

# Foundations for Home: Progress Summary

The City’s Foundations for Home: Corporate Affordable Housing Strategy establishes the strategic direction and support the creation of affordable housing. The City is committed to addressing the urgent need for more affordable housing in Calgary by working within its municipal roles to strengthen the affordable housing sector and to increase the number of social housing and affordable rental housing units in Calgary.



The City’s Affordable Housing division works in collaboration with our wholly owned corporation, the Calgary Housing Company (CHC), federal and provincial governments, non profit agencies, and private sector developers to: make affordable housing readily available to citizens living on lower incomes, improve the lives of those living in affordable housing and initiatives to improve the way the housing sector works together. The City and CHC focus on the social housing and affordable rental housing part of the housing spectrum.



Calgary Homeless Foundation,  
non-profit organizations

**City of Calgary, CHC, Silvera  
and non-profit organizations**

Attainable Homes,  
private sector rental & ownership

## Six key objectives

Since the approval of the Strategy, 17.5% of the entire non-market inventory has been constructed or acquired between 2016 and 2021. This has added about 3,506 units (out of a city wide total of 20,905 units). The strategy positioned The City to be able to implement programs and leverage funding in respond to provincial and federal housing initiatives. The Strategy's six key objectives have been advanced significantly since 2016.



**Get the Calgary Community Building**



**Design and build new City units**



**Strengthen intergovernmental partnerships**



**Leverage City Land**



**Regenerate City-owned properties**



**Improve the housing system**



# 17%

of the entire non-market inventory has been constructed or acquired since 2016.

## Key messages

The most pressing challenges facing affordable housing in Calgary is the inadequate supply of affordable units and the maintenance and replacement of aging infrastructure. The significant gap between the demand and supply of affordable housing is widening as:

- Non market housing stock for households on low and moderate incomes ages and investments in new supply declines
- 50% of neighbourhoods have no affordable housing units
- Calgary has one of the highest median household incomes in the country nearly \$25,000 above the national average but the gap between the highest and lowest income levels is widening, leaving the lower income Calgarians further behind

# 81,240



Households needing affordable housing as of 2016. This number is forecast to **exceed 100,000 households by 2026**. If we were to fill the gap through a mid-rise mixed-used project alone, it would take up an area the size of Ward 7.

# 64,085



minimum units needed in the social housing sector today. A forecast **82,845 units needed by 2026**. If we were to fill the gap through a mid-rise mixed-use project alone, it would take up an area larger than the greater downtown.

# 43,180

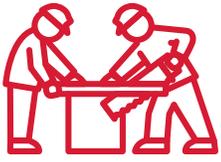


current deficit of non-market housing. If we were to fill the gap through a mid-rise mixed-use project alone, it would take up most of Nose Hill Park.

Calgary



# Foundations for Home: Progress Summary

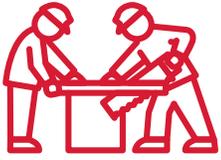


## Getting Calgary Building

The City of Calgary is scaling up the affordable housing sector to collectively increase the non-market housing supply and improve the housing system. To meet the national average, Calgary would need to add 15,000 new affordable homes. Affordable housing is integral to supporting a strong local economy and a prosperous city. To support the sector to build more units, The City has focused efforts to:

- Streamline the planning process for non-market housing development to create new homes
- Increase private sector involvement in affordable housing
- Explore operating cost reductions for affordable housing





## Getting Calgary Building

Targets achieved 

### 2018 TARGET

All qualifying affordable housing projects move to development permit and building permit approval within six months, 80% of the time by 2018.

1,500 units supported by City programs by 2018.



### YEAR END 2021

All development approvals have met customized timelines for all affordable housing projects, in some cases as quick as six months.

The City has supported the delivery of approximately 2,313 affordable housing units.

### 2016–2021 ACCOMPLISHMENTS

**\$41.2M**

in funding from CMHC's Rapid Housing Initiative helped create nearly **250 new homes**.

**69%**

of homes that were completed or planned since 2016 are from the non-profit sector.

**4600+**

units have been built by the non-profit sector since 2016.

#### Housing Incentive Program

Predevelopment grants and fee rebates are committed to support 2,313 new affordable homes, at an average incentive of \$3,585/unit.

#### Affordable Housing Density Bonus

First affordable housing density bonus was approved in 2019 for a project in the Beltline, which will deliver 22 affordable homes.



### 2022–2026 OPPORTUNITIES & ENHANCEMENTS

- Advance density bonusing recommendations with Planning
- Explore fees, charges, levies to help fund AH
- Create a state of development readiness for non-profit organizations
- Streamline approval process for AH developments
- Explore public-private partnerships
- Foster AH developments by co-operative housing groups and social enterprises to increase AH units
- Advocate for property tax exemptions for affordable housing developments



# Foundations for Home: Progress Summary



## Leverage City Land

The City of Calgary is supporting the affordable housing sector to collectively increase the non market housing supply and improve the housing system. To meet the national average, Calgary would need to add 15,000 new affordable homes.

