with some restrictions.

Council may also cancel or defer taxes with respect to a particular property or a class of taxable property if it considers it equitable to do so. It's important to keep in mind that for every tax dollar that is exempted or cancelled, that dollar will need to be picked up by the remaining taxable properties. Currently, 29 per cent of the non-residential property assessment base is exempt from taxation. Administration conducted an analysis of taxable non-residential properties occupied for by non-profits that do not qualify for exemptions, and found the majority of the taxable non-profits were associated with properties occupied by industry associations, labour unions and private clubs.

Financial Task Force recommendation #6 looks at considering differentiated taxation for businesses and organizations that make significant contributions to the character and fabric of



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the city, including organizations such as Business Improvement Areas, non-profit organizations and owner-operated small businesses with limited financial means. A Financial Task Force Implementation Update will be coming to the Executive Committee on 2021 December 14. A further report on differentiated taxation will come to Council in 2022 June.

6. What were the implications of the tax shift on the police department, and for all front-line emergency services?

There are two “tax shifts” that are often referred to:

- (1) A tax shift due to property reassessment occurs when there is a significant difference between the typical market change and the market change of individual or a group of properties within a tax class such as non-residential properties. We saw a significant tax shift from 2015 to 2019, where highly valuable downtown office towers dropped significantly in value, while retail and industrial properties remained relatively stable. This resulted in tax responsibility to shift from office to retail and industrial properties.
- (2) In 2020, Council intentionally shifted tax responsibility from residential to non-residential property owners by setting the tax portion to 52 per cent residential and 48 per cent non-residential. The tax share in 2019 was 47 per cent residential and 53 per cent non-residential. This was done to support businesses and our local economy.

In both cases, there is no impact to total tax revenue and therefore no direct impacts to emergency services. A tax shift changes the distribution of tax responsibility. However, due to the decreasing tax base, there has been a focus on keeping the cost of municipal government low in recent years, which has resulted in budget reductions across The City.

Public safety and the perceptions of public safety in the downtown have been significantly impacted by the opioid situation, the reduced numbers of workers and visitors to the downtown due to COVID-19 restrictions and the economic downturn in general. The Downtown Strategy team continues to monitor the situation and communicate regularly with downtown stakeholders to assess impacts and take action where possible. Examples of recent action include the expansion of the Downtown Ambassador program in partnership with the Calgary Downtown Association and the opening of the new Stephen Avenue Safety Hub in partnership with the Calgary Police Service. Public Safety will continue to be a prime focus of Downtown Strategy implementation.

Financial Questions

1. Do these Adjustments use investment income as an offset to property taxes? Is this new and sustainable? Could you provide a history of our investments returns and how they have supported our base budget?

The proposed adjustment is to increase the Investment Income base budget contribution to operations by \$5 million and allow us to reduce the tax revenue requirement by an equivalent amount. This permanent base budget increase comes from the excess investment income above what is allocated to reserves or any other balance that receives investment income. Any favourable variance in this program becomes part of the Corporate favourable variance.



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As per Council direction in 2020 ([PFC2020-0131](#)) a minimum of 1 per cent of the favourable variance in the Investment Income program is transferred to the Established Area Investment Fund. Any part of the favourable variance that is not transferred to the Established Area Investment Fund is part of the year-end surplus transferred to the Fiscal Stability Reserve. The table below presents the Investment Income budget for the past 10 years, along with the actual revenue available for operations. There has been a favourable variance in each year.

Investment Income (after distribution to reserves)

Year	Budget	Actual	Variance \$	Comment
2012	22,542	26,142	3,600	
2013	25,025	26,785	1,760	
2014	26,410	35,370	8,960	
2015	27,500	37,276	9,776	
2016	28,500	35,394	6,894	
2017	29,500	51,202	21,702	
2018	30,500	47,430	16,930	
2019	32,000	120,389	88,389	Note 1
2020	36,000	57,622	21,622	Note 2
2021	41,000	51,600	10,600	Projected as at Sept 2021

Note 1 As part of Treasury's ongoing implementation of the 2016 Council approved investment policy, equity assets were sold and reallocated to new managers. The assets sold had substantial unrealized gains because of both long-term stock market performance as well as the stock market rally in the beginning of 2019. Normally The City would realize these gains over time but the sale and reallocation of assets to new managers caused the gains to be realized all at once (\$60,000).

The favorable variance is also due to rising short-term interest rates and higher than forecasted balances. The drawdown of balances has been slower than expected which allows The City to keep more capital in income generating investments.

Note 2 Per 2020-02-03 PFC2020-0131, Recommendation 5, "That administration redirect a minimum of 1 per cent of the favourable budget variance from investment income within Corporate Programs annually until 2026 to be used for the Established Areas Growth Strategy". The full 2020 variance was transferred to the Established Area Investment Fund.



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Climate Resilience Strategy Questions

1. How much success have we had with our Climate Change program since 2018? How much have we invested and what have we accomplished?

Since 2018, most actions we've identified in the Climate Change program are underway, with many actions now embedded into business processes and programs. Out of a total of 244 actions, 41 actions are complete, 162 actions are in progress, and 41 actions are not yet started. This is due to: (1) sequencing of actions within each of the climate program areas, (2) resource limitations, and (3) organizational readiness considerations, as developing data and raising climate awareness in the organization was required to take action within the Corporation.

Calgary's city-wide greenhouse gas emissions were reduced by 13 per cent in 2020, mostly due to coal phase out of the electricity grid in Alberta, the COVID-19 pandemic, the impact of citizens staying at home more frequently, and a warmer-than-usual winter. Although our emissions have reduced in 2020, we expect that with an uptick in economic activity, emissions will increase again to levels higher than those we see today.

The key target in the Climate Mitigation Action Plan is to reduce city-wide greenhouse gas emissions by 80 per cent below 2005 levels by 2050. This target requires an overall reduction in total emissions, even as we expect the population and economy to continue to grow. We are currently not on track to meet this target. The target is measured using data from utility companies (Enmax, ATCO, etc.) for community energy use including gas and electricity, Kent Group for fuel (gasoline) source data in Calgary, Waste and Recycling Services for landfill gas data, and other data sources. The City reports into the Carbon Disclosure Project, an international standard for reporting data. We have consistently received an A/A+ for our reporting efforts. In 2022, we will be bringing forward an updated strategy, including potential costs and a process for building climate actions into service plans and budgets.

Some key highlights from our Climate Adaptation work include:

- Created detailed Calgary-specific Climate Projections for 2050 and 2080 that help us understand how to design infrastructure and reduce our climate risk in communities.
- Development and implementation of a Public Infrastructure Climate Risk & Resilience Assessment, including climate risk reduction in renovation of the Glenbow Museum and the design of the new Event Centre.
- Development of a Community Climate Risk Index and integration of Community Climate Risk Profiles into redevelopment planning.
- Climate Ready Home Guide for Calgarians on how to protect their properties from climate impacts.

And some key highlights from our Climate Mitigation work include:

- Rolling out greenhouse gas reduction programs for buildings, including energy benchmarking in the commercial sector.
- Informing and educating Calgarians on climate change via the annual Calgary Climate Symposium, which had over 3,400 participants.



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- Establishing the Clean Energy Improvement Program for Calgary’s residential sector, which allows for financing of home energy improvements.
- Working with other cities to attract \$20 million in federal government funding to the Calgary Climate Innovation Fund for investment in carbon reductions.

For more information, please see the [Climate Resilience Strategy and Action Plans Annual Report 2020](#) (UCS2021-0842) and supporting [Attachment 1](#), [Attachment 2](#), and [Attachment 3](#).

Affordable Housing Questions

1. How do we define “affordable housing”?

Housing affordability refers to the average cost of housing vs. the average income in an area. When average housing costs exceed 30 per cent of average income, there is an affordability challenge. In several cities in Canada, households earning average income cannot afford housing in the market. In Calgary, only 4 per cent of households earning \$80K or greater are overspending on housing whereas 80 per cent households earning \$60K or less are overspending. Calgary is identified to be one of the most affordable cities in North America (ability to purchase housing) but Calgary still struggles in terms of affordable housing for the lowest incomes .

According to The City’s definition, a household is in need of affordable housing when it earns less than 65 per cent of the Calgary Area Median Income and it spends more than 30 per cent of its gross income on shelter costs. By this measure, 88,000 Calgary households earning less than \$60,000 annually were in need of affordable housing (based on 2016 Census Data). This is the population in Calgary with significant challenges attaining housing and overspending on housing costs. This figure is expected to reach over 100,000 households by 2024.

Calgary’s private housing market meets the needs of 78 per cent of the city’s households who can find a home they can afford to rent or own without overspending. Of the remaining households, 3 per cent are supported by government and non-profit intervention, but 19 per cent struggle with their housing costs. The City of Calgary needs to double the non-market housing supply in order to match the average supply of other big cities in Canada (6 per cent of the total housing supply).

In Calgary, our focus is on providing housing to low and moderate income households where the market does not provide it. Although Calgary enjoys strong overall housing affordability, Calgary also has the greatest income inequality of all major Canadian cities and also significant spatial inequality. More than half of all of Calgary neighbourhoods have no affordable housing units available while nearly 1 in 5 Calgary households are in need of affordable housing. As part of the Corporate Affordable Housing Strategy, Calgary has committed to providing affordable housing in all neighbourhoods.

2. Can you share a copy of The City’s Affordable Housing Strategy?

The City’s [Foundations for Home: Corporate Affordable Housing Strategy](#) outlines how The City plans to address the ongoing need for affordable housing and defines The City’s role. The



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strategy includes six key objectives which support the creation of affordable housing over the next ten years.

Efforts to scale up the non-profit housing sector since the approval of Foundations for Home have had a significant impact: 17.5 per cent of the all non-market, non-profit-owned affordable housing units have been constructed or acquired between 2016 and 2021, adding some 3,506 units (out of a city-wide total of 20,905 units). A core focus is on building capacity with partners to increase the affordable housing supply. This focus has made significant progress to date.

The Development Monitor tracks the number of new affordable housing units created on a bi-annual basis. For the June 2021 report summary, please see Attachment 3.

The majority of affordable housing in Calgary today was constructed in the 1960's-1980's. As a result, the strategy also focuses on retaining, renewing and regenerating the aging affordable housing social infrastructure in Calgary while transitioning to mixed income housing and less reliance on government funding over time.

In addition, the strategy also focuses on actions beyond supply, including efforts to improve the housing system and supporting people in need of affordable housing to reach their full potential.

3. Can you share past work related to the community-based housing affordability strategy?

The [Community Housing Affordability Collective \(CHAC\)](#) formed in 2015 and was a broad stakeholder table representing interests across the full housing continuum – from homelessness to market homeownership. Under *Foundations for Home: Corporate Affordable Housing Strategy*, The City provided administrative and logistical support to CHAC's steering committee, which was comprised entirely of housing sector volunteer leadership.

Given volunteer capacity and the provincial focus of its advocacy efforts, the CHAC Steering Committee decided to transition and has joined the Alberta Seniors and Community Housing Association. The community decided to discontinue CHAC and held its final steering committee meeting in October 2021.

The City continues to work with stakeholders to support affordable housing development through partnerships and programming. In 2020, The City facilitated the development of a community affordable housing advocacy strategy in response to COVID-19 with more than 40 private, public, and non-profit sector partners. This \$600 million community-based strategy sought federal and provincial investment to build and secure 5,400 new affordable homes and eliminate functional homelessness.

4. How will the Government of Alberta's emphasis on P3s impact our affordable housing strategy?

Council received a briefing on the new 10-year provincial affordable housing strategy on 2021 November 2, which is provided in Attachment 4. The strategy opens the door to different models



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of development, ownership and operation of affordable housing in the future and we are continuing to investigate the implications of the strategy for The City and Calgarians.

Provincial Budget 2022 will have a significant impact on the pace and approach of implementation of the strategy. The Province has indicated a long-term plan to transition its ownership of social housing assets to non-profits and the private sector while focusing on funding and regulation.

The new [Bill 78 introduced in November 2021](#) is enabling legislation which provides broad opportunities for private and non-profit delivery of social and affordable housing solutions. Under the proposed legislation, in addition to the definition of Social Housing, a new term of “Affordable Housing” has been added to the Housing Act and is not clearly defined. As such, projects could proceed without specific parameters around affordability versus market housing.

The Province has indicated that engagement with municipalities on the new strategy will be undertaken in 2021 December and 2022 January.

5. Does The City offer property tax relief for non-profit affordable housing?

The City processes property tax exemptions that are permitted under legislation including the Municipal Government Act (MGA) and Community Organization Property Tax Exemption Regulation (COPTER). While many non-profit affordable housing operators receive property tax exemptions, some operators of social and non-market housing are still subject to property tax due to the exemption criteria established by the province. Council has approved annual Notices of Motion cancelling municipal property tax for some non-profit providers who provide the public benefit of affordable housing but are not eligible for an exemption under the MGA or COPTER. As part of this, Council has made annual requests for the Province to also waive taxes for such providers, but those have to date not resulted in provincial waivers. Previously, The Government of Alberta refunded non-profits for property taxes through a grant-in-lieu-of-taxes program. The Alberta Seniors and Community Housing Association (ASCHA) has been advocating for reinstatement of a similar program for non-market housing.

Creating a level playing field with regard to the application of property tax exemptions has been an Affordable Housing priority since the 2016 approval of *Foundations for Home*.

Amendments to COPTER could expand exemption eligibility for affordable housing providers. Related to its new 10-year affordable housing strategy, the Province has indicated that engagement with municipalities on a number of issues, including property tax relief for affordable housing, will be undertaken in 2021 December and 2022 January.

The City's Assessment team is initiating work on recommendations from the Financial Task Force that include exploration of differentiated taxes for a number of organizations which create public benefit (including non-profit organizations, Business Improvement Areas and affordable housing). Updates to Council are planned for 2021 December and 2022 June that will include a recommendation(s) based on costs (and benefits).



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Assessment and Calgary Housing are collaborating on a research and analysis project to quantify the existing property tax exemption situation for non-profit housing operators in Calgary. This will review the data to identify gaps in exemption eligibility; review municipal policy options for possible future consideration; and consider refinement of provincial advocacy efforts, in concert with Intergovernmental Affairs and Corporate Strategy.



Calgary



2021 Spring Pulse Survey Young Adult Snapshot October, 2021

Prepared by:

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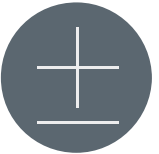


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Telephone survey conducted with a randomly selected sample of 2,500 Calgarians aged 18 years and older between March 1st and March 22nd, 2021. Both landline (55%) and cell phone (45%) sample were used.



The **margin of error** (MOE) for the total sample of 2,500 is ± 2.0 percentage points, 19 times out of 20. The margin of error for the young adults sub-group varies depending on the number who answered each question, but is approximately ± 8.0 percentage points, 19 times out of 20.



Final data were weighted to ensure the overall sample's quadrant, ward, and age/gender composition reflects that of the actual Calgary population aged 18 or older according to 2019 Municipal and 2016 Federal Census data.



Results are compared between the young adults group (18 to 24 years old) and all other age groups (24+ years old).

- Statistically significant differences are noted:
 - ↑ indicates number is significantly higher than the other group.
 - ↓ indicates number is significantly lower than the other group.
 - Some results in this report are subject to rounding adjustments.



Detailed Findings





Quality of Life



Key Findings | Quality of Life

In general, young adults (18-24 years of age) are more optimistic than those older Calgarians (25+ years of age) in their views on the quality of life in Calgary.

