

City of Calgary Contributions to the 10 Year Plan to End Homelessness

The 2002 *City of Calgary Corporate Affordable Housing Strategy Background and Progress Report* (Attachment 2) provided a high level summary of what The Corporation has accomplished with regard to the direction outlined in the previous Corporate Affordable Housing Strategy. However, it is important to note that The City has made additional contributions to affordable housing in Calgary. A primary example is in the contributions that The City has made to the implementation of the 10 Year Plan to End Homelessness.

BACKGROUND

In 2008 January, the Calgary 10 Year Plan to End Homelessness was released. Council approved The Plan (IGA 2008-26 – Response to Calgary’s 10 Year Plan to End Homelessness) and in Attachment 1 to the report, identified The City’s response to this original plan. Subsequently, Council received an updated report on an annual basis up to 2013, which conveyed The City’s contribution to The Plan. In 2013, Council determined that an update was only required when something significant occurred which affected The City’s identified “role” to respond. No updates have been provided since.

The Plan was reviewed and updated in 2011 and 2015. The 2015 update emphasized collective impact and leadership to bring about the end of chronic homelessness by 2018. The Calgary Homeless Foundation (CHF) is still prepared to provide necessary backbone supports and to act as the catalyst and enabler for Service Agencies and Systems to work collaboratively towards optimizing client success. This update continued to identify a number of responsibilities that were “assigned” to The City to ensure successful implementation.

CHF representatives presented The Plan to ALT in February of this year, identifying the actions that The City could undertake to assist in implementing The Plan. The Plan was never presented to Council for its consideration of the actions.

CITY OF CALGARY IDENTIFIED ACTIONS

The Updated Plan to End Homelessness (March 2015) identified The City of Calgary as having ownership of specific actions within The Plan. These actions are all contained within the overarching ‘**Action 6 – Enhance housing options for low income Calgarians**’. This is defined as: *Develop a coordinated housing approach to immediately relieve pressure on 15,600 households in extreme core housing need across government, private and non-market housing sectors and introduce measures to enhance affordable housing options for 40,000 households in core housing need.*

Specific action items assigned to The City, as well as The City’s effort to address these actions since 2008, are outlined below. Aligned to the need identified in The Plan for a ‘coordinated housing approach’, in March 2014, Council directed 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.” Since that time, Administration has been working with community, industry and government stakeholders to define an approach to addressing gaps in the current housing spectrum, with a view to identifying and recommending solutions to roadblocks that are impeding delivery of additional suitable affordable housing units across the housing spectrum. This collaborative approach has positively impacted the delivery of affordable housing units, both from The City, as well as community partners, as demonstrated below.

CITY ACTION: Develop affordable and supportive housing units to address the current gap for 15,600 Calgarian households in extreme core housing need.

- In 2009, The City allocated Provincial Block funding to CHF (\$5.96M) and to the Mustard Seed (\$4.0M) for the creation of units for Calgarians in extreme core housing need (transitioning from homelessness). As a result of this funding, the following were delivered:
 - CHF: Sultana Lodge Housing – 33 units
 - CHF: Acadia Place – 5 units
 - CHF: Bridgeland Place – 11 units
 - CHF: Ophelia – 15 units
 - CHF: Cliff Bungalow – 15 units
 - The Mustard Seed: Mustard Seed Tower Building – 200 units
- The City focuses on delivering units that meet the needs of households across the housing spectrum through a 'Buy, Build, Partner' approach that, when operated through a mixed income model, results in developments that are financially sustainable. Since 2008, 823 units have been delivered and an additional 186 are in some stage of development. Upon completion, these units, outlined below, are property managed by the Calgary Housing Company (CHC) for operation without operating subsidies.

Year	Initiative	Results	Status
2008	Bridges Phase 1	16 units	Delivered – acquisition of new units
	Treo at Montreaux	150 units	Delivered – acquisition of new units
	Whitehaven (Beltline)	46 units	Delivered – acquisition of existing units
	Crestwood	60 units	Delivered – City build
	Vista Grande	41 units	Delivered – City build
2009	Cedar Court	65 units	Delivered – acquisition of existing units
	Parkhill	9 units	Delivered – acquisition of existing units
	Crescent Heights	40 units	Delivered – acquisition of existing units
	Lomond	15 units	Delivered – acquisition of new units
2010	Louise Station	88 units	Delivered – partner to acquire new units
2012	Vida	45 units	Delivered – partner to acquire new units
2013	McPherson	58 units	Delivered – partner to acquire new units
		102 units	Delivered – attainable units delivered by private partner
2016	Lumino	88 units	Delivered – partner to acquire new units
	Kingsland	32 units	Under construction (City build)
2017	Crescent Heights	16 units	Under construction (City build)
	Bridgeland	24 units	Under construction (City build)
	Wildwood	48 units	Undergoing planning approval (City build)
TBD	Brookfield	26 units	Undergoing planning approval (Partner)
	Rosedale	16 units	Conceptual stage – community consultation and design in progress
	Sunnyside	24 units	Conceptual stage – community consultation and design in progress