Affordable housing is integral to supporting a strong local economy and a prosperous city. To maximize the social benefits of its land transactions and create sites for affordable housing, The City has focused efforts to:

- Support non profit housing providers to build assets and increase operational capacity
- Utilize City land to reward innovation and creativity and generate excitement for affordable housing
- Adopt a proactive land strategy for affordable housing across Calgary





## Leverage City Land

Target not yet achieved



### 2018 TARGET

Five parcels per year of City land disposed at below market value for non-market housing projects in 2017 and 2018.



### YEAR END 2021

Ten parcels of land were sold to non-market housing providers by the end of 2018.

The 2019-2020 Land Non-Market Housing Land Disposition sold three parcels of land, below the target of 10 parcels.

### 2016–2021 ACCOMPLISHMENTS

#### 2017–2018 Non Market Housing Land Disposition Program

**\$6.4M**

City land value

**156**

new homes delivered

**+\$30M**

new funding leveraged

**460%**

return on investment

#### More Units on the Way

An additional 128 units are in the planning approvals process. These land sales account for 23% of all units proposed by the non profit sector since 2018.

#### Homes for Heroes Opened

In 2019, HomeSpace and Habitat for Humanity opened 15 tiny homes for Veterans on land acquired in the 2017–18 land disposition.

#### Non-Market Housing Land Disposition Policy

In 2019 May, Council approved this policy to replace the former ad hoc process of one-off sales with a predictable offering of land every two years to help grow non-profits.



#### Aboriginal Friendship Centre

Ground breaking on a new 12 unit seniors centre in Highland Park was held on February 2022. The City contributed \$422,000 in land cost through the non market land sale.

### 2022–2026 OPPORTUNITIES & ENHANCEMENTS

- Improve coordination with other business units to stack housing programs with major infrastructure programs such as transit for upgrades for optimum public benefit
- Research viability of community land trusts
- Explore planning changes to require percentage of land dedicated to AH in greenfield communities

**Calgary**



## Foundations for Home: Progress Summary



# Design and Build New City Units

The City of Calgary is supporting the affordable housing sector to collectively increase the non-market housing supply and improve the housing system. To meet the national average, Calgary would need to add 15,000 new affordable homes. Affordable housing is integral to supporting a strong local economy and a prosperous city. To support the sector to build more units, The City has focused efforts to:

- Develop units in The City's pipeline
- Adopt a ten-year plan for City-led development and redevelopment projects



Wildwood Affordable Housing Project, 2018



## Design and Build New City Units

Targets  
achieved 

### 2018 TARGET

160 new units delivered to Calgary Housing Company by 2018.

110 units in development by 2018.



### YEAR END 2021

The City delivered 120 new homes to Calgary Housing Company by end of 2018, and another 78 by 2021.

Another 247 units in the planning and pre-construction phase for 2023-24.

### 2016–2021 ACCOMPLISHMENTS

**198 units**  
have been built  
since 2016:

Crescent Heights (16)  
Bridgeland (24)  
Kingsland (32)  
Wildwood (48)  
Rosedale (16)  
Bridlewood (62)

#### Future projects in the planning stage:

Mount Pleasant (16)  
Varsity (48)  
Southview (196)  
Rundle Manor  
Redevelopment (135)

#### People Centric Design

Developments are designed to meet client needs and integrate into existing neighbourhoods. Sites are chosen for their proximity to transit, schools and amenities. Some units are designed with accessibility features.

#### Sustainability

State of art, innovative green building techniques and materials are used in construction to minimize energy use and reduce environmental impacts.



Bridlewood, 2021

### 2022–2026 OPPORTUNITIES & ENHANCEMENTS

- Update & implement the updated 10 Year Capital Plan
- Collaborate with other business units to create integrated facilities
- Leverage climate change funding to support net-zero buildings
- Position Calgary as a Centre of Excellence for Affordable Housing

Calgary



## Foundations for Home: Progress Summary



# Strengthen Intergovernmental Partnerships

The City of Calgary is supporting the affordable housing sector to collectively increase the non market housing supply and improve the housing system To meet the national average, Calgary would need to add 15,000 new affordable homes.

Affordable housing is integral to supporting a strong local economy and a prosperous city. To support the sector to build more units, The City has focused efforts to:

- Proactively participate and engage other orders of government in affordable housing needs for Calgary
- Utilize new municipal tools enabled by changes to the MGA and City Charter Pilot regeneration of City owned social housing properties





## Strengthen Intergovernmental Partnerships

Targets achieved 

### 2018 TARGET

Participate in three significant intergovernmental projects by 2018.



### YEAR END 2021

The City is partnering with all levels of government on multiple intergovernmental projects to implement affordable housing strategies.

### 2016–2021 ACCOMPLISHMENTS

#### Alberta’s Housing Review Panel

The City, Calgary Housing Company and the Community Housing Affordability Collective provided written submissions to the Province’s Affordable Housing Panel to consider in August 2020. The City’s priorities for The Panel were: investing in affordable housing through strategic growth; creating a citizen centric housing system to align investment supports for vulnerable Albertans; and investing in maintaining existing housing and providing predictable capital for new housing.