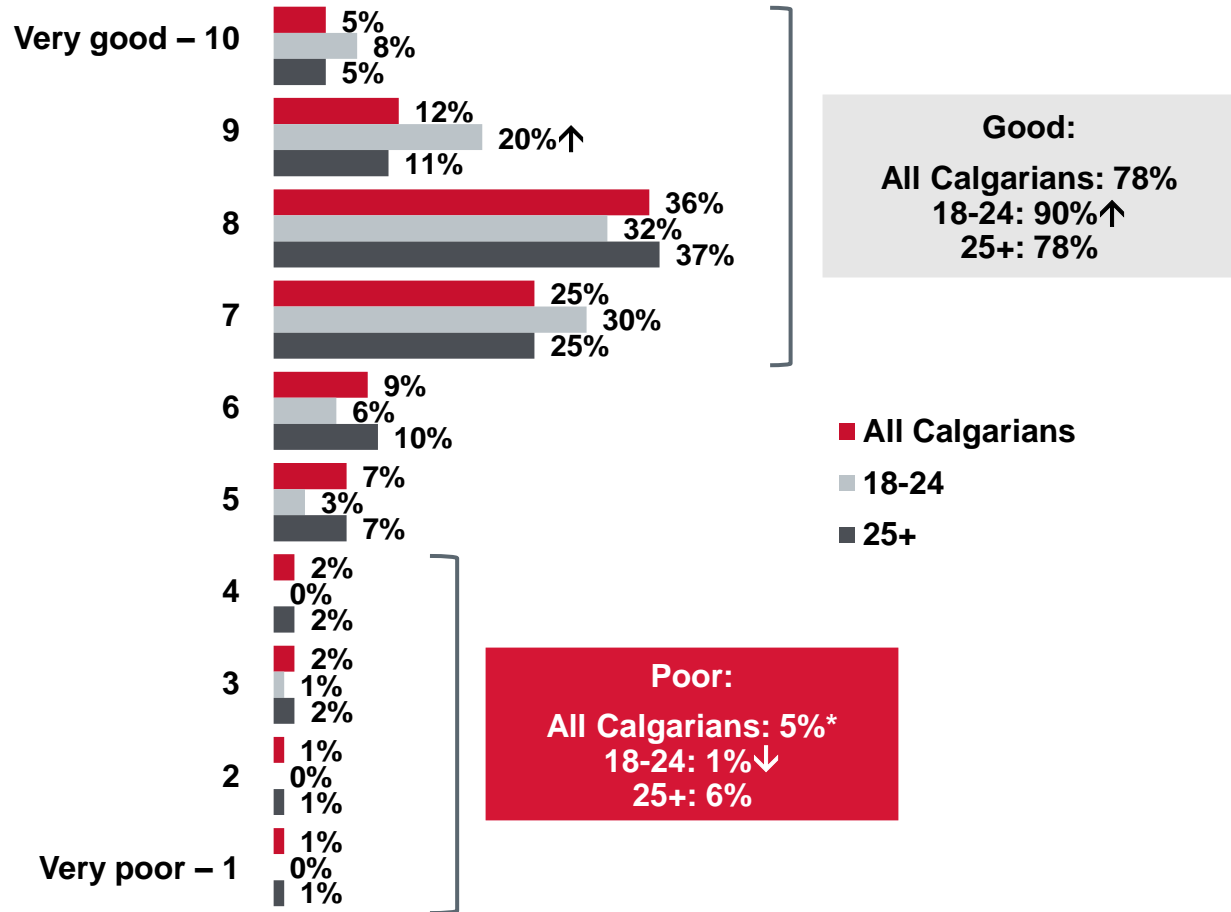
- Young adults are more likely to rate the overall quality of life in the city of Calgary as 'good' compared to older adults (young adults: 90% vs. older adults: 78%).
- Compared to older adults, young Calgarians feel that the quality of life in Calgary within the last three years has either improved (young adults: 22% vs. older adults: 11%) or stayed the same (young adults: 55% vs. older adults: 42%).
 - Older adults are significantly more likely to believe the quality of life has worsened as compared to young adults (young adults: 23% vs. older adults: 47%).
- Young adults are more likely to agree that Calgary is a great place to make a living as compared to other age groups (young adults: 66% vs. older adults: 56%).
- There are statistically similar levels of agreement between young adults and older adults concerning inclusivity, future direction, and accessibility.
- Young adults are also on par with older adults regarding viewing Calgary as "is a great place to make a life" (young adults: 79% & older adults: 77%) and agreeing that "Calgary is on the right track to be a better city 10 years from now" (young adults: 81% & older adults: 74%).

When it comes to COVID-19, young adults (18-24 years of age) are less optimistic than older adults (25+ years of age).

- Young adults are significantly more likely than older adults to indicate that COVID-19 is a threat to their mental health (young adults: 89% vs. older adults: 80%) and their personal financial situation (young adults: 81% vs. older adults: 68%). There were no differences in terms of perceived COVID-19 threat to their physical health.
 - Young adults are particularly more likely to view COVID-19 as a "major threat" to their mental health (young adults: 45% vs. older adults: 33%).
- Young adults are also less satisfied than older adults with The City's response to COVID-19 (young adults: 59% vs. older adults: 71%).



Overall Quality of Life in Calgary



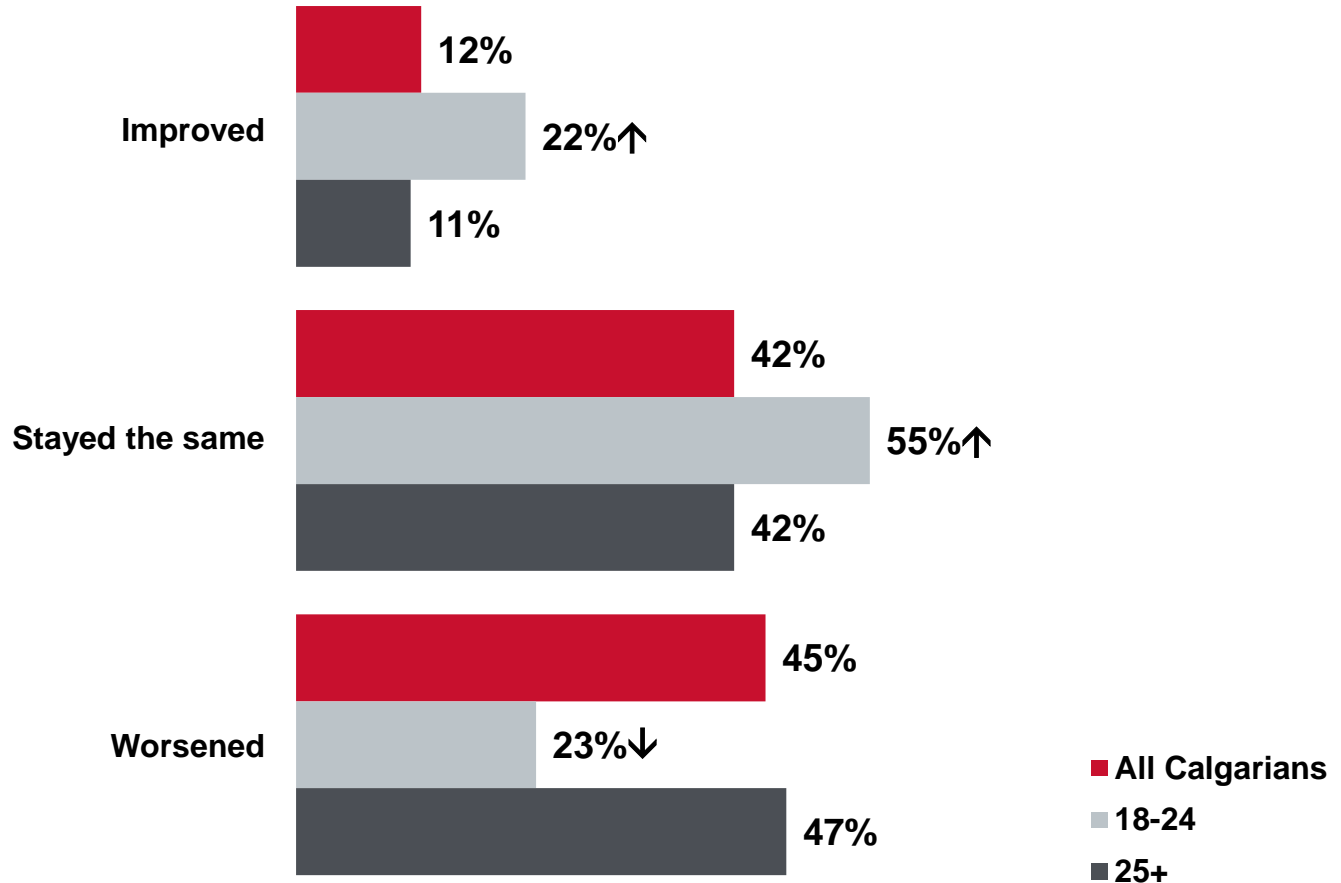
On a scale of “1” to “10” where “1” represents “very poor” and “10” represents “very good,” how would you rate the overall quality of life in the city of Calgary today?

Base: Valid respondents (All Calgaryans, n=2,495; 18-24, n=131; 25+, n=2,317)

*Rounding



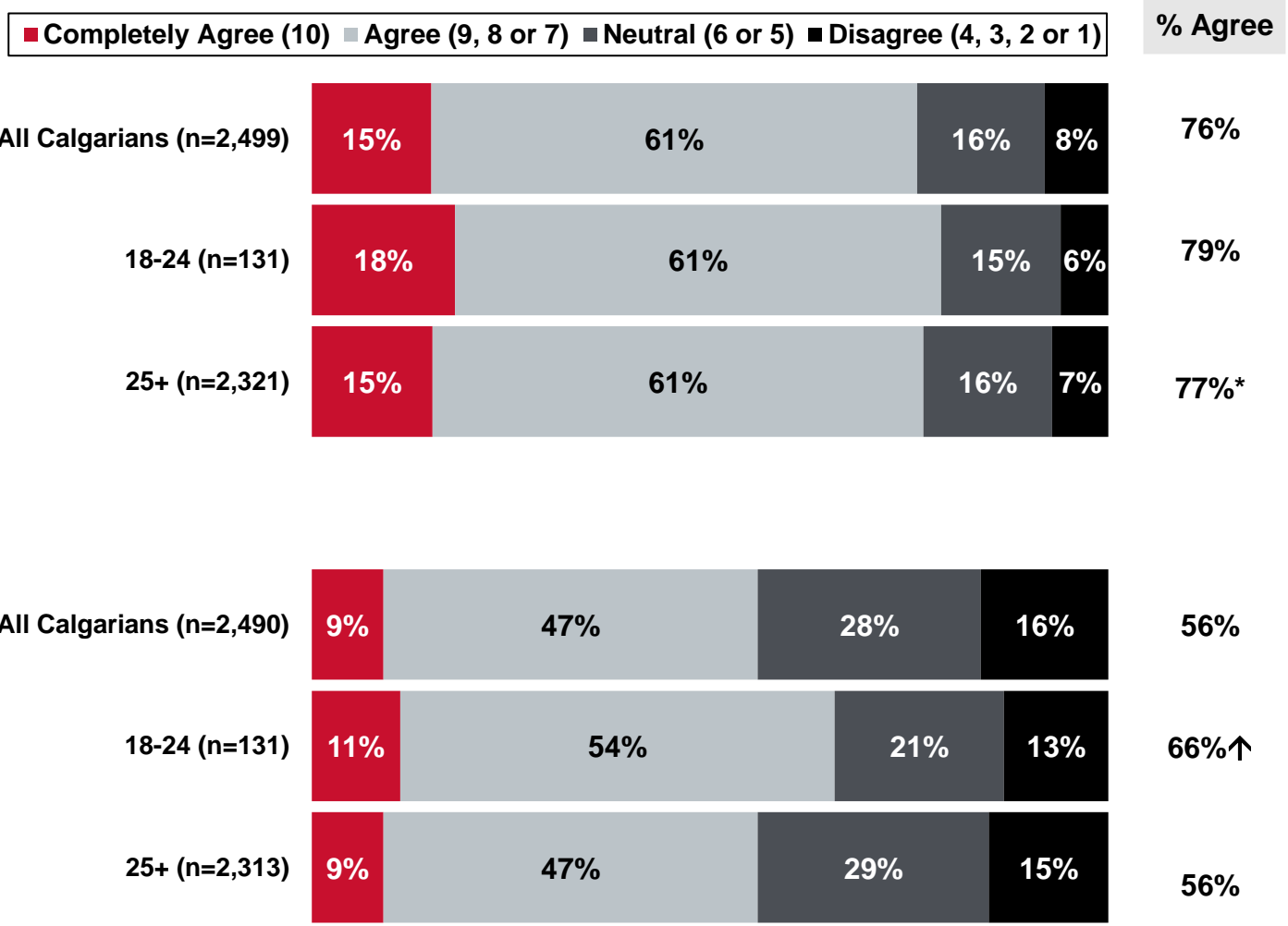
Perceived Change in the Quality of Life



And, do you feel that the quality of life in the city of Calgary in the past three years has ...?
 Base: Valid respondents (All Calgaryans, n=2,482; 18-24, n=131; 25+, n=2,304)



Sustainability: Making a Life & Making a Living



*Rounding

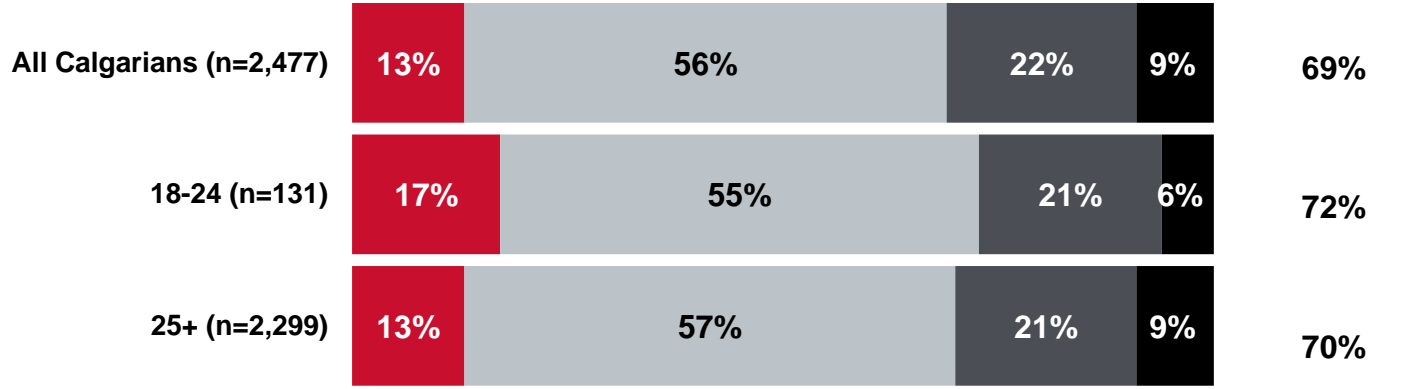
Next, I'm going to read you a series of statements that some people have said about life in Calgary. Please indicate whether you agree or disagree with each statement using a scale from 1 to 10, where "1" is "completely disagree" and "10" is "completely agree."
 Base: Valid respondents



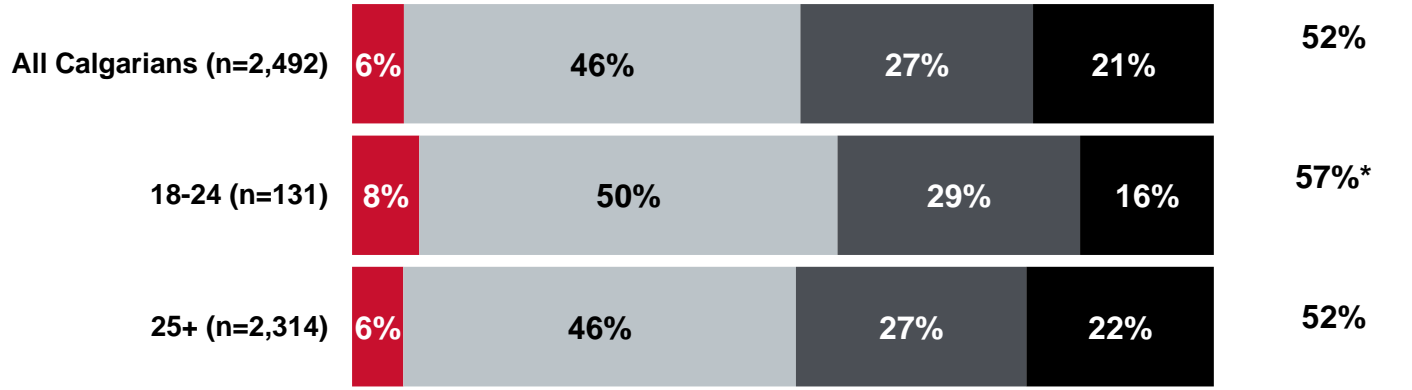
Sustainability: Inclusivity & Future Direction

■ Completely Agree (10)
 ■ Agree (9, 8 or 7)
 ■ Neutral (6 or 5)
 ■ Disagree (4, 3, 2 or 1)
 % Agree

The City of Calgary municipal government fosters a city that is inclusive and accepting of all



Calgary is moving in the right direction to ensure a high quality of life for future generations



