



February 11, 2016

Sarah Woodgate  
Director, Calgary Housing & President, Calgary Housing Company  
Community Services & Protective Services  
The City of Calgary | Mail code #21 PO Box 2100, Station M, Calgary, AB, T2P 2M5

Dear Sarah,

On behalf of Accessible Housing, I want to affirm the City of Calgary's use of the Resiliency Fund to serve as a catalyst for affordable housing. The Mayor and Council can play a very meaningful role in advancing affordable housing in this way. Accessible Housing is almost at the point where our Development Permit will be released for our 45 Unit development and this provides me with a unique context to contribute to the conversation. Here is how the Resiliency Fund can help on a project like ours:

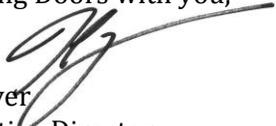
- Permitting costs: \$143,229 (Development: \$6574 + Demolition \$4,655 + Building \$132,000)
- Additionally, we will have to cover all costs associated with construction of new driveway crossings, closure and removal of existing driveways, construction of new sidewalks, construction of new wheelchair ramps and potential street lighting upgrade.

Our total project cost is \$13M, almost entirely funded by community fundraising through the RESOLVE Campaign. The Resiliency Fund cannot bring a project of this magnitude to life on its own, but taken together with a number of other careful decisions and philanthropic investments the Resiliency Fund can serve as a catalyst that turns the dream 45 Homes into a reality.

- Here is how it can be a catalyst: let's say the City gives Accessible Housing \$250,000 which equates to \$396,000 if mortgaged. That cost then will be passed on to residents at a cost of \$29.33 every month. When you live on Assured Income for the Severely Handicapped (AISH), that's a very real expense.

To date, the City of Calgary has expressed a deep hope of supporting the creation of more affordable housing. The high cost of housing has been referenced by, the Federation of Canadian Municipalities as, "The most urgent financial issue facing Canadians today." His Worship, Mayor Nenshi has also referenced Affordable Housing as the City's, "No. 1 issue for us right now." This Resiliency Fund puts action to those words. Please ensure that the Mayor and Council seed this money so that affordable housing can grow.

Opening Doors with you,

  
Jeff Dyer  
Executive Director



February 18, 2006

Calgary City Council  
The City of Calgary  
700 Macleod Tr. SE  
Calgary, AB  
T2G 2M3

Dear Council Members:

RE: Development Fee Grant Program

It is my pleasure to write a letter in support of the Development Grant Fee Program coming to Council for approval on February 22.

Despite the softening of the real estate market, the affordability gap remains one of the most pressing issues currently facing our city and there has been a lot of discussion regarding potential solutions. I believe a development grant fee is a simple way to directly and immediately improve the bottom line for organizations that are working hard to deliver non-market housing.

Every dollar counts when you are delivering below market housing and working to reduce costs for the benefit of the people you serve. The various land development fees are significant in our business. For example, in our Bowness site, the permits, levies and offsite fees are close to a half million dollars.

I fully support City Council, the Calgary Housing Company and all the affordable housing providers and their efforts to help those in need and improve housing in Calgary. Together, we can make this city even better for the benefit of many more Calgarians.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Harrop", with a large, stylized initial "J" and a long, sweeping underline.

John Harrop  
**President & CEO**  
**Attainable Homes Calgary Corporation**

February 12, 2016

To: Sarah Woodgate, Director of Calgary Housing and President, Calgary Housing Company

Dear Ms. Woodgate:

**Re: Dedication of \$7.4M from the Community Economic Resiliency Fund to the Development Fee Grant Program and Coordinated Housing Registry System**

The Calgary Homeless Foundation strongly supports the dedication of \$7.4M from the Community Economic Resiliency Fund to the Development Fee Grant Program and the investigation and implementation of a coordinated housing registry system.

It is our understanding that the Development Fee Grant Program will:

- Expedite a number of non-market housing developments by covering the cost of pre-development activities and The City development fees (development, building, demolition permits, off-site levies, etc.);
- Directly fulfill one of The City of Calgary's actions in Calgary's Updated Plan to End Homelessness ("exempt development / construction fees on new affordable housing projects");
- Align with recommendations in Enough for All ("implement incentives ... to increase new ... affordable rental housing").

