
AFFORDABLE HOUSING – COMMUNITY HOUSING AFFORDABILITY COLLECTIVE

EXECUTIVE SUMMARY

At the 2016 January 11 Combined Meeting of Council addressing PFC2015-0939, Administration was directed to continue supporting the Community Housing Affordability Collective (CHAC) reporting back to the Priorities and Finance Committee (PFC) with a completed Terms of Reference (TOR) by the end of Q1, 2016.

Since January, CHAC has created a Terms of Reference and a two-year prioritized Action Plan. CHAC has determined that operating as a grassroots community-based group is critical to its future success. To that end, CHAC's prioritized actions will be led by multiple participant organizations. City Administration supports this initiative and will participate as a member of the Collective and Steering Committee, enabling The City to benefit from the relationships developed through these community partnerships. In addition, Administration is developing its Corporate Affordable Housing Strategy, which will be presented to Council in Q3.

This report includes CHAC's TOR and Action Plan for information to meet the commitment from PFC2015-0939.

ADMINISTRATION RECOMMENDATION(S)

That the Priorities and Finance Committee recommend that Council:

1. Receive for information the Community Housing Affordability Collective Overview (Attachment 1) and Terms of Reference for the Community Housing Affordability Collective's Steering Committee (Attachment 2); and,
2. Receive for information the prioritized Action Plan for the Community Housing Affordability Collective (Attachment 3).

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2016 January 11 Meeting of Council, Council directed Administration to: "accelerate the update to The City of Calgary's Corporate Affordable Housing Strategy and report back to Council through PFC no later than July 2016;" and, "support Administration's continued participation in the Community Housing Affordability Collective through December 2016, reporting back to PFC with a completed Terms of Reference by end of Q1, 2016."

BACKGROUND

The Community Housing Affordability Collective (CHAC) is a broad and inclusive coalition with the purpose of facilitating transformative change to the housing system through cross-sector collaboration. Establishing the CHAC framework was the first critical step in a process which has been, and will continue to be, extremely valuable in providing the ability for housing stakeholders to make a bigger impact collectively than they could individually. In particular, CHAC is focused on improving affordability across the housing spectrum and coordinating and mobilizing efforts to ensure that the housing elements of other plans and strategies that rely on collaboration can move forward and that housing can be delivered more efficiently and effectively. Specifically, CHAC's strategic outcomes to advance housing affordability include:

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- Integrated approach to housing
- Stable and diverse housing mix
- Predictable and stable funding

Following Council's direction in January 2016, an interim Steering Committee was established. It comprises a wide range of CHAC participant organizations from across the housing spectrum, including non-profit housing providers, government, academia, market facing organizations, community representatives and others. This interim Steering Committee has driven the development of the TOR and CHAC priorities, as well as led engagement with CHAC's Advisory Group that also contributed to this work. The results are a finalized Overview of the Community Housing Affordability Collective (Attachment 1), a TOR approved by CHAC (Attachment 2) and Priority Actions with associated success measures (Attachment 3).

In the process of supporting CHAC's work, Administration has also been advancing its Corporate Affordable Housing Strategy, to be reported back to Council in July, 2016. Work on this initiative is ongoing and will be discussed at an upcoming Strategic Session of Council in 2016 March.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Terms of Reference

The TOR is structured to be an action focused document which codifies the purpose of CHAC and puts into place flexible governance arrangements to allow CHAC to work together on meaningful projects. This document, combined with the CHAC Overview, outlines the group's vision and details its governance arrangements, including the role of the Steering Committee, its accountability framework, decision-making process and membership.

In developing the TOR, the interim Steering Committee considered a number of different governance models and settled on one that strikes the right balance between providing clear lines of accountability and structure while remaining flexible enough to accommodate change, and inclusive enough to avoid restricting participation in the work of CHAC. This governance structure allows CHAC to operate as a grassroots community-based group, which will be critical to its future success. It is based on the principle that the benefit of CHAC is in working together, adding value and multiplying the impact of individual organizations. The result is a well balanced document that will serve CHAC rather than tie it down in difficult process and governance issues. It also commits the group to establishing specific accountability and reporting requirements with its funders.

Action Plan

Recognizing the current economic environment and the opportunities provided by the current provincial and federal governments, the interim Steering Committee also identified the need to expedite action. As a result, CHAC met its Council commitment much earlier than expected, accelerating the development of a prioritized Action Plan with associated success measures, which was directed by Council to be delivered by December 2016.

The CHAC Action Plan identifies priorities, aligned to CHAC's strategic outcomes, under which it intends to advance projects. The specific resourcing and implementation plans for the delivery

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of these priorities are still in development, however, they are indicative of the direction that CHAC is taking. Each of these priorities will be led by a CHAC participant organization and will involve multiple housing system stakeholders that will be brought together through a dedicated facilitator/project manager. These priorities are as follows:

1. Outcome: Integrated approach to housing

Priority actions:

- A. Create a consistent, centralized housing intake process that is coordinated across providers.
- B. Establish a collective voice to engage proactively with all orders of government and the general public.