*Rounding

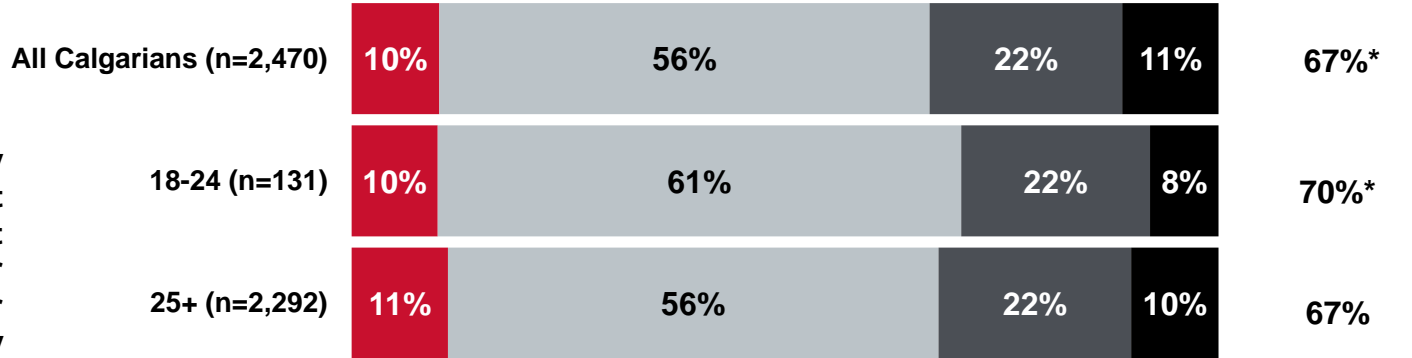
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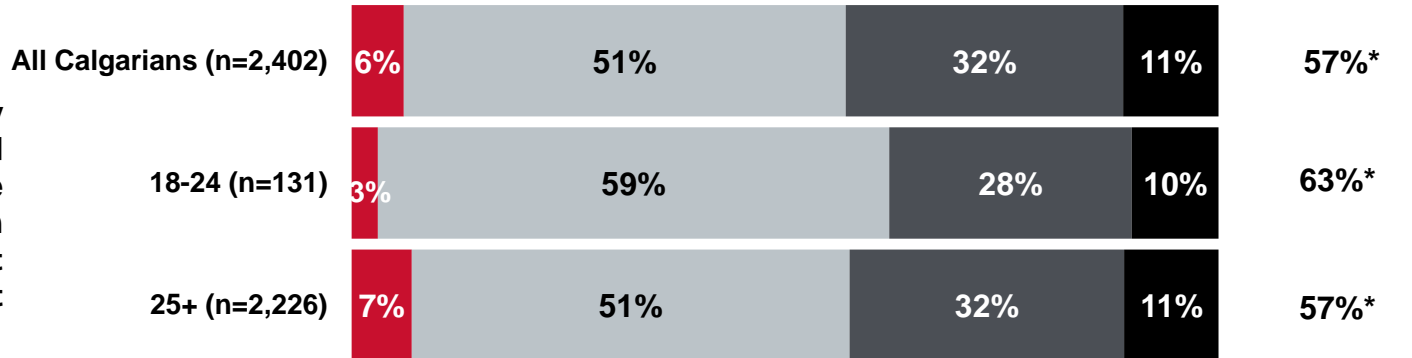
Sustainability: Accessibility

■ Completely Agree (10)
 ■ Agree (9, 8 or 7)
 ■ Neutral (6 or 5)
 ■ Disagree (4, 3, 2 or 1)

The City of Calgary municipal government strives to create a city that is equally accessible for all Calgarians, no matter their physical ability



The City of Calgary delivers programs and services that remove barriers to participation for Calgarians who need it the most



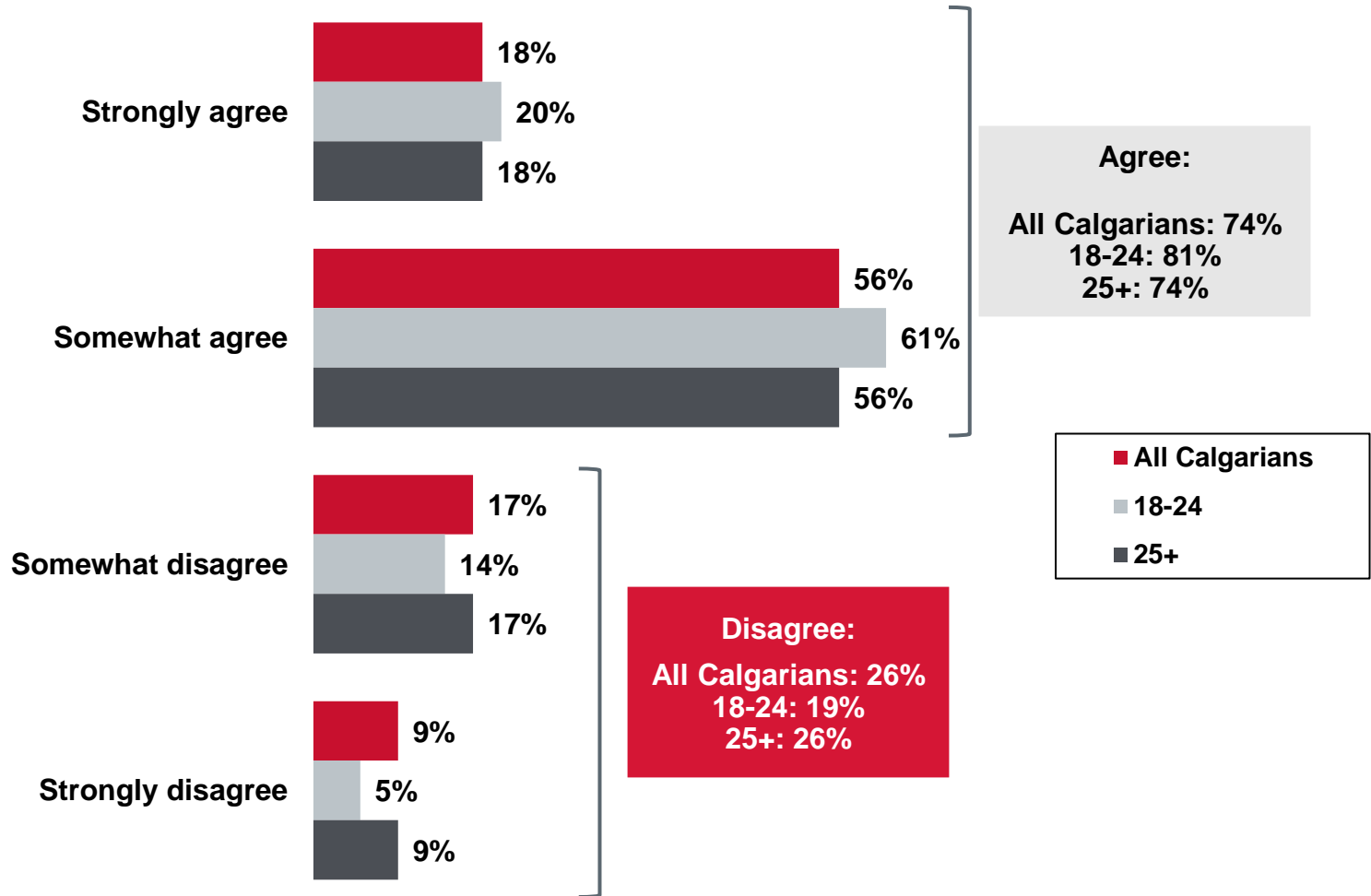
*Rounding

Next, I'm going to read you a series of statements that some people have said about life in Calgary. Please indicate whether you agree or disagree with each statement using a scale from 1 to 10, where "1" is "completely disagree" and "10" is "completely agree."

Base: Valid respondents



On the Right Track to Be a Better City

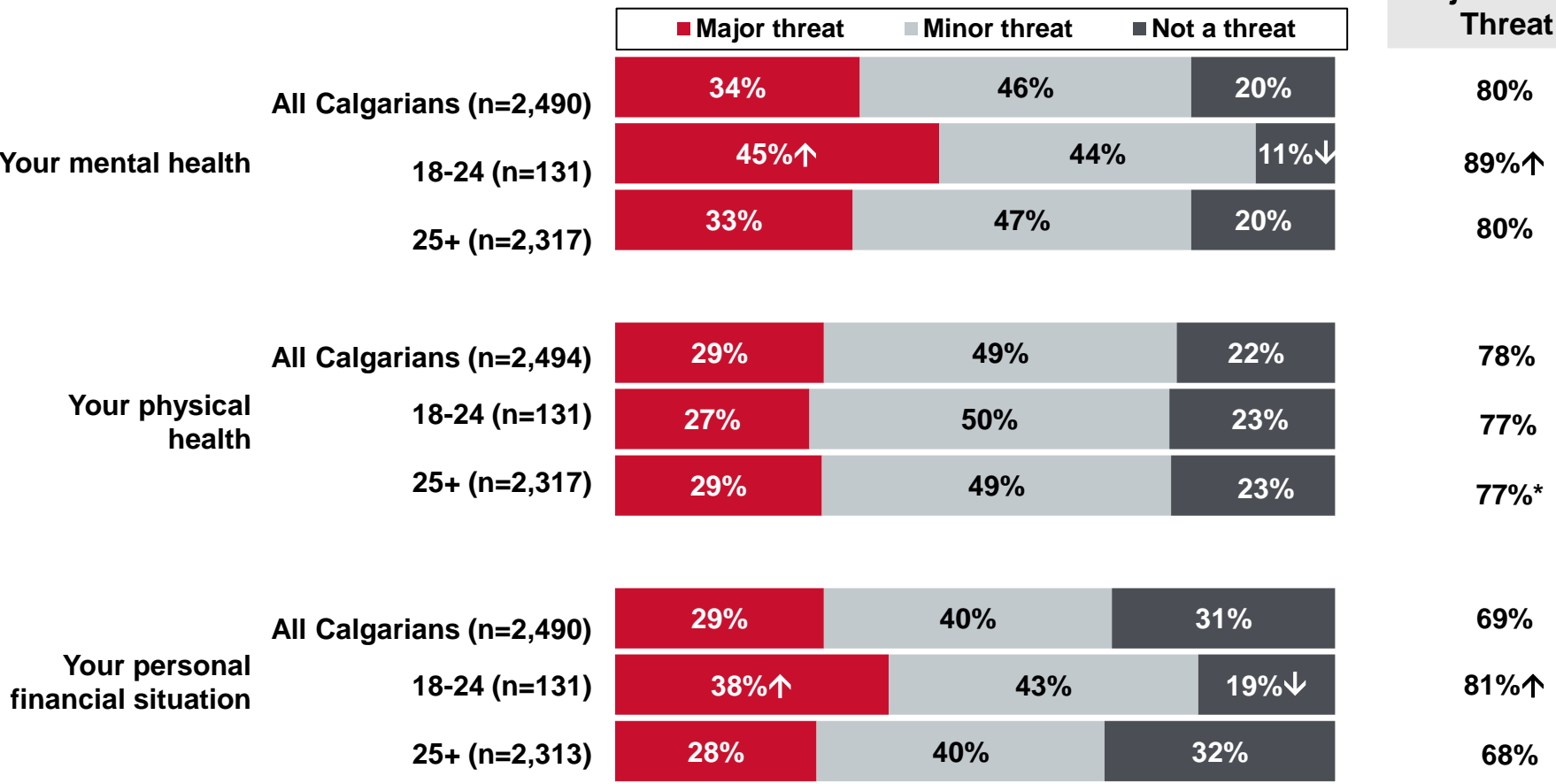


There are a wide array of challenges facing The City of Calgary today, but also many success stories. Please indicate whether you agree or disagree with the following statement about Calgary's future: Calgary is on the right track to be a better city 10 years from now.
 Base: Valid respondents (All Calgaryans, n=2,490; 18-24, n=131; 25+, n=2,312)



Threats Related to the COVID-19 Pandemic

Major + Minor Threat

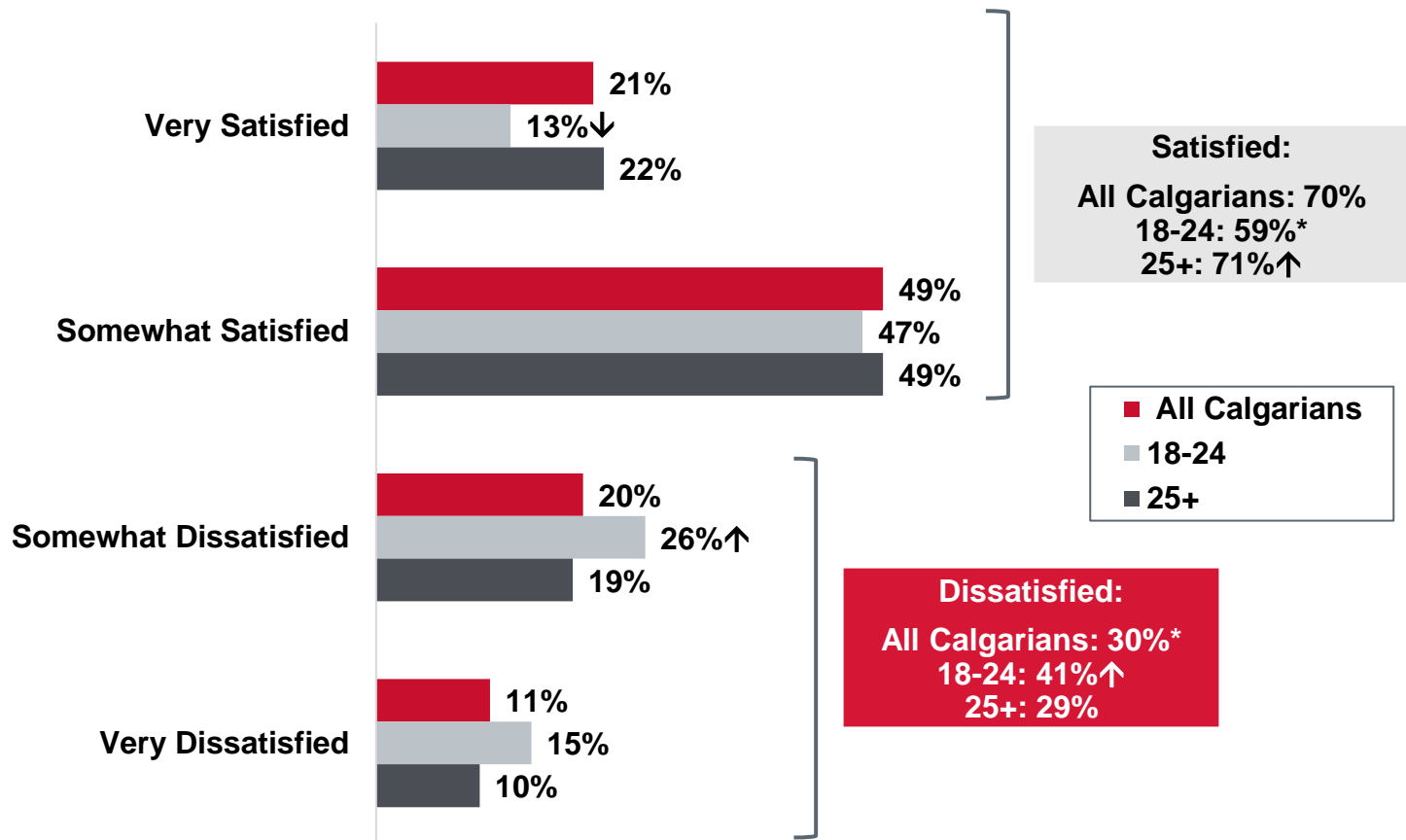


*Rounding

In your opinion, how much of a threat is the COVID-19 pandemic for...?
 Base: Valid respondents



Satisfaction with The City's COVID-19 Response



Overall, how satisfied are you with The City's COVID-19 response? Are you...?
 Base: Valid respondents (All Calgarians, n=2,479; 18-24, n=131; 25+, n=2,304)

*Rounding



City Programs and Services





Key Findings | City Programs and Services

Both young adults (18-24 years of age) and older adults (25+ years of age) are generally satisfied with the services and programs provided by The City of Calgary.

