

COMMUNITY AFFORDABLE HOUSING STRATEGY UPDATE

EXECUTIVE SUMMARY

Council previously directed Administration to review the 2002 Corporate Affordable Housing Strategy, undertake community capacity research and lead the collaborative development of a community affordable housing strategy. The capacity research identified the value of working with stakeholders across the housing spectrum to develop the community affordable housing strategy and identify how best to tackle housing gaps. The community affordable housing strategy will then be used in reviewing the Corporate Affordable Housing Strategy.

An Advisory Group of stakeholders was established and they worked together to create terms of reference and a governance model for the community affordable housing strategy. The target for bringing the strategy to Council is 2015 Q1.

ADMINISTRATION RECOMMENDATION(S)

That the Priorities and Finance Committee recommends that Council endorse:

1. The governance model for the community affordable housing strategy (Attachment 1); and
2. The terms of reference for the community affordable housing advisory group (Attachment 2).

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2014 SEPTEMBER 16:

That the Administration Recommendations contained in Report PFC2014-0650 be approved.

Opposition to Recommendations:

Opposed: D. Farrell

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2014 March 31 Meeting of Council it was moved by Councillor Colley-Urquhart, seconded by Councillor Pincott that with respect to Report PFC2014-0121, the following be adopted:

That Council:

1. Receive the Community Capacity Research Report for information;
2. Affirm that The City is best positioned to provide leadership in coordinating affordable housing in our community, in collaboration with citizens, other orders of government and the private and non-profit sectors. The City will continue to advocate with the Provincial Government for the funding to take on this role.
3. Direct Administration to facilitate the collaborative development of a community affordable housing strategy involving all relevant stakeholders as a next step in updating the Corporate Affordable Housing Strategy; and
4. Report back to Priorities and Finance Committee with terms of reference and a governance model for the community affordable housing strategy no later than Q3 2014.

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At the 2013 June 17 Strategic Meeting of Council it was moved by Alderman MacLeod, seconded by Alderman Mar, that with respect to Verbal Report VR2013-0064, the following be adopted:

That Council:

1. Receive Verbal Report, VR2013-0064 and the presentation material for information;
2. Direct Administration to initiate a review and update of The Corporate Affordable Housing Strategy and report back to the Priorities and Finance Committee with a status update no later than Q2 2014;
3. Direct Administration to undertake a community capacity analysis through stakeholder engagement to identify opportunities and costs to meet gaps in the provision of affordable housing in Calgary and define The City of Calgary roles in affordable housing and report back to the Priorities and Finance Committee no later than Q1 2014;
4. Endorse the Affordable Housing Principles to guide a strategic work plan on affordable housing; and
5. Direct that the materials, presentations, discussions, and confidential distributions, remain confidential under Sections 23 (1)(b) and Section 24(1)(c) of the *Freedom of Information and Protection of Privacy Act*, until this matter is resolved.

BACKGROUND

Provincial policy directions and decisions have significant impacts on the delivery and development of affordable housing. It is important to note that while the provision of affordable housing is primarily the responsibility of provincial government, it has mostly been achieved through provincial funding to organizations, including The City, that develop housing locally. Competition for funding has tended to result in individual rather than collective efforts to address the need for affordable housing in Calgary.

In 2014 March, Administration reported on the results of the Community Capacity analysis which was carried out through engagement with stakeholders. The purpose of the analysis was to understand the capacity of local stakeholders to deliver affordable housing to meet current and future needs, and to inform decisions about the most appropriate future role for The City. The key findings of the research were that:

- Stakeholders do not currently have the capacity to address the gaps in the housing system independently; and
- Stakeholders need to work together to move the housing system in Calgary to a more efficient and effective level, and achieve better collective outcomes.

As a result of this work, Administration outlined how a community affordable housing strategy could be based on a systems approach to collaborate with stakeholders in the housing system, and identified that The City was best positioned to lead the development of the strategy. The community affordable housing strategy will define roles and responsibilities and identify actions to be taken by all stakeholders working together to tackle housing gaps and to enable efficient and effective use of resources. The development of the community strategy will not impede initiatives already in place or being developed; rather it will provide alignment between City and external plans and initiatives, and a framework to guide future actions. The research also

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identified that it would be beneficial to develop the community strategy prior to reviewing The City's Corporate Affordable Housing Strategy.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Achieving balance between the stakeholder's short-term and long-term objectives requires an inclusive governance model that facilitates collaboration and enables a community response to the issues and challenges that exist across the housing system. In considering an appropriate governance model, a number of factors were considered:

1. The need to include a diverse range of stakeholders across the entire housing system in the development of the strategy. This includes representation from at least the following key stakeholder groups:
 - Non-profit housing organizations
 - Community based organizations
 - Service agencies who provide support services
 - Affordable home ownership providers
 - Rental and home ownership housing providers
 - Municipal, provincial and federal government
 - Industry associations
 - Advocacy groups
2. The ambitious time scale set out for the development of the community affordable housing strategy by the end of 2015 Q1. All of the stakeholders consulted agree that there is a need to maintain momentum in response to the continuing urgent need for affordable housing.
3. Experience from other projects which involve diverse stakeholders, which shows that significant lead time is often required to establish a governance model and enable all stakeholders to get up to speed.
4. Allowing for initiatives and actions that occur before 2015 Q1 that align with the overall direction.

Advisory Group

Administration met with the stakeholders involved in the capacity research to provide an update following the March 31 Council meeting. We proposed that the group be the first members of our Advisory Group, assembled to work with Administration to develop strategies and supporting actions to address the gaps in the housing system. The rationale for this was:

- This group already includes representatives from key stakeholder groups, as highlighted above, and would be expanded to include The Federation of Calgary Communities, Canadian Home Builders Association (Calgary Region), Calgary Poverty Reduction Initiative and Canada Housing and Mortgage Corporation.
- Starting with the existing group is an efficient way to commence work on developing the strategy without requiring an extensive set up period.

