

CALGARY'S COMMUNITY HOUSING AFFORDABILITY COLLECTIVE

Strategy Template

The following document outlines the directional intent of the Collective to complete a strategy and implementation plan, aligning to its current outcomes and objectives. The content reflects the current plans of the Collective for the first year of implementation, which will define and prioritize the actions and tactics of subsequent years and the completion of the table.

The Collective strategy will be the only strategy in Calgary to specifically focus on housing in the city. It will support the housing-related objectives of other strategies and plans. Alignment of the outcomes and objectives of the Collective to these plans and strategies in Calgary are highlighted to demonstrate how the Collective anticipates it will support progress. Plans and strategies reflected in this assessment include:

- The Updated Plan to End Homelessness (owners: Calgary Homeless Foundation and related collective impact organizations)
- Enough For All Poverty Reduction Initiative (owner: Vibrant Communities Calgary)
- Economic Strategy for Calgary (owner: Calgary Economic Development)
- Seniors Age Friendly Strategy (owner: City of Calgary)

Within these plans, there are some actions or outcomes that the overarching creation of the Collective, and the enabling of ongoing collaboration of the housing community, supports. These actions are as follows:

Overarching alignment

The Updated Plan to End Homelessness (*The Plan*):

Action 10 – Revision of social service and housing delivery at the community level

- Apply the system planning approach across sectors to achieve an integrated planning and delivery approach for vulnerable populations at the community level
- Align funders, government, agencies and housing providers on the development of an integrated approach to serving vulnerable populations as a key means of preventing homelessness

Action 13 – Coordinate policy and funding across government

- Work with the City of Calgary on measures across areas of accountability including zoning, affordable housing development and operation, economic development, prevention and poverty reduction to support the goals of ending homelessness

Enough For All Poverty Reduction Initiative (*Enough For All*):

Goal – Everyone in Calgary can easily access the right supports, services and resources

- Housing – Corporate Affordable Housing Review: Develop a community-based multi-stakeholder plan to increase the range of affordable housing options in the city

Economic Strategy for Calgary (Economic):

Community Energy. Strategy 1 – Build Calgary as a model city for sustainable development and affordable living

Action 1 – Build a range of housing options for all ages, income groups and family types to meet the needs of residents today and tomorrow

- Support development and redevelopment that provides a broader range of housing choice in all neighbourhoods
- Implement the Community Affordable Housing Strategy for Calgary

Alignment to specific outcomes and actions are outlined in the tables below.

Outcome one: an integrated approach to housing

This means more innovation

Objective	Tactics	Assisted outcomes and actions of other plans	Indicators	Stakeholders	Timeline
1. 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.	– Complete a current state assessment of housing data – Update the Non-Market Housing Census, including non-market units, subsidies, and management bodies – Complete a current state mapping of housing affordability players to identify gaps in current system – Create a catalogue of psychosocial supports – Complete a Housing Market Needs Study to create and preserve affordable housing units based on the most urgent needs of the housing market – Complete a Housing Affordability Index that	The Plan: <i>Action 2 – Mobilize research and knowledge to prevent and end homelessness</i> • Expand the impact research makes on policy and practice through targeted knowledge mobilization efforts • Enhance system performance measurement and quality assurance measures within the homeless-serving system and across systems to improve outcomes <i>Action 5 – Develop a non-market housing real estate strategy to address Calgary's affordable housing gap</i> • Enhance coordination in the non-market sector by developing a locally-driven, comprehensive real estate strategy to leverage existing assets <i>Action 6 – Enhance housing options for low income Calgarians</i> • Develop a Non-Market Real Estate Strategy <i>Action 8 – Advance the homeless-serving system planning approach</i> • Address current barriers to data sharing and integration in the homeless-serving system • Enhance common intake and triage processes to cover the full homeless-serving system		Lead: Stakeholders:	Year one (2016)

Objective	Tactics	Assisted outcomes and actions of other plans	Indicators	Stakeholders	Timeline
	provides a geographical view of housing types and incomes	Economic: Community energy. Strategy 1. Action 1 – <i>Build a range of housing options for all ages, income groups and family types to meet the needs of residents today and tomorrow</i> - Coordinate and collect existing research to provide holistic view of market demand challenges - Conduct additional housing research to address information gaps in housing demand			
2. Align social supports and enabling processes related to housing.	– TBD	The Plan: <i>Action 6 – Enhance housing options for low income Calgarians</i> - Coordinate access to non-market housing units and rent supports for those in need of affordable housing Enough For All: <i>Goal – Everyone in Calgary can easily access the right supports, services and resources</i> - Housing – Central Housing Registry: Develop a shared system to match the highest-priority cases to the best fit housing programs		Lead: Stakeholders:	
3. Enable transition through the housing spectrum.	– TBD			Lead: Stakeholders:	

