

2002 City of Calgary Corporate Affordable Housing Strategy Background and Progress Report

In 2002, Council adopted the Corporate Affordable Housing Strategy (the Strategy), which identified eight roles through which The Corporation participates in affordable housing in Calgary. These roles employ the resources of seven business units, each of which contributes in relation to its key business functions. Over the 13 years since the Strategy was adopted, the participation of business units in these roles has changed as their functions have evolved to the work that they are responsible for today. Some business units have taken on additional work in fulfilling these roles and some have given up their previous participation. Accordingly, within each business unit, the scope of work has broadened for some roles, diminished for others, and, in many cases, has stayed at the same level.

Below is a high level summary of what The Corporation has accomplished with regard to the direction outlined within the Strategy. It is not intended to identify the detailed work that has been undertaken by individual business units, or to indicate how business units have aligned with the relevant operating principles or individual actions outlined in the Strategy. This level of analysis will be undertaken once work on an updated Corporate Strategy commences.

ROLE 1: Management & Operation of Non-Market Housing

The City of Calgary is the primary operator on non-market housing

GOAL

- To be the primary provider (through the Calgary Housing Company, a subsidiary of The City of Calgary) of the non-market (social), non-seniors housing portfolio in The City of Calgary.

ACCOMPLISHMENTS

- CHC remains the primary provider of non-market (social), non-seniors housing in Calgary. Today CHC manages a total of 7148 units on behalf of three owners – The Province, The City and its own Calhome Properties stock. Approximately 60% of these serve low income Calgary families (social housing).
- Since 2002, just over 1000 units have been added to The City's non-market housing stock through a mixed market model that enables cross subsidization of deepest subsidy (social housing) units with low-end of market and middle level subsidy units. This model has the advantages of creating the ability to offer units without need of an operating subsidy and the social inclusion that results from the inclusion of a mix of incomes within a single building.

ROLE 2: Administration of Resources from Other Governments

The City is an effective administrator of senior government housing programs

GOAL

- To effectively coordinate and administer Federal and Provincial housing programs and support services as requested by senior governments that relate in part to the provision of affordable housing.

ACCOMPLISHMENTS

- Available federal and provincial capital grants have been effectively leveraged to deliver units, delivering just over 1000 units since 2002. Approximately 150 additional units are under development and 40 are in the preliminary stages of planning. In total, this represents \$200 million of federal and provincial money, that was leveraged by City resources (funding, land and staff)
- Provincial rent supplement programs have been successfully administered on behalf of the Province. In 2014, a total of 2500 such supplements were effectively deployed to low and middle income Calgary households.

- Family and Community Social Support funding continues to be deployed to support agencies on an ongoing basis, enabling these agencies to offer support services to families who benefit from these services.

ROLE 3: Direct Funding & Development

The City of Calgary is a limited resource provider of affordable housing

GOAL

- To strategically contribute municipal resources to the development of new affordable housing projects, leveraging other contributions.

ACCOMPLISHMENTS

- City land, staff and capital funds have directly contributed to each project where The City has, or is in the process of delivered/contributed to the delivery of non-market units either independently or in combination with non-profit and/or private sector builders. Since 2002, The City has leveraged 17 parcels of land resulting in an increase in affordable housing units either through direct development, acquisition of units as a result of development, or units that are managed by non-market housing providers or private sector developers.
- Financial contributions of Provincial funding available to The City has been made to non-profit housing providers, enabling the delivery of 279 non-market housing units in Calgary.

ROLE 4: Strategic partnerships

The City of Calgary is a partner with the public, the private and the not-for-profit sectors to encourage the provision of affordable housing

GOALS

- To pursue partnerships with the public, private and community sectors to facilitate the provision of affordable housing;
- To partner in land development for housing projects; and,
- To establish links with special groups working towards housing solutions.

ACCOMPLISHMENTS

- Work with stakeholders across Calgary's housing spectrum has resulted in a building of trust and the breakdown of silos in Calgary's housing community, leading to delivery of a Community Housing Affordability Collective framework that enables a collaborative approach to deliver solutions to housing issues in the city.
- Continued City representation on the Provincial Interagency Council for Housing and Homelessness ensures a municipal perspective is included in advice offered to the Province through this Council. Among other initiatives, this Council is developing an Integrated Housing and Supports Framework.