- As of December 2014, CHC served 24,922 tenants, of which over 13,000 were in social housing, with deep subsidy. This was accomplished through property managing 2,817 units for the Province and 2,560 units for The City. On a monthly basis, approximately 125 households from the waitlist are housed in these units, depending on vacancies.
- Since 2008, Council approval of several dispositions of municipal land that has required the inclusion of a component of affordable housing as a condition of the land sale, including Westbrook Station lands (~72,000 sq. ft. of affordable housing), Glenmore Landing lands (TBD sq. ft. of affordable

housing), and the Parkdale site that was previously slated for affordable housing development by The City (TBD sq. ft. of affordable housing).

- Council has approved a process for potential re-use of surplus school reserve sites, in response to MGA amendments allowing for affordable housing uses on these sites. Work on implementing this process is ongoing.
- Council continues to advocate for legislative changes, funding, and programs from other levels of government to address the need for affordable housing to serve the broad spectrum of need:
 - Municipal Charter discussions are in progress, aimed at increasing the number and nature of legislative tools available to municipalities to increase the viability of affordable housing units in future development activity with Calgary.
 - Funding advocacy efforts include: lobbying for increased government capital funding programs, including reinstatement of block funding for affordable housing (to effectively and efficiently plan and deliver affordable housing); tax incentives and financing options (for acquisition of land) to encourage private sector involvement. The City requested funding for development and implementation of a City led Renovation, Rehabilitation and Assistance Program (RRAP)-like renovation program when the federal government transferred provision of this program to the provincial level.
 - Program advocacy efforts include: lobbying for renewal and commitment of long term funding for housing and homelessness programs; support of Federal Bill C-304 to ensure secure, adequate, accessible and affordable housing for Canadians; and requests to the federal government to endorse the Federation of Canadian Municipalities' National Action Plan on Housing.

CITY ACTION: Donate land for affordable housing.

- In keeping with Council's original response to the 2008 10 Year Plan to End Homelessness, Administration has been supporting the disposition of municipal lands for affordable housing projects on a case by case basis, enabling Administration to identify all of the risks and potentially conflicting issues on each individual parcel. Since 2008, the following units have been created as a result of City provided land.

Year	Initiative	Results	Status
2009	Horizon Housing	114 units	Delivered
2010	Habitat for Humanity	9 units	Delivered
Attainable Homes Calgary Corporation			
2014	Westbury Park	54 units	Delivered – built on city land
2015	Mount Pleasant	25 units	Delivered – built on city land
2015	Glenbrook Park	42 units	Delivered – built on city land
2016	Varsity	14 units	Sales underway – built on city land
2017	Bowness	39 units	Development permit pending – built on city land
TBD	1010 6th Ave SW	TBD	TBD – city land
TBD	1007 6th Ave SW	TBD	TBD – city land

- Council has approved disposition at approximately book value of a vacant City site adjacent to an existing Horizon Housing development that is slated for redevelopment, increasing the capacity of both sites to deliver more density.
- The CHF has expressed interest in acquiring the parcel of land located at 3616 17 Ave SW for development of permanent supportive housing units. The parcel is surplus to the land acquired for the West LRT, and is encumbered by a strata subdivision that protects and LRT tunnel running below the southerly and easterly portions of the parcel, and a Restrictive Covenant. No land use change would be required for the intended development. OLSH undertook preliminary investigation and determined that it may be possible to accommodate development of a typical CHF template design (size and shape) on the parcel if access and parking issues could be resolved and conditions contained within the Restrictive Covenant can be met. Within the next two weeks, OLSH will meet with CHF to discuss the

development feasibility of this site and to connect CHF with other City departments as needed. It is intended that CHF would be responsible for resolving these issues and meeting any approving authority conditions once these contacts have been established.

- OLSH is reviewing City-owned parcels that could potentially also accommodate development of similar CHF projects. Some parcels have been identified that could meet CHF's requirements; however, further review is needed to determine if they are surplus, and if so, to determine how site specifics could impact developability. By the end of the year, OLSH will refine the list of other potential parcels, and identify which of these could be alternate locations for a CHF project, should 3616 17 Ave SW be unsuitable.