Outcome two: a stable and diverse housing mix

This means more housing

Objective	Tactics	Assisted outcomes and actions of other plans	Indicators	Stakeholders	Timeline
1. Launch a proactive preservation and attainment strategy.	– TBD	The Plan: <i>Action 6 – Enhance housing options for low income Calgarians</i> - Fast-track applications on affordable housing (assigned to The City) Seniors: <i>Housing Result 2 – Older adults live in homes that they can afford</i> - Strategy A – support policy changes and initiatives to increase overall affordable housing supply through the Community Affordable Housing Strategy		Lead: Stakeholders:	
2. Increase opportunities for access, diversity and inclusion within the housing system.	– TBD	The Plan: <i>Action 6 – Enhance housing options for low income Calgarians</i> - Donate land for affordable housing (assigned to The City) - Introduce more attractive density bonusing or other incentives for the private sector (assigned to The City) - Improve secondary suite policy to enhance safety and encourage new units (assigned to The City) - Allow municipalities the capacity to implement inclusionary zoning in land use bylaws (assigned to GOA) Economic: Community energy. <i>Strategy 1. Action 2 – Direct future growth in a way that fosters more compact and efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character in local neighbourhoods</i> - Encourage higher residential densities in areas of the community that are more extensively served by existing infrastructure, public facilities and transit		Lead: Stakeholders:	

Objective	Tactics	Assisted outcomes and actions of other plans	Indicators	Stakeholders	Timeline
		Seniors: <i>Housing Result 2 – Older adults live in homes that they can afford</i> - Strategy A – support policy changes and initiatives to increase overall affordable housing supply through the Community Affordable Housing Strategy <i>Housing Result 3 – Older adults have a range of housing options in their local area</i> - Strategy A – Support the development of age-friendly housing options within local communities			
3. Create efficiencies and reduce cost in housing production	– TBD	The Plan: <i>Action 6 – Enhance housing options for low income Calgarians</i> - Exempt development / construction permit fees on new affordable housing projects (assigned to The City) - Fast-track applications on affordable housing (assigned to The City)		Lead: Stakeholders:	
		Seniors: <i>Housing Result 2 – Older adults live in homes that they can afford</i> Strategy A – support policy changes and initiatives to increase overall affordable housing supply through the Community Affordable Housing Strategy			

Outcome three: predictable and stable funding

This means more resources

Objective	Tactics	Assisted outcomes and actions of other plans	Indicators	Stakeholders	Timeline
1. Enable local non-profit housing providers to leverage joint portfolios and access capital markets.	– TBD	The Plan: <i>Action 3 – House 3,200 people experiencing chronic and episodic homelessness</i> - Secure \$63M to support additional capital cost for proposed 563 units of Permanent Supportive Housing <i>Action 5 – Develop a non-market housing real estate strategy to address Calgary’s affordable housing gap</i> - Explore innovative financing models and efficiencies of scale to maximize the impact of the non-market housing sector on ending homelessness		Lead: Stakeholders:	
		Enough For All: <i>Goal – Everyone in Calgary can easily access the right supports, services and resources</i> Housing – New market fund: Financing vehicle offered by VanCity Credit Union for the expansion or development of new affordable coop housing projects			
		Economic: Community energy. Strategy 1. <i>Action 1 – Build a range of housing options for all ages, income groups and family types to meet the needs of residents today and tomorrow</i> Explore alternative funding models to increase the supply and diversity of housing to lower and middle income residents			
2. Develop additional financial tools to secure capital funding for affordable housing.	– TBD	The Plan: <i>Action 3 – House 3,200 people experiencing chronic and episodic homelessness</i> Secure \$63M to support additional capital cost for proposed 563 units of Permanent Supportive Housing		Lead: Stakeholders:	
		Economic: Community energy. Strategy 1. <i>Action 1 – Build a range of housing options for all ages, income groups and family types to meet the needs of residents today and tomorrow</i> Explore alternative funding models to increase the supply and diversity of housing to lower and middle income residents			