There are approximately 1,500 non-market housing units in various stages of development in Calgary today; while many of these projects will proceed without The City of Calgary implementing the proposed Development Fee Grant Program, The City has an opportunity to expedite the delivery of these units by providing the necessary start-up and matching funding which some of these developments require in order to proceed. By providing this funding, The City of Calgary will see visible economic results through increased development and construction activity in the near term.

The investigation and implementation of an integrated, coordinated and centralized housing system and registry will streamline consistent access across diverse housing options. It is directly aligned with Enough for All and supported by the Calgary Housing Affordability Collective. We strongly recommend that key non-market housing providers work together to develop this shared information system and processes to enable prioritized access to housing in our community.

Thank you for leadership on these affordable housing initiatives.

Sincerely,



Martina Jileckova  
VP Housing

C. Diana Krecsy, President and CEO, Calgary Homeless Foundation  
Louise Gallagher, Director of Communications, Calgary Homeless Foundation



**United Way**  
**Calgary and Area**  
Building a great city for all.

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Reg. Charity Number: 13022 9750 RR0001

February 16, 2016

His Worship Mayor Naheed Nenshi and  
Calgary City Council  
The City of Calgary  
PO Box 2100, Station M  
Calgary AB T2P 2M5

**Re: United Way Support for the Calgary Housing Company's Investment Package  
Recommendations**

Dear Mayor Nenshi and Members of City Council;

United Way of Calgary and Area would like to express our support for allocating \$7.4 million of the Economic Resiliency Fund towards the Calgary Housing Company's investment package for affordable housing. Many individuals and families are negatively impacted by the shortfall in affordable housing in our city.

Several projects are in a position to progress as a result of the funds raised through the RESOLVE campaign. The financial incentive program proposed by Calgary Housing would help move these projects forward so that families can realize the benefits sooner and experience an improved quality of life. At the same time, the projects would provide job opportunities, infrastructure investment, leverage federal and provincial funding, build community capacity and stimulate economic activity.

Supporting Calgary Housing's proposal would directly contribute to economic resiliency and aligns with the outcomes of our joint poverty reduction strategy, "Enough for All". The second action to commence a pilot project to coordinate housing applications across the service providers aligns with Enough for All's goal to ensure Calgarians on low incomes only have to tell their story once to access appropriate supports. We therefore strongly encourage City Council to approve the proposed investment package.

Thank you for your leadership and thoughtful consideration of how to best utilize the Economic Resiliency Funds. We look forward to complementing one another's efforts to ensure our city remains strong and vibrant during these challenging economic circumstances.

Sincerely,

Lucy Miller, Ed. D.  
President and CEO  
United Way of Calgary and Area

Lindsay Blakett  
Chair, Public Policy Committee  
United Way of Calgary and Area



**Trinity Place Foundation**  
of Alberta

## Administrative Offices

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February 12, 2016

To Whom It May Concern

**Re: Development Grant Fee Program**

Trinity Place Foundation of Alberta (TPFA) is pleased to offer this letter in support of activation of the Affordable Housing Development Financial Incentive program to provide funding to offset development fees and levies for non-market housing providers, in 2016 and 2017.

Trinity Place Foundation has been providing housing for low-income seniors in Calgary for 40 years. We are highly aware of the challenges of developing additional housing options. The agencies involved require support in order to meet the significant needs in our city. All Calgarians will benefit when we are able to make progress together.

Please feel free to contact me if you require any further information.

Yours truly,

Craig Cheffins  
Acting CEO  
Director of Operations  
Trinity Place Foundation of Alberta  
Direct Line: 403.252.5329; E-mail: [craigc@tpfa.ca](mailto:craigc@tpfa.ca)

February 12, 2016

Sarah Woodgate  
Director, Calgary Housing & President, Calgary Housing Company  
Community Services & Protective Services  
The City of Calgary | Mail code #21  
PO Box 2100, Station M,  
Calgary, AB, T2P 2M5

Dear Sarah,

On behalf of Silvera for Seniors, I am writing in support of The City of Calgary's use of the Resiliency Fund to establish the Development Financial Incentive Program to support an increased supply of affordable housing in Calgary. The City can play a very meaningful role in advancing affordable housing in this way.

