

**Land for Affordable Housing Action Plan**

Recommended actions outlined below have been identified and prioritized based on Administration’s ability to transact in this budget cycle 2023-2026. Additional opportunities and work identified by Administration, as it relates to land pursuant to the Non-Market Housing Land Sale program, will be identified and captured in the refresh of the Corporate Affordable Housing Strategy.

Recommended Actions	Identified Areas of Enhancement	Implementation
<p>Create a Housing Land Fund</p>	<p>Acquiring land by ‘opportunity purchase’, suitable for affordable housing.</p> <p>De-risking encumbered City-owned land. For example, burying overhead power lines or demolishing existing buildings.</p> <p>Compensating business units competing for surplus municipal land through the internal circulations process whereby individual City business units identify their interest in potential surplus individual parcels of land.</p> <p>Reducing the selling price of, or selling at nominal value, surplus City land for the Non-Market Housing Land Sale program without a loss to the Revolving Fund Reserve for General Land Purchases.</p> <p>Allowing for more opportunity within existing surplus City-owned lands as some parcels owned by business units require recovery cost repayment.</p> <p>Developing lands where needed. For example, consolidating individual parcels of land into development sites.</p>	<ul style="list-style-type: none"> <li>○ Form a Housing Land Fund through the 2024 capital budget adjustment process.</li> <li>○ Formalize a governance structure to define oversight and management of a Housing Land Fund. The sole purpose of the Housing Land Fund is to increase the supply of land for the development of non-market housing under the Non-Market Housing Land Disposition Policy.</li> </ul>

Recommended Actions	Identified Areas of Enhancement	Implementation
	<p>Providing additional budget in partnership with Transit Oriented Development projects to consider affordable housing opportunities.</p>	
<p>Advance recommendations from report CD2022-0706 <i>Affordable Housing for Urban Indigenous Calgarians</i></p>	<p>Surplus City-owned land approved for disposition may not be culturally relevant to Indigenous communities, or accommodate desirable built forms, such as larger units and community space inside and outside buildings.</p> <p>Processes and structures within the Non-Market Housing Land Disposition Policy CP2019-02 need to consider and accommodate the capacity of Indigenous non-profit housing providers to acquire and develop the land.</p>	<ul style="list-style-type: none"> <li>○ Amend the Non-Market Housing Land Disposition Policy CP2019-02 to allow for the disposition of culturally relevant City-owned land to support the development of affordable housing specifically for the Indigenous community, Attachment 4.</li> <li>○ Leverage the established Elders Advisory group on housing. This group will identify appropriate sites from the available City surplus parcels of land that meet the criteria of cultural relevance and are free of negative cultural significance.</li> <li>○ Prioritize the disposition of culturally relevant lands exclusively to Indigenous non-profit housing providers to develop and operate non-market housing for Indigenous by Indigenous.</li> </ul>
<p>Promote leasing opportunities of City land for affordable housing</p>	<p>Long term leasing of City land is not widely promoted as a land management strategy to support the provision of affordable housing.</p> <p>Jurisdictional research has demonstrated that leasing municipal lands for affordable housing is becoming a more prominent tool used by municipalities to retain the ownership of land assets and infrastructure as a long-term investment and to ensure the housing inventory remains affordable in perpetuity.</p>	<ul style="list-style-type: none"> <li>○ Investigate the temporary use of City lands for affordable housing where parcels are expected to sit vacant for 20 or more years. Land to be secured through lease with allowances for built form proportionate to the length of the lease term.</li> <li>○ Conduct a review of potential affordable housing development opportunities on vacant or underutilized City-owned lands for lease opportunities.</li> </ul>

Recommended Actions	Identified Areas of Enhancement	Implementation
		<ul style="list-style-type: none"> <li>○ Strategize implementation, if required, of a leasing policy to be written within the current Non-Market Housing Land Disposition Policy CP2019-02.</li> </ul>
<p>Prioritize affordable housing outcomes on land-based decisions.</p>	<p>The Corporate Land Strategy and Enhanced Rationalization programs do not currently have the scope to prioritize affordable housing outcomes when there are competing land-based decision on City-owned land parcels.</p>	<ul style="list-style-type: none"> <li>○ Expand the scope of the Corporate Land Strategy and Enhanced Rationalization programs to ensure a corporate focus and priority is placed on land for affordable housing. This would result in a more consistent pipeline of City-owned parcels of land for the Non-Market Land Sale program.</li> <li>○ Leverage the Corporate Land Strategy program decision-making models and related processes to formalize the expanded scope.</li> </ul>
<p>Identify and prioritize City-owned surplus land along future Transit Corridors for the Non-Market Land Sale program.</p>	<p>During the planning and delivery of City transit improvement projects, further collaboration with Housing Solutions is necessary to determine affordable housing needs.</p>	<ul style="list-style-type: none"> <li>○ Examine short- and long-term transit improvement projects to identify affordable housing land opportunities during the early planning phases. This will support the potential to leverage transit investments from other orders of government with concurrent investments in affordable housing.</li> </ul>