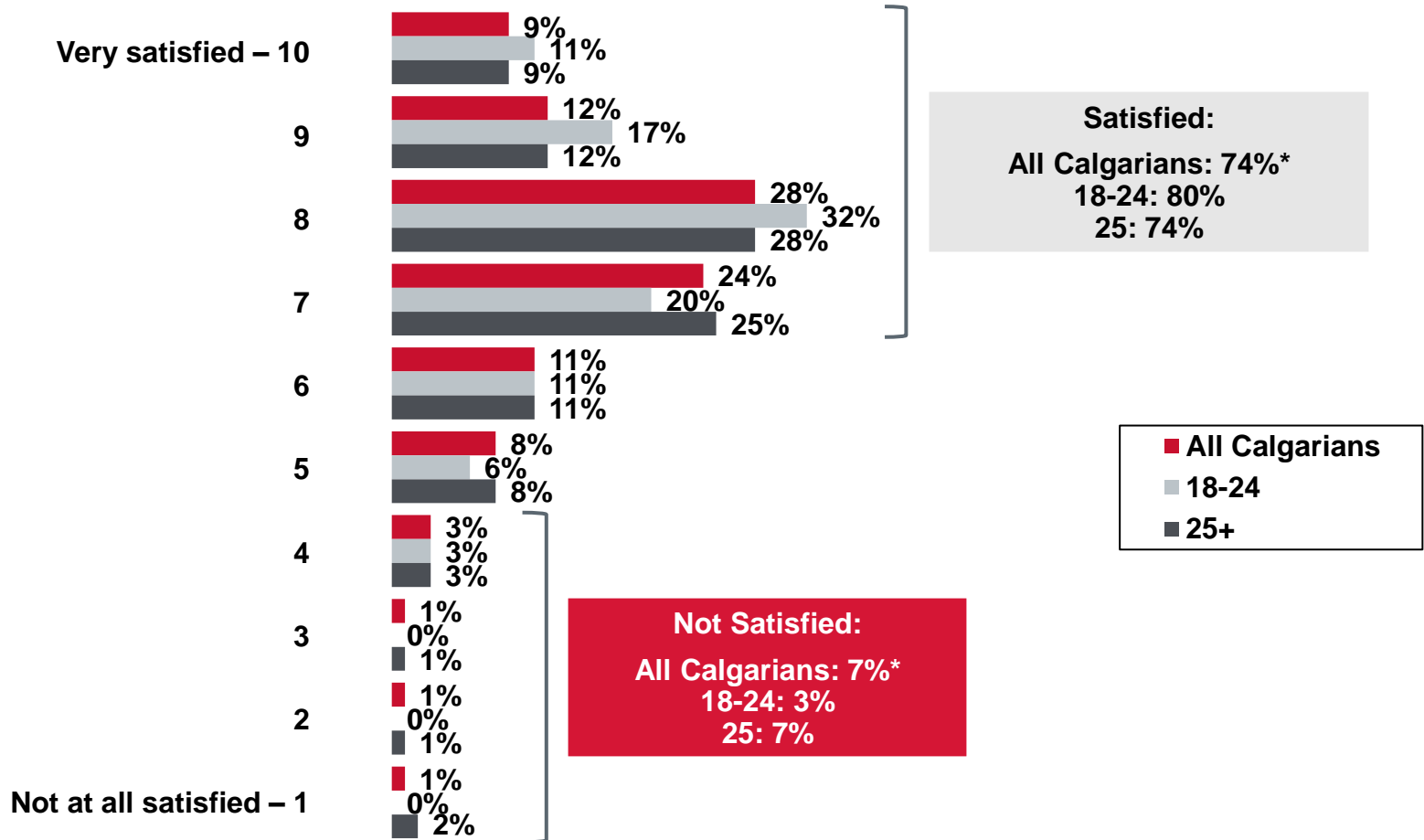
- No significant differences emerged between the two age groups with regards to the overall satisfaction with the level and quality of services and programs provided by The City (young adults: 80% & older adults: 74%).

Young adults (18-24 years of age) have more favourable attitudes toward the Green Line as compared to older adults (25+ years of age).

- While both young adults and older adults believe that the Green Line is important to the future of Calgary 10 years down the road, young adults are significantly more likely to endorse its importance as compared to older adults (young adults: 96% vs. older adults: 89%).
 - Compared to older adults, young adults are less likely to perceive the Green Line as “not at all important” (young adults: 0% vs. older adults: 5%).
- Attitudes regarding the Green Line are largely positive across both age groups, but even more so among young adults.
 - Young adults are more likely to agree that “The Green Line LRT will enable Calgarians to better connect with people, places and services” compared to older adults (young adults: 97% vs. older adults: 90%).
 - Young adults are also more likely to agree that “The Green Line LRT will be an important addition to Calgary’s transportation network” than older adults (young adults: 98% vs. older adults: 88%).



Overall Satisfaction with City Programs & Services



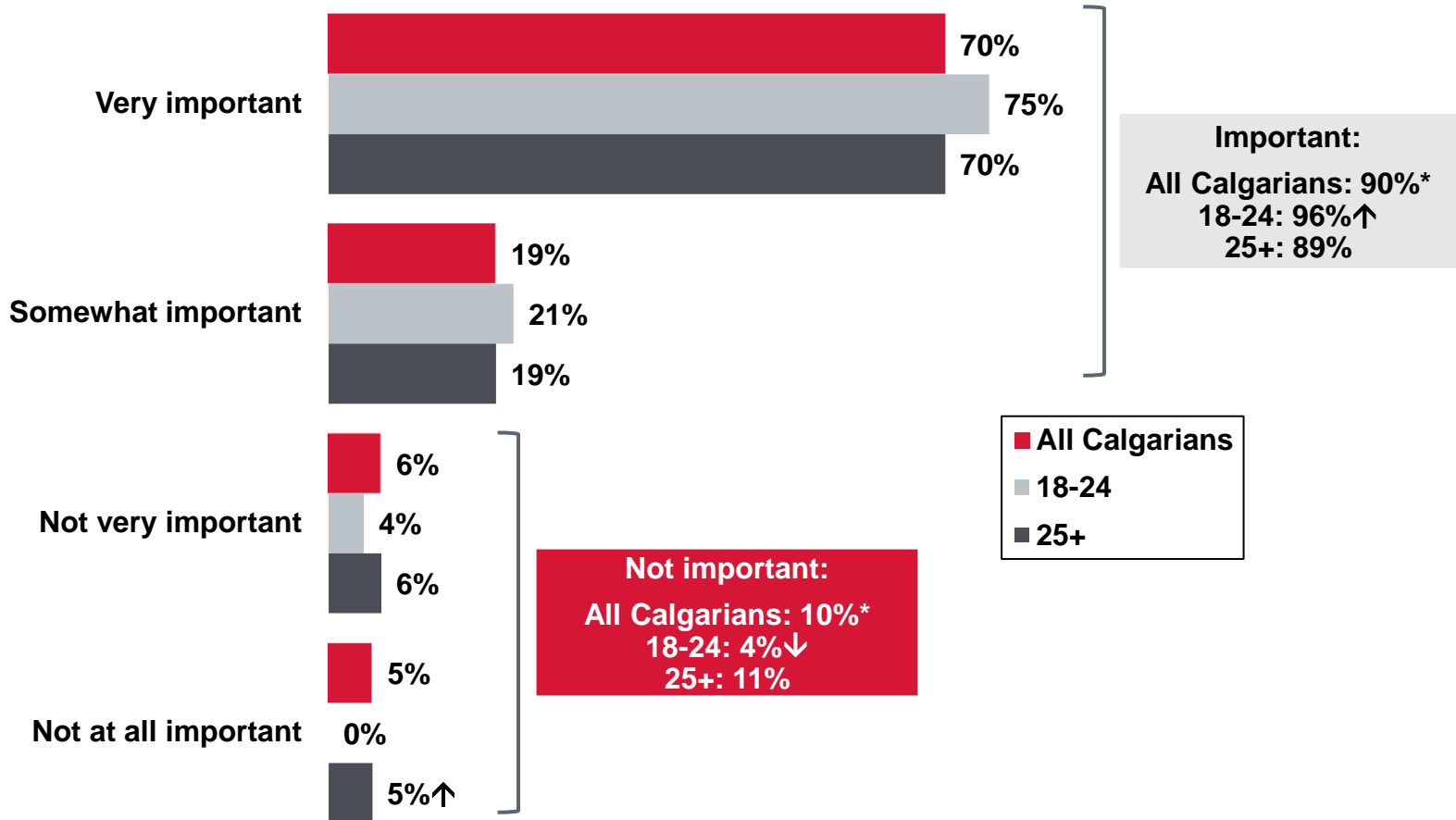
On a scale from “1” to “10” where “1” represents “not at all satisfied” and “10” represents “very satisfied,” how satisfied are you with the overall level and quality of services and programs provided by The City of Calgary?

Base: Valid respondents (All Calgarians, n=2,498; 18-24, n=131; 25+, n=2,320)

*Rounding



Perceived Importance of the Green Line LRT



The Green Line is Calgary's next LRT line. When complete, it will connect communities between Keystone in the North and Seton in the Southeast to downtown and various other destinations along the way. How important do you think the Green Line LRT is to the future of Calgary, 10 years down the road and beyond?

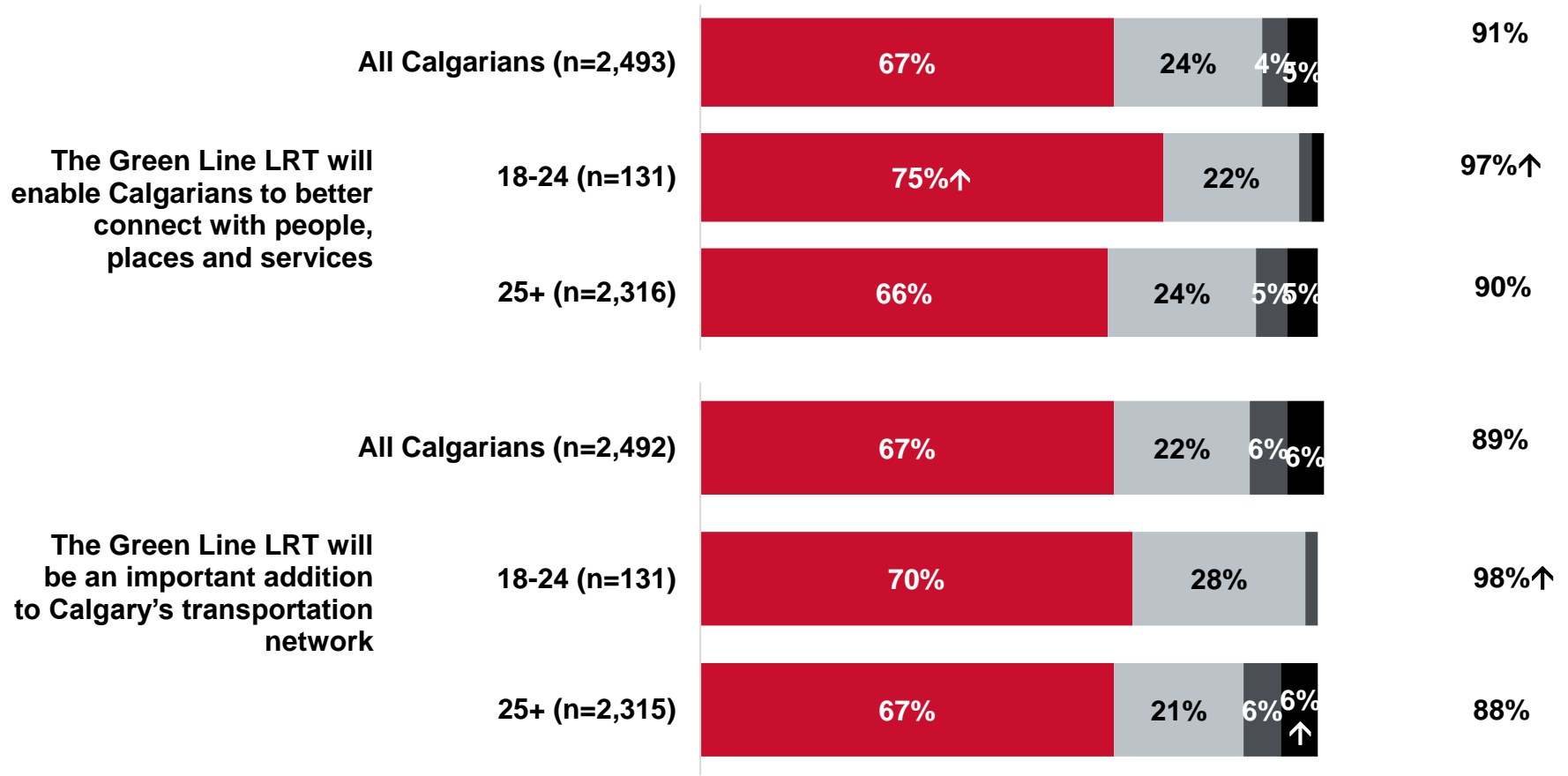
Base: Valid respondents (All Calgaryans, n=2,491; 18-24, n=130; 25+, n=2,315)

*Rounding



Attitudes Regarding The Green Line LRT

■ Strongly agree
 ■ Somewhat agree
 ■ Somewhat disagree
 ■ Strongly disagree
 % Agree



To what extent do you agree or disagree with the following statements?
 Base: Valid respondents

Note: Labels less than 3% are not shown.



Taxation



More than half of Calgarians feel that the value they receive from their municipal property taxes is “good,” with no significant differences between young adults (18-24 years of age) and older adults (25+ years of age).

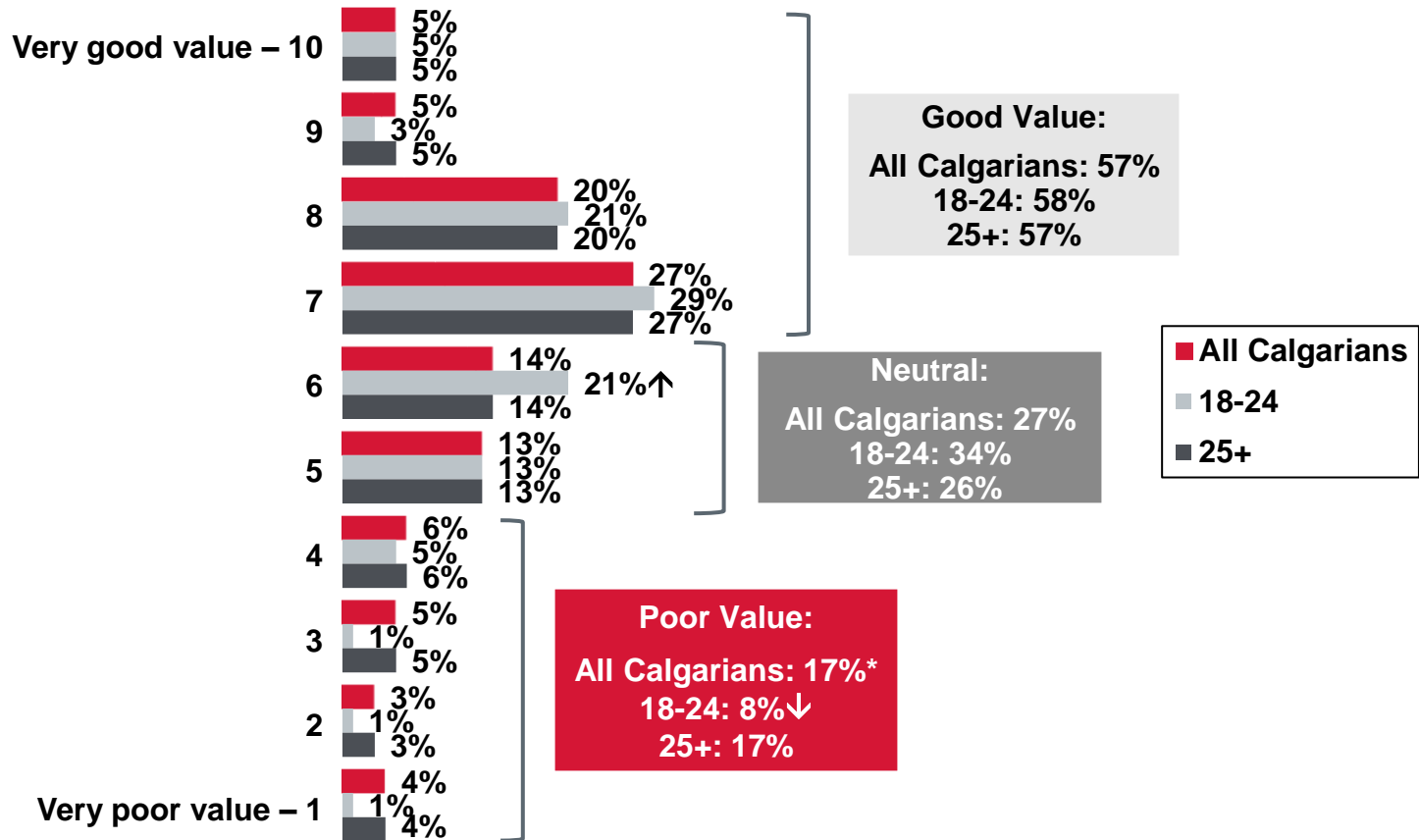
- While there are no significant differences in perceptions of “good” value for property taxes, young adults are less likely to indicate that the value of property taxes is “poor” as compared to older (young adults: 8% vs older adults: 17%).