ROLE 5: Planning and Regulation

The City of Calgary is a regulator and enforcer of development and building standards

GOALS

- To encourage competition and choice in the housing marketplace;
- To support and provide implementation tools for affordable housing initiatives;
- To facilitate research and experimentation to reduce housing costs through innovation in housing types and construction methods;
- To explore ways to expedite the development process for affordable housing projects; and
- To actively pursue changes to statutory regulations and the building code to facilitate affordable housing.

ACCOMPLISHMENTS

- Coordination between business units has resulted in the dedication of a resource (Affordable Housing Coordinator) being available to facilitate expedited planning approvals for City, non-profit and private sector affordable housing projects.
- Two incentive programs (Secondary Suite Grant Program and Financial Incentive Pilot Program) have provided incentives to support involvement from both the private and non-profit sectors in the creation of affordable housing units. The \$6M Secondary Suite program contributed to creation and upgrading of 225 units. The \$1.23M Financial Incentive Pilot Project supported delivery of a total of 1,354 units.
- The City continues to advance advocacy positions to amend provincial legislation to provide municipalities with tools to enable the delivery of affordable housing at various stages in the planning approval process.

ROLE 6: Community Development & Education

The City of Calgary is an educator and builder of community capacity

GOALS

- To increase community and stakeholder awareness and capacity to support affordable housing initiatives. (e.g. build awareness in the private sector of their role).

ACCOMPLISHMENTS

- Development of the Community Housing Affordability Collective framework has served the purpose of building trust and collaboration amongst housing stakeholders across Calgary's housing spectrum, including those in the private sector. Implementation of the resulting strategy will significantly reduce tendencies for stakeholders to work in silos.
- Community engagement around the introduction of affordable housing in a community is being undertaken earlier in the development process, providing enhanced opportunities for input into decisions.
- A Citizen Perceptions survey regarding affordable housing was undertaken in 2012 and served as a first step in raising community awareness of The City's role in addressing affordable housing issues.
- The City and CHC played a significant role in two community 'Opening Doors' conferences focusing on skills and networking for front line works.
- CHC was instrumental in establishing the Alberta Network of Public Housing Agencies (ANPHA), a Society that strengthens individual member capacity by providing a coordinated voice, enabling partnerships and coordinating research.

ROLE 7: Research

The City of Calgary is a collector and disseminator of affordable housing research

GOALS

- To collect, analyse, evaluate and initiate research to support corporate housing initiatives.
- To disseminate research, to facilitate the research of others, and to develop a common understanding of housing needs in Calgary.

ACCOMPLISHMENTS

- Significant research capacity was directed to affordable housing issues until this function was passed to Calgary Homeless Foundation following delivery of Calgary's Ten Year Plan to End Homelessness. A significant component of this research was compilation of background materials for the 10 Year Plan. An equally significant component was an ongoing analysis of federal census information to support The City's role relative to housing need within Calgary.
- A Non-market Housing Survey was completed in 2010 and is in the process of being updated. Housing Preferences work was completed in 2012. Both of these pieces of original research have been posted to The City's website.

- Work to update and improve a Non-market Housing Census has been initiated with collaboration from the broader housing community, improving the applicability of conclusions to the entire housing spectrum.

ROLE 8: Advocacy

The City of Calgary is an Affordable Housing Advocate

GOALS

- To encourage changes in policy by the senior levels of government to foster the development and funding of affordable housing and adequate support services.

ACCOMPLISHMENTS

- Advocacy work is consistently undertaken to inform corporate perspectives on a number of levels:
 - input to and reaction to both the federal and provincial budgets respectively.
 - Any bills introduced at either the provincial or federal government level that address affordable housing issues are monitored and responded to at a corporate level.
- The City continues to advance advocacy positions to amend provincial legislation to provide municipalities with tools to enable the delivery of affordable housing at various stages in the planning approval process and to identify connection points regarding provision of support services. Corporate input to both the Municipal Government Act and Municipal Charter discussions serve as an example.

NEXT STEPS

The City of Calgary is now in the process of accelerating the development of a new Corporate Affordable Housing Strategy. Additional analysis on the work that The City contributes to each of these roles, as well as supplementary affordable housing-related efforts, will need to be completed as input to this process.