

# FOUNDATIONS FOR HOME

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CALGARY'S CORPORATE AFFORDABLE HOUSING STRATEGY

IMPLEMENTATION PLAN



## INTRODUCTION

The Corporate Affordable Housing Strategy sets the strategic direction for The City's delivery of affordable housing over the next 10 years.

The Strategy will be implemented through Implementation Plans in alignment with The City's Business Plan and Budget cycle. This document establishes the short-term priorities proposed to be undertaken within the current business cycle ending in 2018, and sets the direction for 2019-2022. A progress update will be provided in Q2 2017 and 2018.

This initial Implementation Plan reflects a new strategic direction for a new era, and calls for The City to make affordable housing a clear Council Priority across its lines of business. This means:

- Using a Corporate approach to meet affordable housing objectives, seeking out creative solutions through collaboration and experience in service delivery.
- Systematically identifying and prioritizing opportunities to integrate affordable housing into City projects and initiatives.
- Proactively considering how City policies and decisions may affect affordable housing supply or delivery, mitigating negative impacts where necessary.
- Utilizing all appropriate municipal tools to enable affordable housing development and support affordable housing providers.
- Targeting advocacy and collaboration with other orders of government to ensure that affordable housing policies and programs meet the needs of Calgarians.
- Supporting affordable housing residents with municipal services that enable individual and community well-being.

## Calgary's Corporate Affordable Housing Strategy 2016-2025

### Vision:

- Enable a transformed housing system in Calgary, where collaboration between stakeholders drives better outcomes for individuals and communities through safe, affordable housing solutions.
- Contribute to an increase in non-market housing supply sufficient to provide homes to a minimum of 6% of households in Calgary, consistent with the national average of non-market supply. In 2016, meeting this standard would require 15,000 new units in addition to maintaining current supply.

### Strategic Direction:



1. Get the Calgary community building



2. Leverage City land



3. Design and build new City units



4. Regenerate City-owned properties



5. Strengthen intergovernmental partnerships



6. Improve the housing system

## IMPLEMENTATION PLAN

This Implementation Plan presents a series of initiatives and associated actions to make progress against the six objectives. The actions are identified as ‘short-term’, ‘medium-term’, or ‘long-term’. Short-term actions will be completed by the end of the current business cycle (Q4 2018). Medium-term actions will be initiated within the current business cycle but are targeted for completion within the next cycle. Long-term initiatives are directional for inclusion in the 2019-2022 business plan. For each objective, short-term targets are provided. Medium-term and long-term targets will be defined through the work to be completed and incorporated into subsequent business plans.

### 1. Get the Calgary community building



#### TARGETS

- All qualifying affordable housing projects move to development permit and building permit approval within 6 months, 80% of the time by 2018
- 1,500 units supported by City programs by 2018

#### PLAN

#### INITIATIVE: A. Streamline the planning process for non-market housing development to create new homes

Actions	Timing
<ul style="list-style-type: none"> <li>• Provide increased customer service and support to affordable housing clients through a dedicated resource, active from the predevelopment stage, in order to facilitate a shorter and easier planning approval process.</li> <li>• Build on existing information gathered through the Community Housing Affordability Collective to understand the long-term community plans and needs to position Corporate support and develop a community pipeline.</li> <li>• Assign priority status for non-market affordable housing development in the planning approval process.</li> </ul>	Short-term
<ul style="list-style-type: none"> <li>• Implement \$6.9 million Housing Incentive Program (HIP) to reimburse the following fees for non-profit affordable housing development:                             <ul style="list-style-type: none"> <li>- Pre-application fees</li> <li>- Land use re-designation fees</li> <li>- Development site servicing plan fees</li> <li>- Building permit fees</li> <li>- Off-site levies</li> <li>- Acreage assessments</li> <li>- Re-development levies</li> <li>- Demolition permit fees</li> </ul> </li> </ul>	Short-term
<ul style="list-style-type: none"> <li>• Evaluate the existing Housing Incentive Program (HIP), and based on findings, create a program and work with Calgary Building Services, Calgary Growth Strategies, Council and other City stakeholders to identify a dedicated funding source to permanently offset fees and levies for non-market housing development.</li> </ul>	Medium-term
<ul style="list-style-type: none"> <li>• Participate in the next engagement process regarding development levies to ensure affordable housing impacts are considered and mitigation strategies are developed.</li> </ul>	Long-term