The majority of Calgarians endorse increasing taxes to maintain services at the current level or increase services.

- When asked about preferred options for balancing taxation and service delivery, almost six in ten Calgarians (57%) endorse tax increases. There are no significant differences among the two age groups (young adults: 62% & older adults: 57%).
- Young adults are more likely to indicate they would like to increase taxes beyond the current inflation rates to expand services as compared to older adults (young adults: 15% vs. older adults: 9%).
- Four in ten (39%) Calgarians endorse cutting services. This preference is similar between the two age groups (young adults: 36% & older adults: 39%).



Perceived Value of Property Taxes



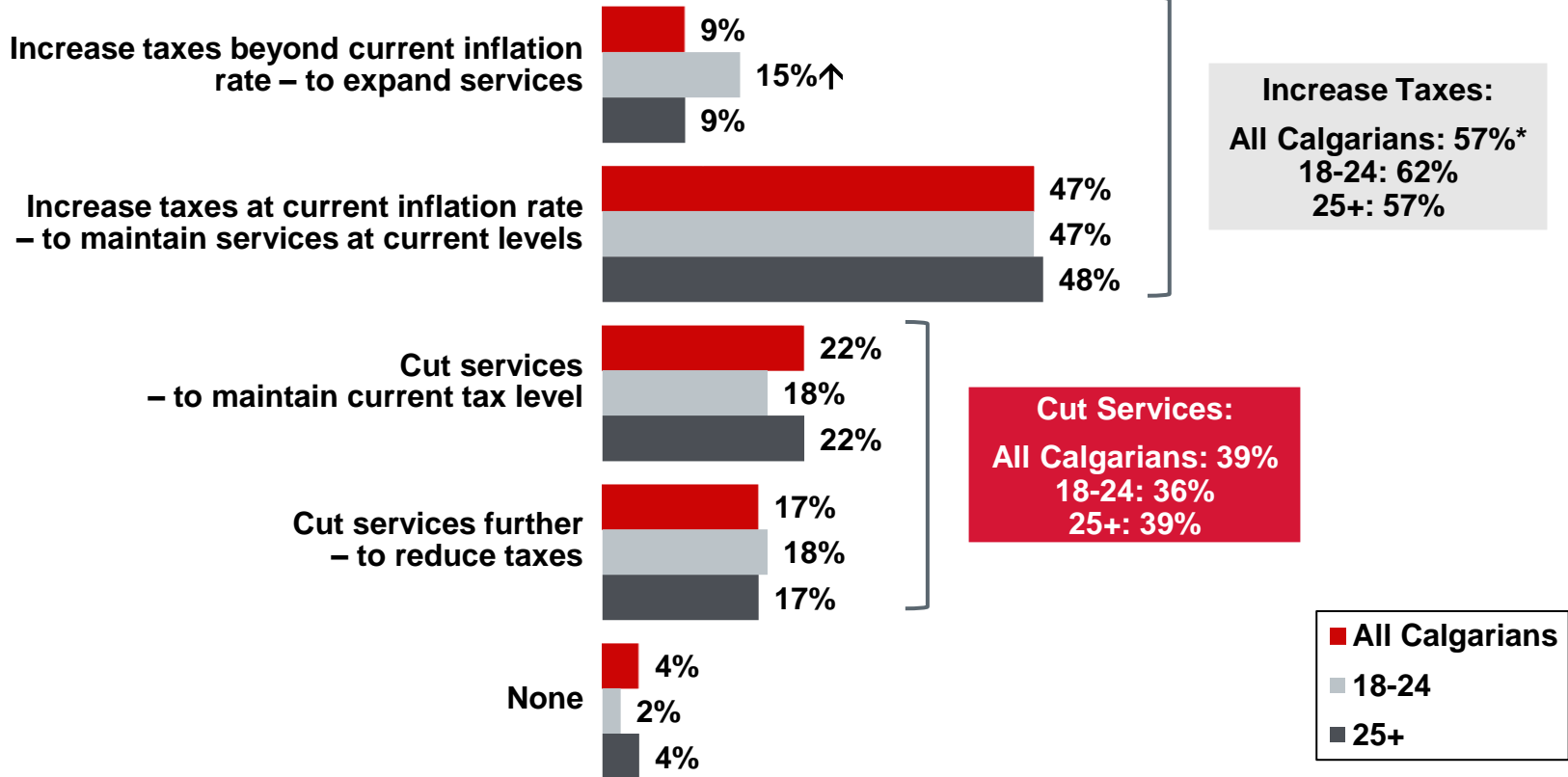
Your property tax dollars are divided between The City and the Province. In Calgary, approximately two-thirds of your residential property tax payment goes to The City to fund municipal services. Considering the services provided by The City, please rate the value you feel you receive from your municipal property tax dollars using a scale of 1 to 10 where “1” represents “very poor value” and “10” represents “very good value.”

Base: Valid respondents (All Calgarians, n=2,453; 18-24, n=126; 25+, n=2,282)

*Rounding



Balancing Taxation and Service Delivery Levels



Municipal property taxes are the primary way to pay for services and programs provided by The City of Calgary. Due to the increased cost of maintaining current service levels and infrastructure, The City must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like The City to pursue?
 Base: Valid respondents (All Calgarians, n=2,464; 18-24, n=129; 25+, n=2,290)

*Rounding



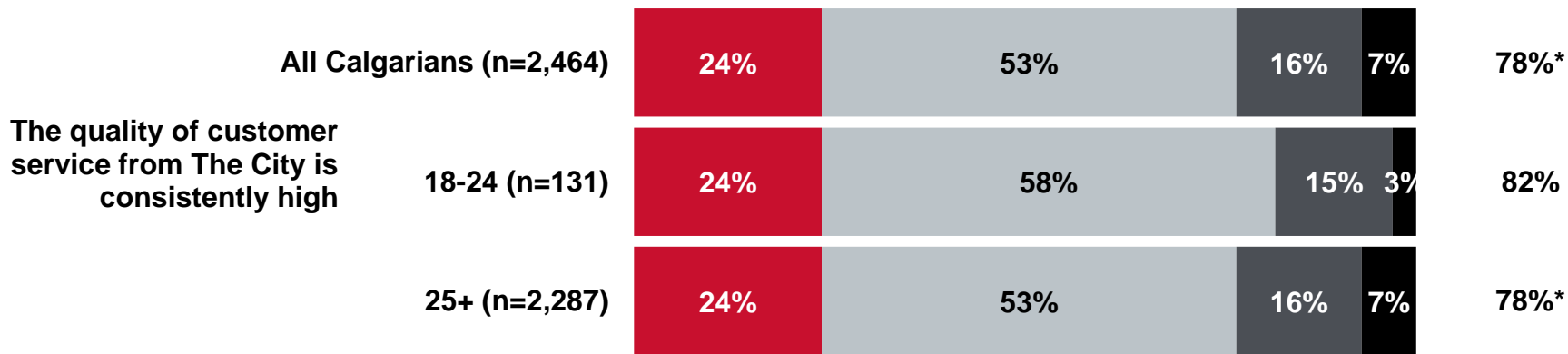
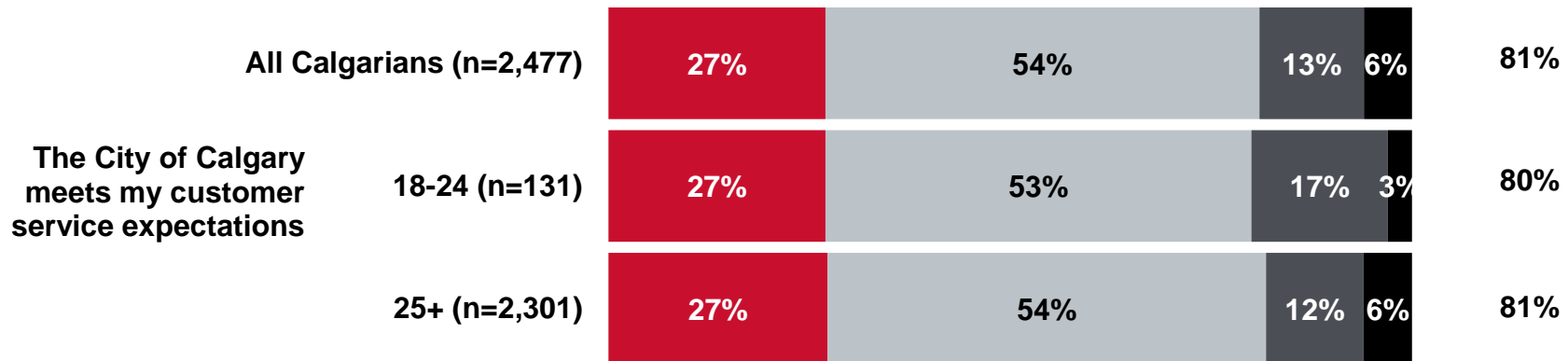
Perceptions of Customer Service





Perceptions of Customer Service

■ Strongly agree
 ■ Somewhat agree
 ■ Somewhat disagree
 ■ Strongly disagree
 % Agree



*Rounding

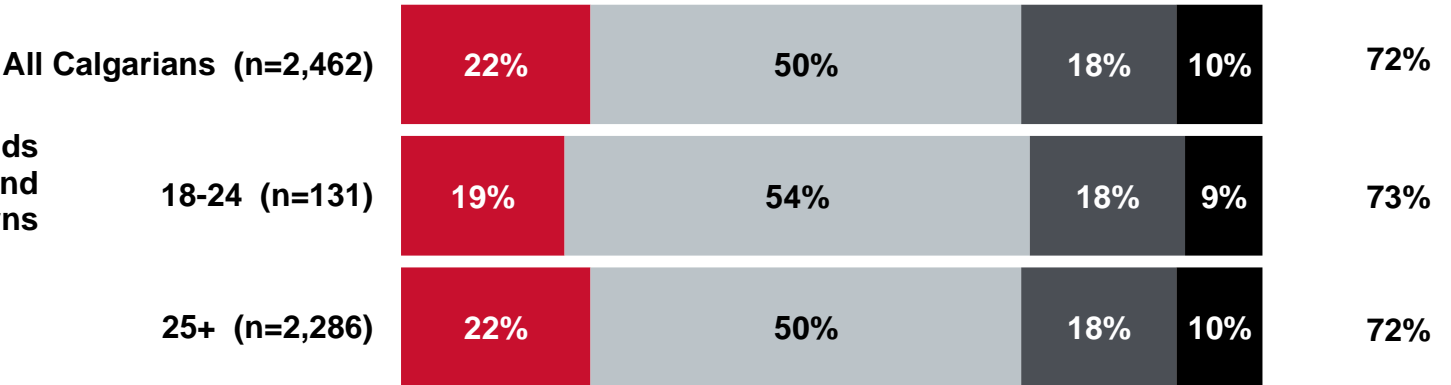
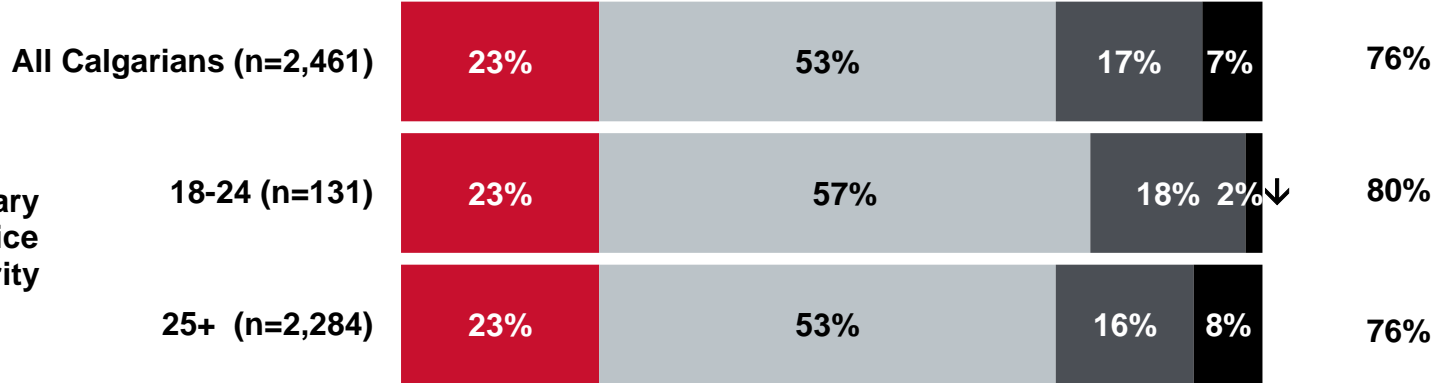
Thinking about your personal dealings with The City of Calgary, your general impressions and anything you may have read, seen or heard, please tell me whether you agree or disagree with each of the following statements about The City?

Base: Valid respondents



Perceptions of Customer Service (continued)

■ Strongly agree
 ■ Somewhat agree
 ■ Somewhat disagree
 ■ Strongly disagree
 % Agree



Thinking about your personal dealings with The City of Calgary, your general impressions and anything you may have read, seen or heard, please tell me whether you agree or disagree with each of the following statements about The City?

Base: Valid respondents

*Rounding



City Communications

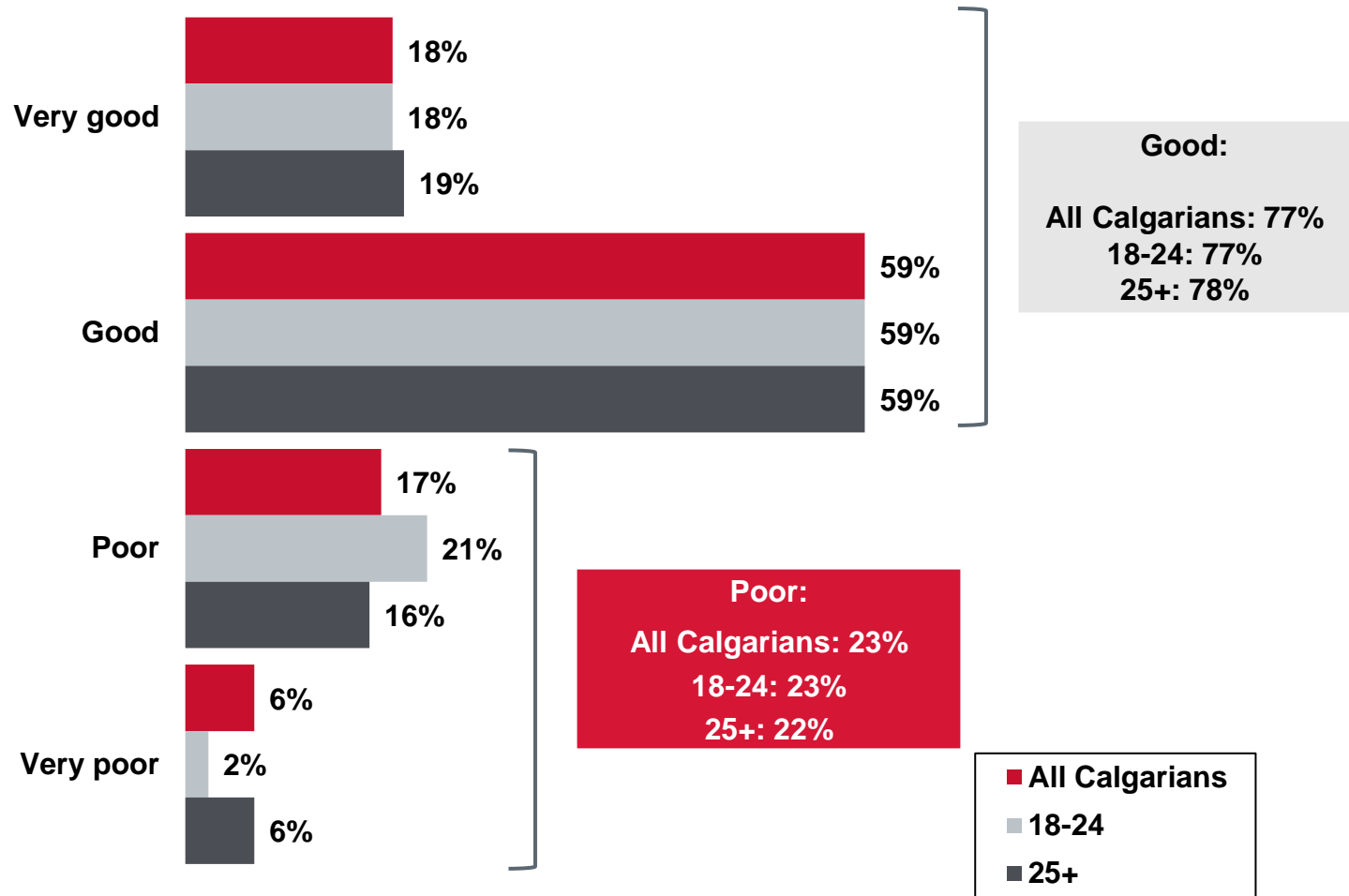


While perceptions of overall communications from The City does not differ between young adults (18-24 years of age) versus older adults (25+ years of age), younger adults are more likely to say that receiving information in a language other than English would be helpful.