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- This approach facilitates the most efficient and effective use of stakeholder's time and enables them to self-select the areas where they feel most able to contribute.
- This approach supports a systems approach as directed by Council.
- It allows Administration to target our engagement with stakeholders to review, further develop and test the draft strategy and supporting actions, and garner support for the strategy from other organizations active within their portions of the housing spectrum. This will be beneficial in delivery of the strategy at a housing summit planned for later in the process.

Concurrent with the activities of the Advisory Group, City business units are also being engaged through an internal advisory working group.

The governance structure is set out in Attachment 1. Members of the Advisory Group are expected to inform their organizations about the direction of the strategy as it is being developed. The intent of the structure is to progress the strategy through consensus decision making. Ultimately the strategy will require endorsement from the participating stakeholders and Council. Implementing the strategy may require changes to the governance model, and this will be explored further as the strategy is developed and the implementation plan is defined.

Progress to date in developing the community affordable housing strategy includes:

- The Advisory Group is meeting on a monthly basis, and to date has met four times.
- Terms of Reference have been developed with, and agreed to by, the Advisory Group and are included as Attachment 2.
- Project chartering has been completed, including development of an Engagement Plan
- Guiding themes have been agreed to help organize the development of the strategy
- A third party facilitator has been engaged for the next phase of strategy development. This enables the diverse range of stakeholders to maintain focus on the goals and objectives as the strategy develops.
- Cross-departmental engagement is underway, through a City business unit working group.

The next steps in developing the community affordable housing strategy are:

- Complete preparation of the strategy, including supporting actions, by the end of 2015 Q1.
- Develop an Implementation Plan.

The community affordable housing strategy timeline is set out in Attachment 3.

Stakeholder Engagement, Research and Communication

To be successful, a community affordable housing strategy will require the buy-in and participation of external stakeholders and various City business units. The best way to achieve this is through the governance model adopted by the stakeholders as presented in this report, coupled with ongoing strategic engagement and collaboration. Both the Advisory Group and a City Business Unit working group have been established. The City of Calgary's Engage! Team

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has been actively supporting this project and the development and implementation of an engagement plan.

Strategic Alignment

The availability of housing to all Calgarians is an important component of safe, diverse and viable communities. A range of housing is also necessary and desirable in order to attract a workforce and to enhance the safety, health and welfare of residents. These values are reflected in The City of Calgary's Sustainability Direction and Triple Bottom Line Framework. This proposed community affordable housing strategy also supports the Office of Land Servicing & Housing's business objective of delivering affordable housing.

The development of a Community Affordable Housing Strategy helps advance the goals and policies within a number of City plans, including the following:

- imagineCalgary (2007)
- Municipal Development Plan (2009)
- Sustainability Direction 2020 (2010)
- Council's Fiscal Plan 2012-2014

Having housing that meets the needs of Calgary's residents is part of The City's planning and development function. The City's Municipal Development Plan includes policies to ensure that there is housing diversity and choice, as well as opportunities for affordable housing, in every community.

This proposal would also facilitate alignment with external plans and initiatives, including:

- Calgary's 10 Year Plan to End Homelessness.
- Province of Alberta's 10 year plan to End Homelessness.
- Provincial Interagency Council on Homelessness.
- Calgary Poverty Reduction Initiative.
- Seniors Age Friendly Calgary.

Council regularly interacts with stakeholders across the housing system. A community affordable housing strategy will enable Council to be better informed to make future decisions that align The City with community objectives. Alignment with City and other strategic plans will continue throughout the development of the strategy.

Social, Environmental, Economic (External)

A stable and secure housing market contributes to creating jobs, attracting new workers, meeting the needs of seniors and families, and keeping our most vulnerable off the street. Evidence shows that this in turn reduces impacts on the health care system, the justice system, social services and other municipal and provincial services. Being adequately housed enables all Calgarians to maximize their contributions to the wider community.

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Financial Capacity

Current and Future Operating Budget:

This work is part of the current business plan and budget. Potential costs associated with facilitating community engagement can be accommodated within the existing 2014 operating budget. Any future budget implications that arise out of the development of an implementation plan will be brought forward through the Priorities and Finance Committee of Council.

Current and Future Capital Budget:

There are no direct implications on the capital budget arising from this initiative to develop a community affordable housing strategy, but it will guide future capital and operating decisions. The current commitments of The City and other stakeholders will continue to form their ongoing work plans. Following the development of the strategy, new roles and responsibilities will be phased in over the implementation period of 2015-2018. Any future budget implications that arise out of the development of an implementation plan will be brought forward through the Priorities and Finance Committee of Council.

Risk Assessment

The development of a community affordable housing strategy would be at risk if stakeholders are unable or unwilling to contribute fully in the process. These risks are best mitigated by developing a collaborative community affordable housing strategy through a cross-stakeholder governance structure, with The City providing a leading role. This allows for coordination in strategy development, implementation and decision making.

REASON(S) FOR RECOMMENDATION(S):

Given the ongoing need for affordable housing in Calgary and that it has been identified that stakeholders need to work collectively to address the gaps in the housing system, it is critical that the development of a community affordable housing strategy be completed. The governance model and Terms of Reference will provide the structure to leverage the expertise of the diverse range of stakeholders. This strategy will inform the future review of the Corporate Affordable Housing Strategy.

Council endorsement of the governance model and terms of reference for the Advisory Group will demonstrate commitment to the stakeholders.

ATTACHMENT(S)

1. Governance Structure
2. Community Affordable Housing Strategy Advisory Group -Terms of Reference
3. Project Timeline