<b>INITIATIVE: B. Increase private sector involvement in affordable housing</b>	
<b>Actions</b>	<b>Timing</b>
<ul style="list-style-type: none"> <li>Investigate voluntary channels for private developers to develop, manage, or contribute to affordable housing. For example, this could include:               <ul style="list-style-type: none"> <li>Examining opportunities to market supporting vulnerable citizens through a mixed-income model to attract tenants and/or home buyers (i.e. using a TOMS model);</li> <li>Incorporating affordable housing as a condition of land transactions (for example, Sunnyside development or Parkdale site);</li> <li>Exploring options to incentivize development to increase financial feasibility; or,</li> <li>Discussing opportunities for contributions to operations.</li> </ul> </li> </ul>	Short-term
<ul style="list-style-type: none"> <li>Investigate and implement regulatory changes to enable lower-cost building forms, such granny pods, laneway housing, ground-oriented multi-plexes, or secondary suites, that increase options for homes to households earning 65% of the median income and overspending on shelter.</li> </ul>	Medium-term
<ul style="list-style-type: none"> <li>Investigate opportunities to increase percentage of households served by housing delivered in the market, with the objective of meeting the national average of 80%. This will include the identification of new housing types, designs, and forms to meet the needs of a greater spectrum of the population.</li> </ul>	Long-term

<b>INITIATIVE: C. Explore operating cost reductions for affordable housing</b>	
<b>Actions</b>	<b>Timing</b>
<ul style="list-style-type: none"> <li>Work with the Province to offer property tax exemptions for affordable non-market housing.</li> <li>Review exemption criteria to create level playing field for non-market housing providers in Calgary.</li> </ul>	Medium-term



## 2. Leverage City land

**TARGETS** • 5 parcels per year of City land disposed at below-market value for non-market housing projects in 2017 and 2018

### PLAN

#### INITIATIVE: A. Support non-profit housing providers to build assets and increase operational capacity

Actions	Timing
<ul style="list-style-type: none"> <li>• Provide increased customer service and support to non-market housing providers through a dedicated resource. Working with the resource that supports the planning process, this resource should understand the community pipeline, including land needs and development project requirements, and seek suitable options utilizing a GIS tool.</li> </ul>	Short-term
<ul style="list-style-type: none"> <li>• Dispose of land at below-market value to non-profit organizations with strong track records as affordable housing providers.</li> <li>• Sell leased City-owned land at below market value to tenant non-profit organizations that operate affordable housing where feasible.</li> </ul>	Short-term
<ul style="list-style-type: none"> <li>• Determine longer-term land capacity based on results of Corporate Land Management initiative.</li> </ul>	Medium-term

#### INITIATIVE: B. Utilize City land to reward innovation and creativity and generate excitement for affordable housing

Actions	Timing
<ul style="list-style-type: none"> <li>• Organize an annual competition to provide City-owned surplus land at below-market value for an affordable housing project that applies innovative models in design or operations, or provides targeted supports to underserved populations.</li> </ul>	Short-term

#### INITIATIVE: C. Adopt a proactive land strategy for affordable housing across Calgary

Actions	Timing
<ul style="list-style-type: none"> <li>• Create the affordable housing component for a Corporate Real Estate Strategy:                             <ul style="list-style-type: none"> <li>- Create clear, consistent criteria and process for disposing of land at below-market value to affordable housing providers.</li> <li>- Develop a prioritized inventory of sites suitable for affordable housing, including City-owned surplus land.</li> <li>- Work with large City infrastructure projects (for example, Transit Oriented Development and Integrated Civic Facilities) on opportunities for strategic acquisition of land for affordable housing.</li> <li>- Investigate potential for locating affordable housing on surplus school sites, including consideration of project suitability and acceptance, for example, the opportunity to develop single-family residences to accommodate large families through five or six bedrooms.</li> <li>- Investigate potential to utilize City-land with long-term development plans for interim use through temporary housing development.</li> </ul> </li> <li>• Formalize principles to remove barriers when transacting with non-profits on land sales.</li> </ul>	Short-term



### 3. Design and build new City units

#### TARGETS

- 160 new units delivered to Calgary Housing Company by 2018
- 110 units in development by 2018

#### PLAN

##### INITIATIVE: A. Develop units in The City's pipeline

Actions	Timing
<ul style="list-style-type: none"> <li>• Build, partner, or acquire City units, leveraging federal and provincial funding:                             <ul style="list-style-type: none"> <li>- Stacked townhomes:                                     <ul style="list-style-type: none"> <li>○ Crescent Heights (16 units, summer 2016)</li> <li>○ Kingsland (32 units, fall 2016)</li> <li>○ Bridgeland (24 units, summer 2017)</li> <li>○ Wildwood (48 units, fall 2018)</li> </ul> </li> <li>- Pocket development/shipping containers:                                     <ul style="list-style-type: none"> <li>○ Rosedale (16 units, by 2018)</li> </ul> </li> <li>- Private sector partnerships:                                     <ul style="list-style-type: none"> <li>○ Bridges (26 units, by 2018)</li> </ul> </li> <li>- Mixed-use development:                                     <ul style="list-style-type: none"> <li>○ Sunnyside (in development by 2018)</li> </ul> </li> <li>- Pilots:                                     <ul style="list-style-type: none"> <li>○ Integrated Civic Facilities (in development by 2018)</li> <li>○ Heritage building (in development by 2018)</li> <li>○ Temporary/tiny home housing (in development by 2018)</li> </ul> </li> </ul> </li> </ul>	Short-term