- Almost eight in ten (77%) Calgarians rate the overall communications from The City as “good.”
 - Young adults do not differ in their ratings as compared to older adults (young adults: 77% & older adults: 78%).
- When asked whether it would be helpful to receive information about The City’s programs and services in a language other than English, young adults are more likely to say “yes” compared to older adults (young adults: 14% vs. older adults: 9%).
 - Although there are differences in in-language communication preferences between the two age groups, it is notable that the majority of respondents do not think that it would be helpful to receive information about The City’s programs and services in a language other than English.



Overall Communications from The City



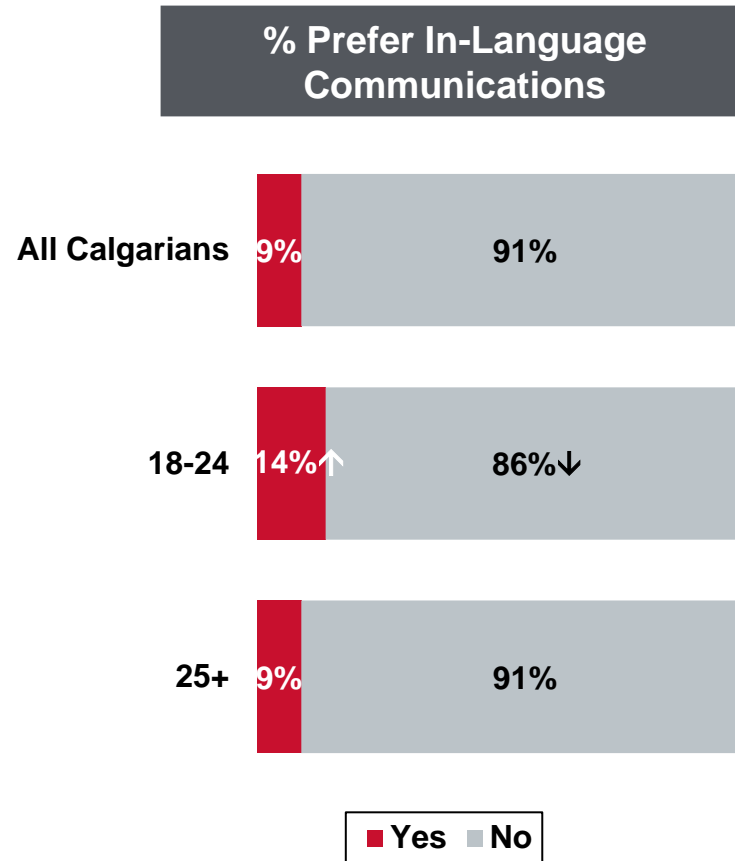
Overall, how would you rate The City of Calgary in terms of how well it communicates with citizens about its services, programs, policies and plans in the past 6 months?

Base: Valid respondents (All Calgarians, n=2,488; 18-24, n=131; 25+, n=2,311)

*Rounding



In-Language Communications



Would it be helpful to you or anyone in your household to receive information about The City of Calgary's programs and services in a language other than English?

Base: Valid respondents (All Calgaryans, n=2,493; 18-24, n=208; 25+, n=2,234)



City Reputation and Performance





Key Findings | City Reputation and Performance

While both young adults (18-24 years of age) and older adults (25+ years of age) display similar levels of trust in The City, there are significant differences in how these two age groups view The City's performance.

- Half (50%) of Calgarians say that they trust The City. This sentiment is similar among Calgarians of different age groups (young adults: 50% & older adults: 51%).
- When asked about performance, young adults are more satisfied with how The City overall, including Council and Administration, is going about running the city as compared to older adults (young adults: 84% vs. older adults: 72%).
- Young adults are also more satisfied with City Council's performance than older adults (young adults: 79% vs. older adults: 59%).
- No significant differences emerged for ratings of City Administration's performance (young adults: 83% & older adults: 79%).

Young adults (18-24 years of age) have more positive attitudes regarding The City than older adults (25+ years of age).

- Young adults feel more confident that The City "is working to improve how it includes citizen input into important decisions" than older adults (young adults: 78% vs. older adults: 69%).
- Young adults are also more positive in their perceptions that "The City Council and City Administration work collaboratively to make the best possible decisions for the future of Calgary" as compared to older adults (young adults: 81% vs. older adults: 67%).
- When asked about perceptions that The City "manages its spending in a responsible way that reflects the needs and priorities of Calgarians," young adults are more likely to agree with this statement as compared to older adults (young adults: 66% vs. older adults: 56%).



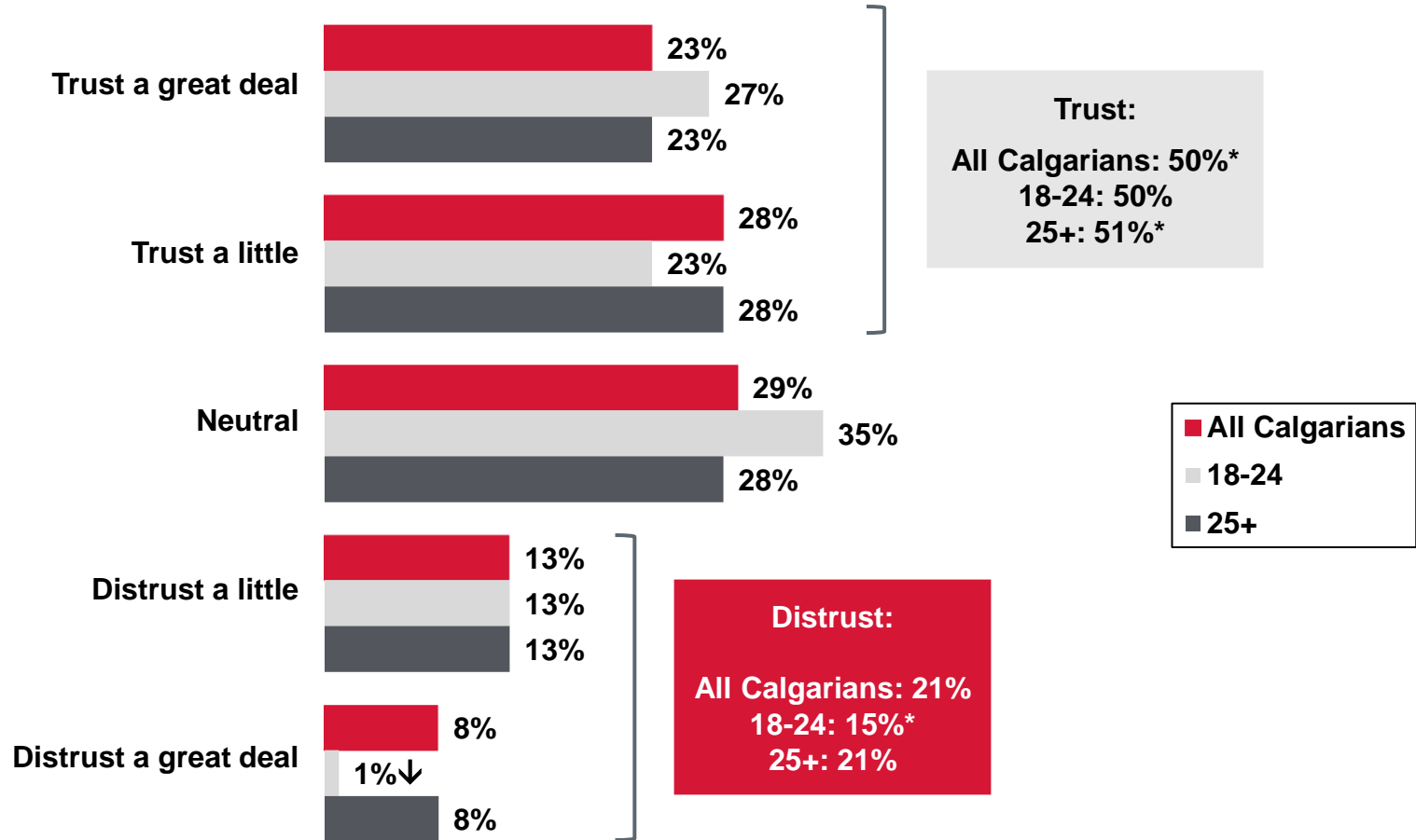
Key Findings | City Reputation and Performance

When asked about transparency and citizen input, young adults (18-24 years of age) have more positive views as compared to older adults (25+ years of age).

- Young adults are more likely to agree that The City “practices open and accessible government” as compared to older adults (young adults: 80% & older adults: 69%).
- Perceptions that The City uses input from Calgarians when making decisions about City projects and services is also higher among young adults than older adults (young adults: 77% vs. older adults: 65%).
- When asked about The City allowing to have meaningful input (young adults: 69% & older adults: 62%) and opportunities to provide input (young adults: 67% & older adults: 61%) no differences emerged between the two age groups.



Trust in The City of Calgary



Taking into account all of the things which you think are important, how much do you trust or distrust The City of Calgary?

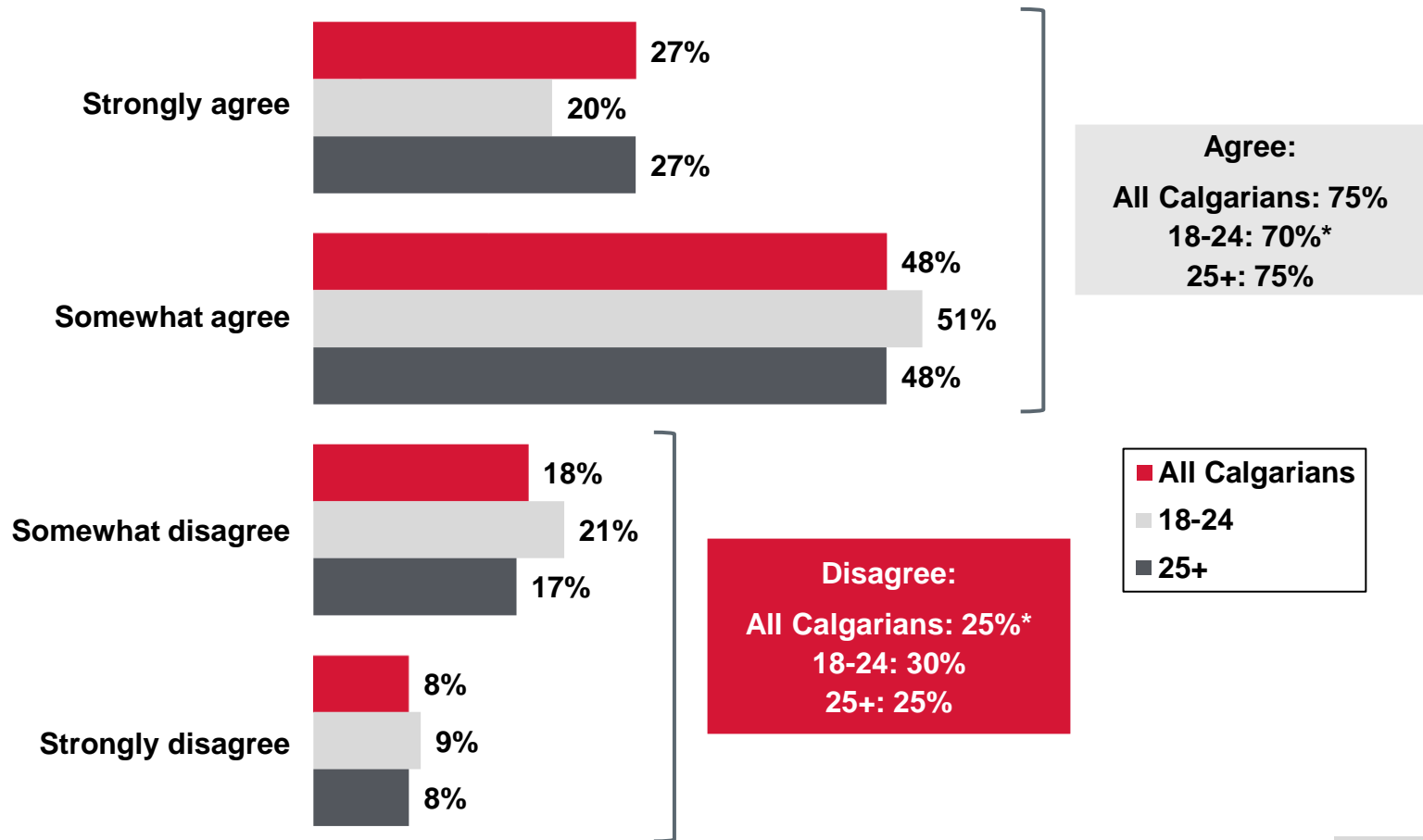
Base: Valid respondents (All Calgaryans, n=2,494; 18-24, n=131; 25+, n=2,317)

*Rounding



Understanding of Municipal Roles

I understand the roles and responsibilities of City Council compared to those of City Administration



*Rounding

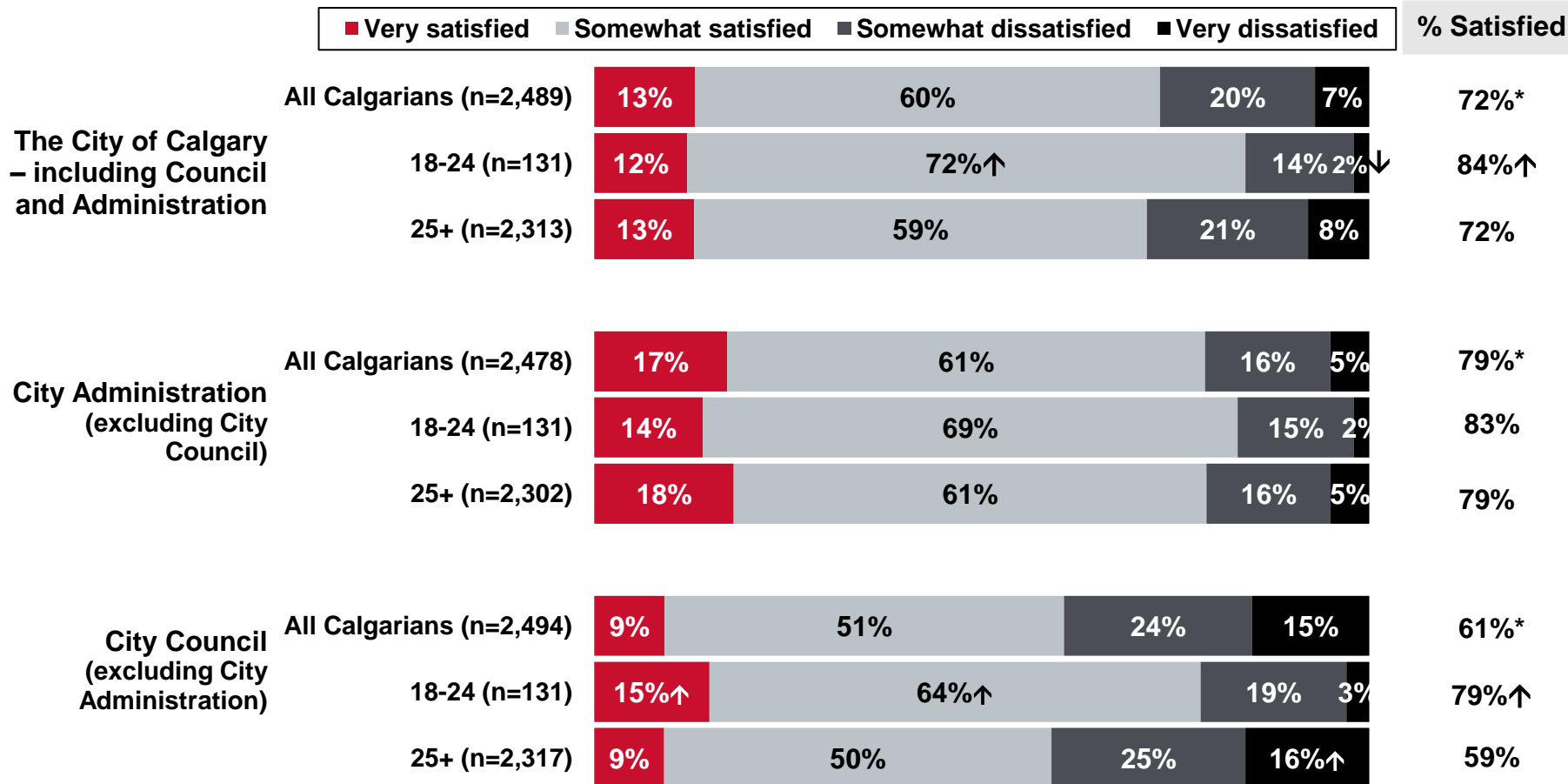
Do you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the following statement: I understand the roles and responsibilities of City Council compared to those of City Administration.