#### Stronger Foundations Strategy

The Provincial Stronger Foundations Affordable Housing Strategy was released in late 2021. The City and its Partners are working to understand the implementation plan and impacts on citizens and the sector.

#### Collaborative Advocacy

The Plan created by the COVID-19 Housing Provider’s Committee, was echoed by cities across Canada echoed and the collective advocacy efforts resulted in CMHC’s new Rapid Housing Initiative (RHI).

#### National Housing Strategy

This ten-year plan will provide \$70B to achieve federal economic and housing objectives across Canada. The City has secured funding through the National Housing Co-Investment Fund, the Rental Construction Finance Initiative and the Rapid Housing Initiative. These funding programs are integral in The City and its Partners to build new units and support the affordable housing sector.



### 2022–2026 OPPORTUNITIES & ENHANCEMENTS

- Advocate for Calgary to maximize funding opportunities from the federal Housing Accelerator Fund
- Ongoing advocacy for capital contributions from both the Province and CMHC through collaboration with Mayor’s office, intergovernmental affairs and other business units

The logo for the City of Calgary, featuring the word "Calgary" in white text on a red rectangular background.

## Foundations for Home: Progress Summary



# Regenerate City-owned Properties

The City of Calgary is supporting the affordable housing sector to collectively increase the non-market housing supply and improve the housing system. To meet the national average, Calgary would need to add 15,000 new affordable homes. Affordable housing is integral to supporting a strong local economy and a prosperous city. To support the sector to build more units, The City has focused efforts to:

- Implement a portfolio-wide strategy for financial sustainability
- Pilot regeneration of City-owned social housing properties
- Adopt a ten-year plan for City-led development and redevelopment projects





## Regenerate City-owned Properties

Targets achieved 

### 2018 TARGET

Redevelopment initiated for three existing sites by 2018.

Two City-owned buildings with lifecycle improvements by 2018.



### YEAR END 2021

Redevelopment of Rundle Manor and Bridgeland Place properties are underway.

By the end of 2018, over 200 City-owned units underwent critical maintenance repairs and building condition assessments were completed for 47 City-owned properties.

### 2016–2021 ACCOMPLISHMENTS



Before



After

Renovations significantly improved the quality of housing, particularly in older units that no longer met the Provincial Minimum Health and Housing Standards.

**\$33M**  
invested to regenerate

**2,250** units

**530**  
City owned units

**515**  
CHC owned units

**1,200**  
Provincially owned units

### 2022–2026 OPPORTUNITIES & ENHANCEMENTS

- Continue to conduct Building Condition Assessments to prioritize renovations
- Focus efforts to reduce the environmental footprint of units and renovate to adapt to the impacts of a changing climate and leverage financial incentives for upgrades
- Include understanding of age, condition and risks of units in the Housing Inventory Report in 2022

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## Foundations for Home: Progress Summary



# Improve the Housing System

The City of Calgary is supporting the affordable housing sector to collectively increase the non-market housing supply and improve the housing system. To meet the national average, Calgary would need to add 15,000 new affordable homes. Affordable housing is integral to supporting a strong local economy and a prosperous city. To support the sector to build more units, The City has focused efforts to:

- Expand City programs that support affordable housing residents toward greater self-sufficiency and community well-being
- Participate in the Community Housing Affordability Collective to create systemic changes in affordable housing delivery
- Foster increased public support for affordable housing





## Improve the Housing System

Targets achieved 

### 2018 TARGET

Five programs to improve outcomes for tenants delivered by 2018.



### YEAR END 2021

The Foundations for Home Community Development Program provided a wide variety of program activities to more than 1,000 unique individuals by the end of 2018.

The Home Program continues to provide grants to support the affordable housing sector.

### 2016–2021 ACCOMPLISHMENTS



**17%**

of the entire non-market inventory has been constructed or acquired since 2016.



#### Non-Profit Housing Survey

The annual non-profit housing survey strengthened our knowledge of Calgary's affordable housing sector and is being used to develop more collaborative and holistic housing solutions. The City is striving to create an affordable housing centre of excellence.

#### Urban Indigenous Housing

The City is working with Elders and Indigenous-serving housing providers and service organizations to identify how The City can support affordable housing for urban Indigenous Calgarians.

#### Home Program Expanding

The City funded 26 organizations in 2021 to deliver education and skills, financial empowerment, community inclusion & integration and COVID-19 response projects to about 10,000 Calgarians.

### 2022–2026 OPPORTUNITIES & ENHANCEMENTS

- Implement expanded Home Program
- Develop and implement an Urban Indigenous Housing Strategy
- Work with the Social Wellbeing Advisory Committee, the Anti-Racism Action Committee, Indigenous Relations Office and Equity Office to reduce equity and inclusion barriers for vulnerable Calgarians
- Explore opportunities to expand The City's role in developing housing solutions across the non-market housing spectrum