##### INITIATIVE: B. Adopt a ten-year plan for City-led development and redevelopment projects

Actions	Timing
<ul style="list-style-type: none"> <li>• Create a long-term pipeline of prioritized projects, including new development and redevelopment of existing City owned properties based on feasibility and existing portfolio of built forms. Base plan on understanding of federal and provincial funding commitments, as well as principles of increasing cost certainty and incorporating lessons learned. This ten-year plan will be incorporated into the capital budget plans for the 2019-2022 Action Plan.</li> <li>- Incorporate a variety of built forms, such as:                             <ul style="list-style-type: none"> <li>○ Pocket developments;</li> <li>○ Townhouses;</li> <li>○ Mixed-use buildings;</li> </ul> </li> </ul>	Short-term

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| <ul style="list-style-type: none"><li>○ Designs for culturally diverse tenant needs;</li><li>○ Public space for community programming; and,</li><li>○ Business space for resident entrepreneurs.</li><li>- Consider design partnerships with post-secondary institutions.</li><li>- Consider opportunities for acquisition of units.</li><li>- Plan integration of affordable housing units into new and existing City facilities.</li><li>- Plan for longer-term integration of affordable housing along the Green Line and other Transit Oriented Development.</li></ul> |  |
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## 4. Regenerate City-owned properties

### TARGETS

- Redevelopment initiated for 3 existing sites by 2018
- 2 City-owned buildings with lifecycle improvements by 2018

### PLAN

#### INITIATIVE: A. Implement a portfolio-wide strategy for financial sustainability

Actions	Timing
<ul style="list-style-type: none"> <li>• Analyze financial, operating, and asset management data for all units managed by Calgary Housing Company to anticipate long term capital and funding needs, guide strategic investment and redevelopment decisions, and improve overall quality of the housing stock.                             <ul style="list-style-type: none"> <li>- Position affordable housing for financial independence by implementing strategies for increased income generation, such as commercial leasing and/or changes to unit and tenant mixes.</li> <li>- Identify and implement strategies to reduce operating expenses and achieve economies of scale, for example, the potential to reduce utility costs of City-owned properties through water audits and related conservation education programs or rebates.</li> <li>- Develop methodology for asset management of City and CHC owned units.</li> <li>- Investigate potential to consolidate portfolios managed by CHC including asset transfer to CHC.</li> <li>- Investigate potential to finance redevelopment through leveraging of existing assets.</li> </ul> </li> </ul>	Medium-term
<ul style="list-style-type: none"> <li>• Complete audit requirements for City-owned assets:                             <ul style="list-style-type: none"> <li>- Complete building condition assessments on all City-owned affordable housing assets by 2018.</li> <li>- Complete capital plan to address deferred capital maintenance of City-owned social housing units by 2019.</li> <li>- Complete capital maintenance and reserve review by 2019.</li> </ul> </li> </ul>	Medium-term

#### INITIATIVE: B. Pilot regeneration of City-owned social housing properties

Actions	Timing
<ul style="list-style-type: none"> <li>• Create a long-term pipeline of prioritized projects, including new development and redevelopment of existing properties based on feasibility.</li> <li>• Provide development services to deliver regeneration projects initiated by Calgary Housing Company to leverage federal and provincial funding.</li> <li>• Dispose of properties that no longer satisfy locational, design, or lifecycle requirements for successful tenant outcomes and reinvest the revenue into affordable housing programs to deliver the strategy.</li> <li>• Improve energy efficiency for City-owned properties, leveraging provincial and federal dollars.</li> </ul>	Medium-term