Base: Valid respondents (All Calgaryans, n=2,462; 18-24, n=131; 25+, n=2,286)



Perceptions About City Performance

As you may know, **City Council** is made up of elected officials who are the legislative body that govern The City. While **City Administration** is made up of non-elected employees at The City who are responsible for the management and running of local services. In other words, public servants who administer services, facilities, safety and infrastructure for communities.



*Rounding

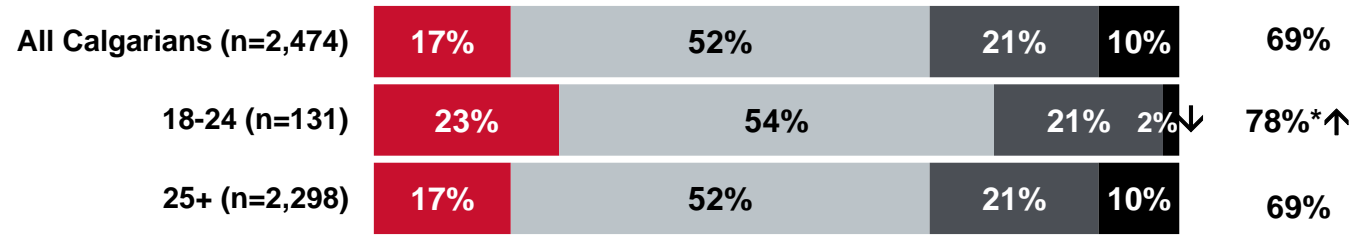
Taking everything into account, how satisfied or dissatisfied are you with the way [INSERT] is going about running our City?
Base: Valid respondents



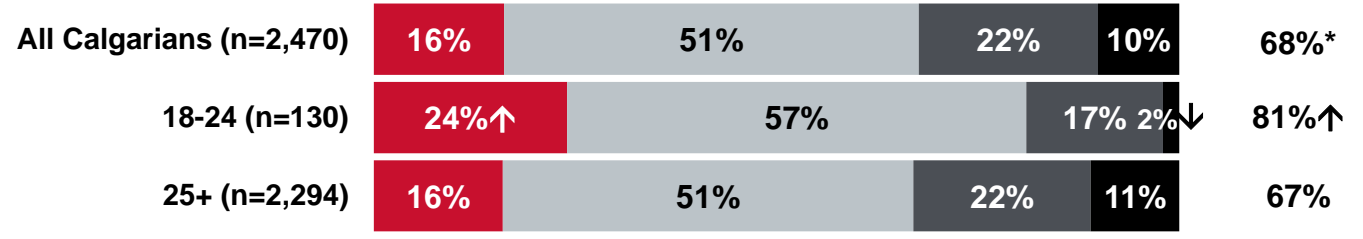
Attitudes Regarding The City

■ Strongly agree
 ■ Somewhat agree
 ■ Somewhat disagree
 ■ Strongly disagree
 % Agree

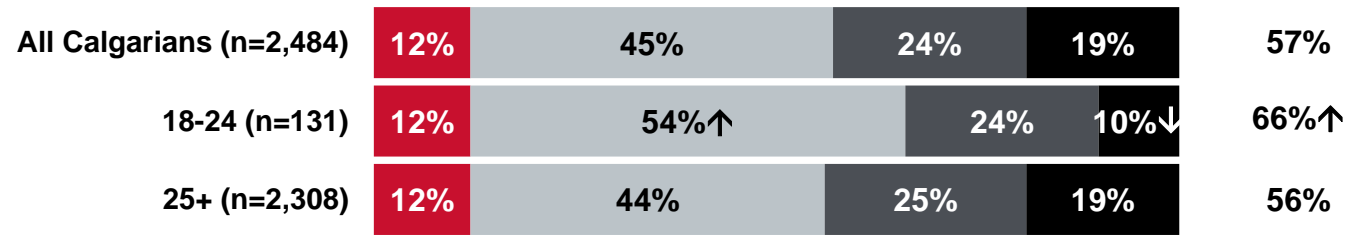
I am confident that The City of Calgary is working to improve how it includes citizen input into important decisions



I believe that City Council and City Administration work collaboratively to make the best possible decisions for the future of Calgary



The City of Calgary manages its spending in a responsible way that reflects the needs and priorities of Calgarians



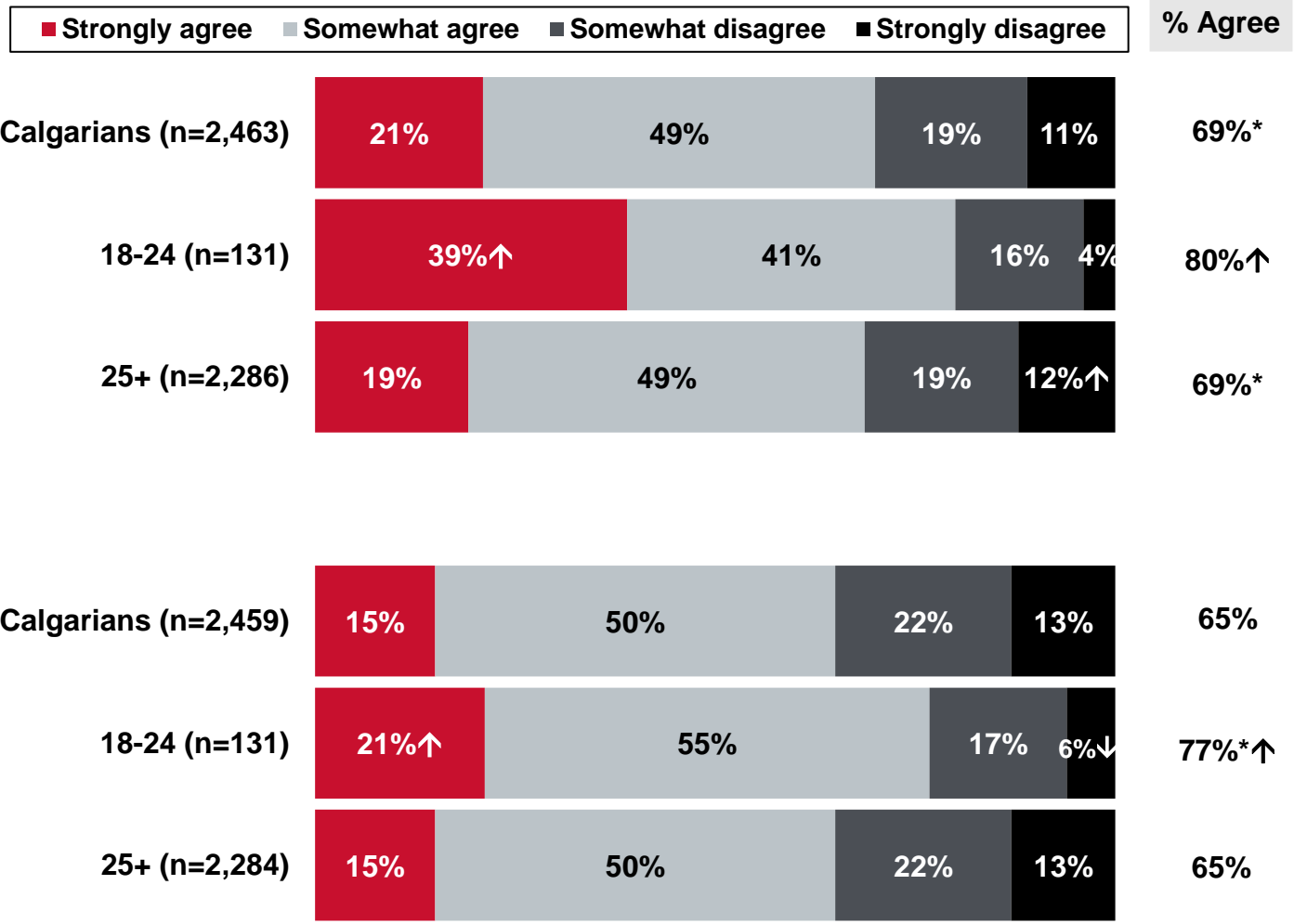
*Rounding

Please tell me whether you agree or disagree with each of the following statements?

Base: Valid respondents



Transparency and Citizen Input



*Rounding

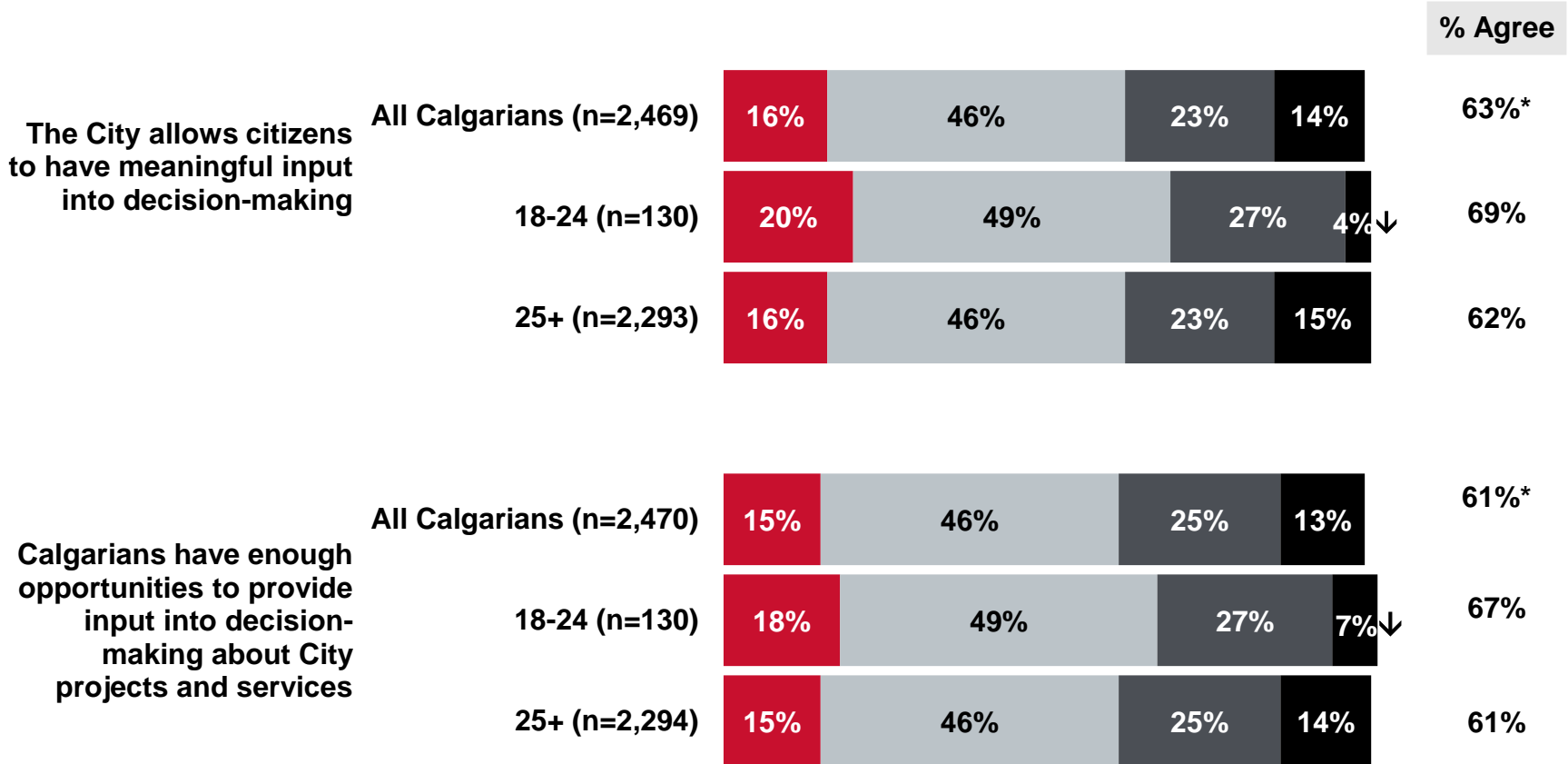
Thinking about your personal dealings with The City of Calgary, your general impressions and anything you may have read, seen or heard, please tell me whether you agree or disagree with each of the following statements about The City?

Base: Valid respondents



Transparency and Citizen Input (continued)

■ Strongly agree
 ■ Somewhat agree
 ■ Somewhat disagree
 ■ Strongly disagree



*Rounding

Thinking about your personal dealings with The City of Calgary, your general impressions and anything you may have read, seen or heard, please tell me whether you agree or disagree with each of the following statements about The City?
 Base: Valid respondents



Respondent Profile





Age

	City Wide
18 to 24	8%
25 to 34	22%
35 to 44	17%
45 to 54	21%
55 to 64	13%
65 or older	18%
Mean	46.5

Income

	City Wide
Less than \$30,000	7%
\$30,000 to <\$45,000	7%
\$45,000 to <\$60,000	8%
\$60,000 to <\$75,000	8%
\$75,000 to <\$90,000	7%
\$90,000 to <\$105,000	11%
\$105,000 to <\$120,000	9%
\$120,000 to <\$150,000	13%
\$150,000 to <\$200,000	16%
\$200,000 or more	14%

Education

	City Wide
Completed high school or less	14%
Some post secondary or completed a college diploma	35%
Completed university degree or post-grad degree	51%

Gender

	City Wide
Male	49%
Female	51%
Other	<1%

Base: Valid respondents (Bases vary)



Household Characteristics

Type of Home

	City Wide
Single-detached house	71%
Apartment or apartment-style condominium	12%
Duplex, triplex or fourplex	8%
Townhouse or rowhouse	7%
Another type of multi-dwelling unit	2%

Children and Seniors in Household

	City Wide
Yes - Children	34%
Yes - Seniors	29%

Household Size

	City Wide
1	14%
2	32%
3	18%
4	21%
5 or more	14%
Mean	3.0

Responsible for Property Taxes

	City Wide
Yes	87%
No	13%

Own or Rent

	City Wide
Own	75%
Rent	20%
Other	5%

Tenure in Calgary

	City Wide
Less than 5 years	5%
5 to less than 10 years	9%
10 to less than 15 years	12%
15 to less than 20 years	10%
20 to less than 30 years	23%
30 to less than 40 years	14%
40 or more	28%
Mean	27.5

Base: Valid respondents (Bases vary)



Respondent Characteristics

Born in Canada

	City Wide
Yes	72%
No	28%

Age Left Country of Birth

Base: Not born in Canada	City Wide (n=639)
Less than 12	30%
12 to 17	12%
18 or older	58%
No response	<1%

Employment Status

	City Wide
Employed full time	43%
Employed part time	10%
Self-employed	11%
Out of work and looking for work	6%
Out of work but not currently looking for work	1%
A stay-at-home parent / homemaker	3%
A student	5%
Retired	18%
Unable to work	2%
Other	1%

Disability in Household

	City Wide
Yes	17%
No	83%

Visible Minority

	City Wide
Yes	25%
No	75%

Business Leader

	City Wide
Yes	35%
No	65%

Base: Valid respondents (Bases vary)



Respondent Characteristics

Ethnic Background**

	City Wide
Caucasian/ White	26%
British	17%
Canadian/ French Canadian	15%
East or Southeast Asian	11%
Southern or Eastern European	9%
Western European	8%
South Asian	8%
Central/ South American or Caribbean	3%
African	3%
West Asian or Middle Eastern	3%
Northern European	2%
Aboriginal/ First Nations/ Metis	1%
American	1%

Language Spoken at Home**

	City Wide
English	89%
Punjabi	3%
Chinese	2%
French	1%
Tagalog	1%
Arabic	1%
Spanish	1%
Hindi	1%
Urdu	1%

**Multiple responses allowed

Base: Valid respondents (Bases vary)

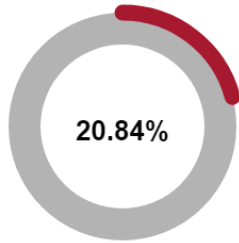
Contact

Krista Ring
Manager of Web, Research & Projects
The City of Calgary
403-268-9963 | 403-988-9425
Krista.Ring@Calgary.ca