Silvera for Seniors knows the need for affordable seniors' housing is increasing annually and has an ambitious building plan designed to meet the growing need. Specifically, the Resiliency Fund would support our upcoming projects in the following ways:

- Jacques site – 360 new units: Fee estimate \$1.5 M
- Elbow Valley – 625 new units: Fee estimate \$2.33 M
- Bow Valley redevelopment: Fee estimate \$0.83 M

Our capital project costs are funded by community fundraising through the RESOLVE campaign as well as by provincial capital dollars for the units built on their behalf. Any reduction in costs will support the use of capital dollars for unit creation.

The City of Calgary can make a difference by supporting the creation of more affordable housing with this fund. We all need to find unique ways to address the issue of affordable housing in Calgary. We support Council's approval of the Resiliency Fund.

Sincerely,



Arlene Adamson  
Chief Executive Officer



A 400, 105 - 12 Avenue SE Calgary, AB T2G 1A1  
T 403.297.1746 F 403.297.1403 www.horizonhousing.ab.ca

February 16, 2016

Sarah Woodgate  
Director, Calgary Housing  
President, Calgary Housing Company  
Community Services & Protective Services  
2340 22<sup>nd</sup> St NE  
Calgary, AB T2E 8B7

**RE: Community Economic Resiliency Fund – Affordable Housing Development Financial Incentive program**

Dear Ms. Woodgate,

Horizon Housing Society supports the proposed Affordable Housing Development Financial Incentive program as a means of supporting an increased supply of affordable housing in Calgary.

This incentive program would help agencies providing non-market, affordable housing to cover the variety of fees and levies associated with proceeding with the development of affordable housing units in our city. As a non-profit affordable housing provider, we can attest to the significance of these fees. Horizon Housing has a strong growth mandate with plans to add 160 units of new housing as well as to develop an existing property adding a further 40-50 units of much needed housing. These projects combined would be subject to close to \$1 million in fees and levies.

Horizon Housing Society is a long-standing provider of affordable, integrated and supported homes for people in need. The Society currently owns and operates 581 units of affordable housing in Calgary. The incentive program would go a long way in assisting organizations like Horizon Housing in being able to move forward in creating more affordable housing units in the future.

As a non-profit organization, we scrutinize every dollar in our capital budgets. Every dollar that we don't have to fundraise or finance is money that can be spent in other ways that proactively helps our bottom line – now and years from now. For example, if we aren't required to spend money on permits and levies, it would allow us the flexibility to consider increased quality of finishes on our developments. Ultimately this would help mitigate operating and maintenance costs into the future. Alternatively, those saved dollars could be applied to an investment in energy efficiency which could potentially prove to magnify savings given the impending provincial carbon tax. Last, and perhaps most importantly, every effort to keep development costs down helps to ensure that rents remain at affordable rates. Currently, Horizon Housing charges **\$446** for a one-bedroom apartment (**57 per cent below market rent**).



▲ 400, 105 - 12 Avenue SE Calgary, AB T2G 1A1  
† 403.297.1746 F 403.297.1403 [www.horizonhousing.ab.ca](http://www.horizonhousing.ab.ca)

We applaud The City's commitment to help Calgarians during the economic downturn. The incentive program assists in this endeavour by providing a multiplier effect in terms of **economic resiliency**. Research indicates that for every **\$1M** in investment into residential building construction generates about **8.5 new jobs**.

The approval of the incentive program would demonstrate true civic partnership with the non-profit affordable housing sector. This incentive program would demonstrate recognition to community-based, affordable housing organizations that we are part of the solution to Calgary's homeless issue.

As an organization committed to increasing the supply of affordable housing, we support the introduction of the proposed incentive program to ensure that projects continue to move forward without undue, excessive financial pressure.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kim O'Brien".

Kim O'Brien  
Executive Director  
Horizon Housing Society