## 5. Strengthen intergovernmental partnerships

**TARGETS** • Participation in 3 significant intergovernmental projects by 2018

### PLAN

<b>INITIATIVE: A. Proactively participate and engage other orders of government in affordable housing needs for Calgary</b>	
<b>Actions</b>	<b>Timing</b>
<ul style="list-style-type: none"> <li>• Continue recommending legislative changes to enable new City tools for affordable housing that may be available based on MGA and City Charter discussions.</li> <li>• Collaborate to develop solutions for the expiry of federal and provincial operating agreements for social housing with a goal to maintain 6700 housing options for highest need households.</li> <li>• Develop relationships with Indigenous leaders and look for opportunities for support or collaboration.</li> <li>• Create a proactive intergovernmental relations strategy to clarify City priorities and advocate to other governments around upcoming initiatives:                             <ul style="list-style-type: none"> <li>- Participate in development of a National Housing Strategy.</li> <li>- Participate in development of a Provincial Affordable Housing Strategy.</li> <li>- Offer feedback to the province on its review of regulations under the Alberta Housing Act.</li> <li>- Advocate for Calgary’s share of affordable housing funding from federal and provincial budgets.</li> </ul> </li> <li>• Provide leadership on provincial and federal initiatives targeted toward progressive housing solutions.</li> <li>• Continue to advocate for stable, predictable long-term funding for affordable housing.</li> <li>• Integrate conversations about housing into broader policy discussions around combating poverty, empowering marginalized populations, and expanding access to opportunity.</li> </ul>	Short-term

<b>INITIATIVE: B. Utilize new municipal tools enabled by changes to the MGA and City Charter</b>	
<b>Actions</b>	<b>Timing</b>
<ul style="list-style-type: none"> <li>• Create and implement a plan to utilize potential new City tools as appropriate to advance affordable housing objectives.</li> </ul>	Medium-term



## 6. Improve the housing system

**TARGETS** • 5 programs to improve outcomes for tenants delivered by 2018

### PLAN

#### INITIATIVE: A. Expand City programs that support affordable housing residents toward greater self-sufficiency and community well-being

Actions	Timing
<ul style="list-style-type: none"> <li>• Expand City and CHC cross-departmental partnerships to deliver programs and services to support individual well-being of affordable housing residents, for example:                             <ul style="list-style-type: none"> <li>- Facilitate safety and emergency training programs for fire and emergency preparedness with tenants living in Calgary Housing Company.</li> <li>- Strengthen child and youth crime prevention programs between Calgary Neighbourhoods, Calgary Police Services with Calgary Housing and Calgary Housing Company.</li> </ul> </li> <li>• Provide integrated design, services and programs that recognize the language and cultural preferences of affordable housing residents.</li> <li>• Work with indigenous community leaders on support required for indigenous housing in Calgary.</li> </ul>	Medium-term

#### INITIATIVE: B. Participate in the Community Housing Affordability Collective to create systemic changes in affordable housing delivery

Actions	Timing
<ul style="list-style-type: none"> <li>• Investigate feasibility of a coordinated intake process to be implemented across all non-market housing providers.</li> <li>• Complete an update to the Non-Market Housing Survey to provide a baseline of non-market housing inventory.</li> <li>• Facilitate the collaboration of community stakeholders through the Community Housing Affordability Collective Steering Committee.</li> <li>• Participate in other CHAC initiatives that contribute to system change, such as research to encourage appropriate movement of residents through the housing spectrum and a real estate strategy for non-profit providers.</li> </ul>	Short-term

#### INITIATIVE: C. Foster increased public support for affordable housing

Actions	Timing
<ul style="list-style-type: none"> <li>• Implement a proactive communications program for affordable housing, including:                             <ul style="list-style-type: none"> <li>- Identify opportunities to celebrate affordable housing successes with stakeholders and communities.</li> <li>- Generate good news stories related to affordable housing.</li> <li>- Increase online presence, through website updates and social media.</li> <li>- Disseminate research to dispel myths related to affordable housing.</li> </ul> </li> </ul>	Short-term
<ul style="list-style-type: none"> <li>• Include an affordable housing category in the Mayor's Urban Design Awards.</li> <li>• Generate research to address community concerns related to affordable housing.</li> <li>• Identify opportunities to incorporate public art projects in affordable housing developments.</li> </ul>	Medium-term

## **ENABLING THE IMPLEMENTATION**

This Implementation Plan aligns to The City's Business Plan and Budget cycle. This document establishes the short-term priorities to be completed within the current business cycle by the end of 2018, and sets the direction for 2019-2022.

To complement implementation of these priorities, The City will establish a consistent, transparent mechanism to track its year-over-year aggregate financial contribution to affordable housing. This framework is intended to capture any City capital dollars committed along with other contributions, for example through waived fees or below-market land transactions.

In order to achieve the successful implementation of actions within the targeted timeframes, commitment of additional resources will be required. The City will request one-time funding through the 2017-2018 mid-cycle adjustment process to support implementation of certain short-term actions. A progress update will be provided to Council through the Priorities and Finance Committee in Q2 2017 and 2018. Based on progress in the 2018 update, The City will determine ongoing budget needs for the 2019-2022 business cycle.

Progress updates will subsequently be incorporated into existing City business planning and budget processes.