Affordable Housing Development Infographic

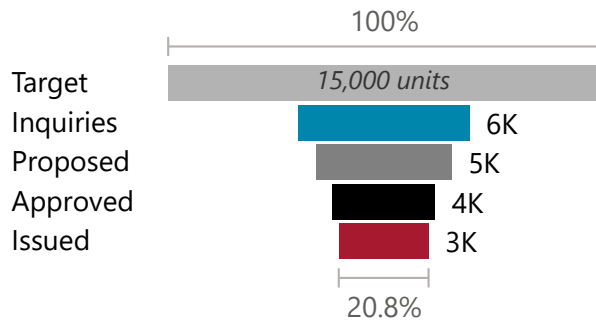
January 1, 2021 – June 30, 2021

Pct of Target Issued Construction

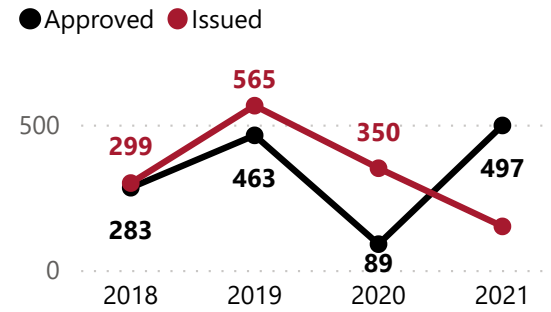


of 15,000 target

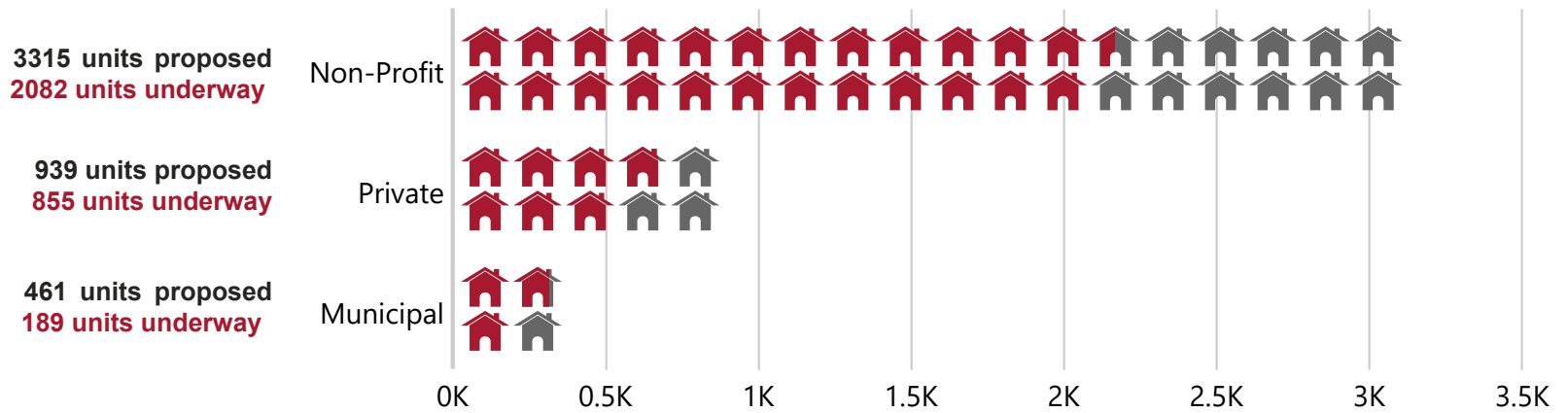
Target Units and Current State



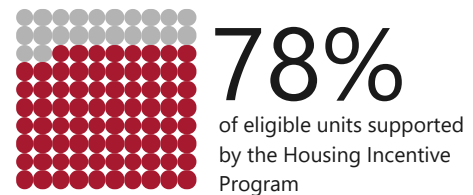
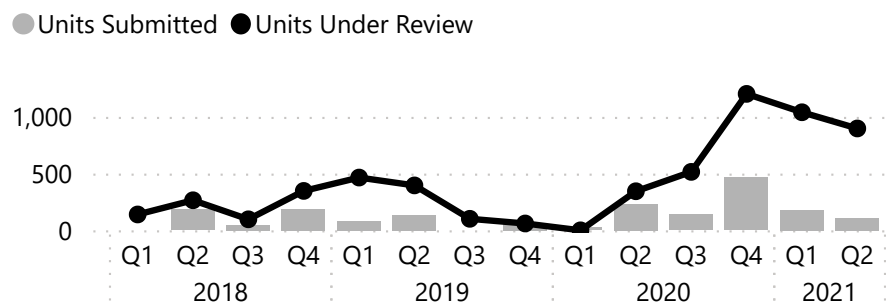
Affordable Units by Year



How many units proposed versus issued for construction?

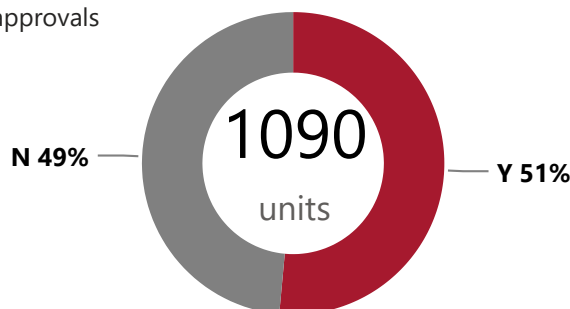


Units Under Planning Review by Reporting Date



New inquiries assisted by City Affordable Housing Programs

such as City-led projects, Non-Profit Land Sale, Housing Incentive Program, and/or expedited approvals



Date: November 2, 2021

To: Members of Calgary City Council and Executive Leadership Team

From: Sarah Woodgate, Director, Calgary Housing

Re: **Government of Alberta Strategic Plan for Housing – City of Calgary Response Plan**

Purpose:

This memo highlights potential impacts of the Government of Alberta's (GOA) [Stronger Foundations Affordable Housing Strategy](#) on the City of Calgary and Calgarians in need of affordable housing. This housing strategy was released on 1 November 2021.

Summary:

- Key elements of the strategy with implications for the City of Calgary include calls for:
 - Transition of existing provincially-owned housing to private or non-profit housing providers and partnerships, to enable real estate assets to be renewed and repurposed.
 - Better coordination between housing providers, municipalities, and the province to better support local needs.
 - Encouraging the development of regional and local needs assessments to maximize investment and ensure coordinated supports for Albertans.
- We will continue to work with sector partners to understand the implementation plan and its impact on Calgarians who rely on affordable housing. Recent provincial budgets have seen investment in affordable housing decreased for repair and new supply. These on-going budget reductions by the Province are putting existing provincially-funded housing stock in need of urgent repair at risk of further degradation and closure. The limited funding for new development restricts potential for new supply to meet growth demands.
- The plan does not identify investment for Affordable Housing. Appropriate investment in the new strategy through provincial Budget 2022 and beyond will be essential to enable its goals.
- Next steps will include a detailed briefing on the impact of changes and recommendations for next steps at the Intergovernmental Affairs Committee (9 December 2021).

Key messages:

- The Government of Alberta has launched a 10-year strategy and we look forward to better understanding the implications of this plan and continuing to work closely with the province to ensure lower income Albertans can live with dignity.
- Ensuring Albertans have access to affordable and appropriate housing is a responsibility which, similar to the case in other provinces, has historically rested with the Government of Alberta. All orders of government, non-profits and the private sector have important roles to play in the provision of affordable housing.
- Recent provincial budgets have seen investment in affordable housing decreased. We are hopeful this new plan will be followed by appropriate investment through Budget 2022 and beyond, to enable its goals.
- Ensuring all Albertans have access to affordable and safe housing where they can have the opportunity to reach their full potential is a key priority for The City of Calgary. Affordable housing matters to Calgarians: 95

percent of Calgarians want investment in affordable housing to stay the same or increase (Spring 2021 Citizen Satisfaction Survey).

Spokespeople on the Strategic Plan are proposed as follows:

- City of Calgary:
 - Political response: Mayor Jyoti Gondek
 - Technical and subject matter expertise: Sarah Woodgate, Director, Calgary Housing
- Calgary Housing Company
 - Strategic response: Board Chair for Calgary Housing Company, William Bridge
 - Technical and subject matter expertise: Sarah Woodgate, President, Calgary Housing Company

Questions & Answers:

What is driving the need for this Strategic Plan?

The provincial Strategic Plan for Affordable Housing is a result of the work and recommendations of the [Affordable Housing Review Panel](#)¹, appointed by the Government of Alberta in 2020. The panel was tasked with conducting an independent evaluation of Alberta's affordable housing system with the goal to "ensure that Alberta will continue to have a safe, suitable affordable housing system that is financially sustainable". The panel's recommendations called for the development of the Strategic Plan.

How did The City contribute to the development of this Strategic Plan?

The City provided feedback on the panel recommendations and consistent input into the potential adjustments to the role of municipalities that would be addressed through the Strategic Plan. Our positions emphasized the need to: focus on growing and preserving housing supply for low income Albertans; align responsibilities by order of government to the most appropriate revenue source, recognize the limitations of regressive property tax mechanisms to fund programs which target inequality; and engage with municipalities, Indigenous communities and people in need of affordable housing.

Next Steps:

1. Government relations and advocacy actions consistent with approved Affordable Housing Advocacy Goals
2. Comprehensive review of the new strategic plan including stakeholder engagement to assess impacts on big cities and alignment on emerging issues or opportunities with affordable housing stakeholders
3. Detailed briefing to Council representatives to Alberta Urban Municipalities Association (AUMA)
4. Detailed feedback on the impact of changes at the Intergovernmental Affairs Committee, scheduled for 9 December 2021.

Attachments:

Summary of Stronger Foundations Affordable Housing Strategy

This memo was emailed to:

Calgary City Council:

- Mayor - Jyoti Gondek
- Ward 1 - Sonya Sharp
- Ward 2 - Jennifer Wyness
- Ward 3 – Jasmine Mian
- Ward 4 – Sean Chu
- Ward 5 – Raj Dhaliwal

¹ <https://www.alberta.ca/affordable-housing-review-panel.aspx>



Memo

- Ward 6 – Richard Pootmans
- Ward 7 – Terry Wong
- Ward 8 – Courtney Walcott
- Ward 9 – Gian-Carlo Carra
- Ward 10 – Andre Chabot
- Ward 11 – Kourtney Penner
- Ward 12 – Evan Spencer
- Ward 13 – Dan McLean
- Ward 14 - Peter Demong

City of Calgary Executive Leadership Team

Contact:

Sarah Woodgate

Director, Calgary Housing and President, Calgary Housing Company
403-869-6483

Stronger Foundations: Alberta's 10-year strategy to improve and expand affordable housing

Summary

Over the next 10 years, Alberta's government will take bold action to provide more affordable housing options that meet the needs of Albertans with low income. This summary provides key details from the strategy.

Vision for affordable housing

- Albertans have access to safe, affordable housing that meets their needs and promotes quality of life.
- The housing system delivers innovative and sustainable affordable housing options to Albertans in need through partnerships with other orders of government, non-profit and private housing providers, and communities.
- The housing system will serve Albertans now and into the future.

What we'll do



Support Albertans most in need

Continue to protect the most vulnerable and ensure housing eligibility is fair, clear and equitable.



Enhance sustainability and efficiency

Make the affordable housing system more sustainable by enabling innovative operating models.



Improve access

Make it simpler for Albertans to access affordable housing supports, and easier for housing providers to deliver those supports.



Enable growth and investment

Use innovative approaches for partnerships with the non-profit and private sectors to grow the supply of affordable housing.



Increase capacity, planning and governance

Enable more collaboration and local decision-making and provide more flexibility and capacity to meet local needs.

What we aim to achieve

Serve more Albertans

- Support up to 82,000 households – an increase of more than 40 per cent, or up to 25,000 more households

Increase housing supply

- Add 13,000 affordable housing units
- Available units address a range of needs – from vulnerable households to ones with more moderate need

Improve choice and options

- Provide rent assistance to 12,000 more households
- Increase housing developments with mixed-income options



1. Support Albertans most in need

Objectives

- Continue to protect the most vulnerable
- Ensure eligibility is fair, clear and equitable
- Reduce red tape and increase flexibility for housing providers

Actions

- 1.1: Continue to maintain income thresholds for eligibility, as informed by Canada Mortgage and Housing Corporation's Housing Income Limits.
- 1.2: Clarify and standardize the income verification process so eligibility, priority and rent setting are more equitable and simplified.
- 1.3: Enable housing providers to prioritize target populations into affordable housing based on the local need.
- 1.4: Ensure a required number of target income groups (very low, low, and moderate) and target populations based on community need are prioritized.
- 1.5: Expand access for Indigenous communities through the GOA's Indigenous Housing Capital Program.
- 1.6: In collaboration with partner ministries across government, expand supportive housing for populations transitioning out of homelessness and requiring mental health and addiction support.
- 1.7: Increase seniors housing in line with population growth.



2. Improve access

Objectives

- Make it easier for people who need affordable housing to access and navigate the affordable housing system
- Provide access to a continuum of supports, and a range of programs that meet individuals' different needs
- Provide housing that serves as a pathway to connect Albertans with health and social supports
- Reduce red tape for Albertans in affordable housing, or who are trying to access housing supports

Actions

- 2.1: Invest in a public online system, the Find Housing online tool, to enable Albertans to access a range of affordable housing options.
- 2.2: Establish regional housing system navigator roles in collaboration with partner ministries and community partners.
- 2.3: Work with partners to support housing literacy programs and access to housing information.
- 2.4: Collaborate with partner ministries to co-ordinate supports and transitions for Albertans as they move through the housing continuum. This includes people receiving income support, youth exiting government care, women and children fleeing violence and seniors moving to higher levels of care.
- 2.5: Work with housing operators to enhance support services or co-located services onsite, such as tenant support workers and services informed by awareness and sensitivity of Indigenous and other cultures.



3. Increase capacity, planning and governance

Objectives

- Enable more operational decision-making at the local level
- Increase operator flexibility by focusing on outcomes
- Increase sector capacity to deliver programs and meet outcomes
- Shift the GOA's role away from prescriptive regulatory structures to providing oversight and funding
- Reduce red tape for housing providers

Actions

- 3.1: Co-ordinate planning with municipalities, regions, First Nation governments, Métis organizations and local housing providers.
- 3.2: Encourage regional/municipal needs assessments to inform GOA and community planning.
- 3.3: Establish three-year targets for programs and new housing developments based on current and projected community need.
- 3.4: Continue to work with housing management bodies and operators to improve efficiency, increase capacity, and expand local decision-making.
- 3.5: Develop an operator performance-assessment framework and support capacity building.
- 3.6: Ensure all operators follow best practices and housing management body board appointments are competency based.
- 3.7: Increase the number of operating agreements with HMBs, non-profit and private sector housing providers.



4. Enhance sustainability and efficiency

Objectives

- Achieve greater sustainability in the affordable housing sector
- Enable multiple development and operating models that can be tailored to local need
- Target the deepest subsidies to those most in need
- Reduce the GOA's role in property ownership
- Maximize federal funding
- Enable operating revenues and asset monetization so operators can fund more capital costs

Actions

- 4.1: Allow new and innovative operating and funding models.
- 4.2: Gradually transition existing units to new operating models, while being sure to minimize disruption to tenants and prevent loss of deep subsidy units, and ensure those most in need have access to appropriate housing.
- 4.3: Use real estate asset transfer and redevelopment opportunities to move from the prescriptive regulatory format to focus on outcomes and move to operating agreements that allow for innovative housing models such as mixed-income developments.
- 4.4: For regulated, mixed-income developments that provide community housing, set rents based on operating costs and below-market target ranges.



5. Enable growth and investment

Objectives

- Leverage existing housing supply to meet growing demand for affordable housing
- Increase capital investment by partners and the GOA

Actions

- 5.1: Create a partnership framework and program tailored to affordable housing.
- 5.2: Develop and implement an affordable housing asset management framework, which will optimize the Alberta Social Housing Corporation (ASHC) real estate asset portfolio by identifying properties for sale, transfer, retention or redevelopment.
- 5.3: Develop a five-year maintenance and redevelopment plan for all government-owned assets and improve capital maintenance and renewal processes.
- 5.4: Introduce new programs and incentives to grow the supply of affordable housing.
- 5.5: Provide redevelopment grants to revitalize, densify, or repurpose existing housing with below market rents.
- 5.6: Work with partners to enable seniors' lodges to serve as community hubs in rural areas, and expand the Lodge Partnership Program to increase designated supportive living spaces in seniors' lodges where stand-alone continuing care facilities are not feasible.
- 5.7: Reinvest proceeds from ASHC real estate asset sales into the affordable housing system.
- 5.8: Expand the use of rent supplements to better use existing rental market capacity.