CITY ACTION: Fast-track applications on affordable housing

- A dedicated resource (Affordable Housing Coordinator) is available through Planning, Development and Assessment (PDA) to facilitate expedited planning approvals for City, non-profit and private sector affordable housing projects.
- Individual file managers within PDA have helped to expedite affordable housing projects, including the following:
 - CHF – Stepping Stone (under construction)
 - CHF – Radisson Heights (planning approval)
 - CHF – South Calgary (planning approval)
 - The City – Bridgeland (under construction)
 - The City – Wildwood (planning approval)

CITY ACTION: Implement relaxations (for parking) on affordable housing projects

- Parking relaxations specifically related to affordable housing have been secured for City projects currently under development and are requested for projects in the planning approval stage. Relaxations were also secured on some completed projects, including those developed in "partnership" with non-profit organizations, including:
 - CHF – Stepping Stone
 - CHF – Aurora
 - CHF – Providence
 - The City – Crescent Heights
 - The City – Kingsland
 - The City – Bridgeland
 - The City – Wildwood

CITY ACTION: Exempt development/construction permit fees on new affordable housing projects

- The City undertook a \$1.23M Financial Incentive Pilot Project designed to encourage private and non-market sector participation in development of affordable housing units. Incentives in the form of pre-development grants and development and building permit rebates supported delivery of a total of **1,354 units**.

CITY ACTION: Introduce more attractive density bonusing or other incentives for the private sector

- Bonus density provisions as a result of provision of affordable housing already exist in many City Area Structure Plans (ASPs) and station area plans. Most recently, provisions for this were introduced into the Centre City Plan. However, with alternative bonusing options, there has been limited affordable housing as a result of density bonusing.
- The City continues to advocate for clarity around municipal density bonusing capabilities through City Charter discussions.

CITY ACTION: Improve secondary suites policy to enhance safety and encourage new units

- City designed and implemented a \$6M Secondary Suites Grant Program to provide incentives to support both the creation and upgrading of secondary suites in new and developing communities, including a public education and consultation program for such suites. The program contributed to **225 secondary suites**, of which **199 have been completed and 26 are under construction**. A component of this program was a Suite Safety Approach Pilot undertaken by PDA which promoted compliance with safety code requirements in existing illegal suites. Once the budget was totally allocated, The City submitted a proposal to the Province for additional funding for this program (which was not approved).
- Since 2010, approximately 1275 ha (3150 acres) of land in new communities has been designated R-1(s) or DC R-1(s) for secondary suites; some land use districts have been amended to make secondary suites a permitted rather than a discretionary use.

SUMMARY

As demonstrated below, The City has made a significant contribution to or directly developed about 1,400 units, with an additional 186 in progress. That is **1,585 units** to contribute to relieving the pressure on 15,600 households in extreme core housing need, in addition to other process improvements to promote development.

Total City units delivered	823 units
Total City units in progress	186 units
Total units delivered through land provided	297 units
Total units delivered through funding provided	279 units
Total overall units delivered	1,399 units
Total overall units in progress	186 units

CONSIDERATIONS FOR THE CORPORATE STRATEGY

In the development of the Corporate Affordable Housing Strategy, The City should consider additional opportunities to further invest in The Plan's actions, particularly the following:

- Policy and processes could be identified and implemented within the development approval process that address the actions of:
 - Fast-track applications on affordable housing.
 - Implement parking relaxations on affordable housing projects.
 - Exempt development/construction permit fees on new affordable housing projects.
 - Introduce more attractive density bonusing or other incentives for the private sector.
 - Improve secondary suites policy to enhance safety and encourage new units.

While The City has made contributions in each of these areas, there are opportunities for The City to do more to help with the efficient and effective delivery of units across the housing spectrum. Administration will work collaboratively across The Corporation and in concert with the community to identify appropriate actions that The City can take to address these gaps.

- There is opportunity for The City to play an important role in the Plan's Action 10: *Revision social service and housing delivery at the community level*. *This action acknowledges the challenges of the siloed housing system*. Specifically, The City could play role as follows:
 - Development of a "single point of entry" for all existing and future affordable housing units in Calgary, as envisioned in the "Enough For All Poverty Reduction Strategy", that will "ensure the right services, delivered efficiently and effectively, are available for those living in or at risk of poverty". This strategy identified The City as a lead organization for this project. As the largest operator of non-market housing in Calgary, CHC is well positioned to play a central role in development of this initiative, in collaboration with other delivery agencies.

- The City is also well positioned to, and will play a central role in, participating in and contributing to the research that needs to be undertaken to develop and maintain a complete and centralized picture of data related to housing and need, as well as current stock and support, to enable informed, prioritized decision-making for organizations delivering across the housing spectrum.