2. Outcome: Stable and diverse housing mix

Priority actions:

- A. Ensure that residents are appropriately housed and can access the full range of housing options that meet their needs.
- B. Develop a joint real estate strategy across providers to ensure a stable and adequate non-market housing supply.

3. Outcome: Predictable and stable funding

Priority action:

- A. Develop or modify financial processes and tools to increase housing affordability.

Both the Action Plan and the TOR are structured around a two-year trial period during which CHAC will have the opportunity to make progress on its five collectively identified priorities.

City of Calgary Involvement

CHAC's priorities will be led by multiple participant organizations. The City will be a member of the Collective and the Steering Committee, contributing support through facilitation, coordination and program management of the group, as well as providing the lead to one priority action. This will be done while Administration continues to develop its Corporate Affordable Housing Strategy.

Administration is recommending that Council receive CHAC's TORs and Action Plan for information, rather than approval, to meet the commitment of Council's previous direction in PFC2015-0939 on 2016 January 11. This approach will allow for Administration's continued participation and support while relieving the accountability of Council and City Administration for the implementation of a community-based plan that will be delivered by multiple stakeholders. It will also allow for The City to continue to benefit from the relationships that have been developed with these community partnerships and allow continued understanding and input for the Corporate Affordable Housing Strategy.

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Engagement with CHAC has already had a notable benefit and impact for The City. For example, The City is currently undertaking an update to its 2011 Non-Market Housing Survey, but this version is in collaboration with CHAC. As a result of this partnership, the 2015 update has resulted in a superior survey with a nearly 150% increase in distribution, that is likely to obtain a higher response rate and more comprehensive and usable findings. In addition, the Economic Resiliency investment package in affordable housing approved at the 2016 February 22 meeting of Council (C2016-0176) was greatly strengthened by information provided by CHAC participants and there is further potential for CHAC to contribute to wider Canadian initiatives such as the Housing Bank which would position Calgary to be a leader on a national stage.

Stakeholder Engagement, Research and Communication

The TOR have been specifically structured to facilitate the collective impact model, on which CHAC is based. The aim is to create a flexible, nimble and focused Steering Committee which can direct the work of CHAC while retaining the autonomy of individual organizations and the inclusivity critical to making CHAC work. This concept will be in place over the two year trial period. At the end of this period, the TOR will be revisited to ensure they remain fit for purpose.

The TOR and Action Plan were developed collaboratively with the interim Steering Committee and Advisory Group, which comprises a wide range of organizations from across the housing spectrum, including non-profit housing providers, government, academia, market facing organizations, community representatives and others.

Strategic Alignment

The CHAC framework helps advance the goals and policies of a number of City plans, including the Municipal Development Plan and Action Plan 2015-2018. It is also anticipated that this form of community partnership and enablement will be identified as an action for The City within the Corporate Affordable Housing Strategy, which is currently under development.

Additionally, the CHAC was specifically designed to help advance the housing related outcomes of other external plans and initiatives that no organization can accomplish individually. In designing the TOR and Action Plan, these initiatives were considered. Specifically, CHAC will help advance the following actions/goals from other initiatives:

- Calgary's Updated Plan to End Homelessness:
 - Key Action 2 – Mobilize research and knowledge to prevent and end homelessness.
 - Key Action 5 – Develop a non-market housing real estate strategy to address Calgary's affordable housing gap.
 - Key Action 14 – Empower Calgarians in the movement to end homelessness.
- Calgary's Poverty Reduction Initiative:
 - Goal – everyone in Calgary can easily access the right supports, services and resources:
 - Create a coordinated housing registry service that would serve all populations seeking non-market housing.

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- Develop a community-based multi-stakeholder plan to increase the range of affordable housing options in the city.
- Calgary Economic Development Plan:
 - Community Energy 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:
 - Coordinate and collect existing research to provide a holistic view of market demand and challenges.
 - Conduct additional housing research to address information gaps in housing demand.
 - Explore alternative funding models to increase the supply and diversity of housing to lower and middle income residents.
 - Support development and redevelopment that provides a broader range of housing choice in all neighbourhoods.
 - Implement the Community Affordable Housing Strategy for Calgary.

Social, Environmental, Economic (External)

A fully mixed housing market creates and retains jobs, attracts new workers, assuages poverty, meets the needs of seniors and families, and keeps our most vulnerable residents off the street. This in turn reduces financial stress on the health care system, the justice system, policing, social services, City Administration and other municipal and provincial services. Adequate housing enables all Calgarians to maximize their contributions to the wider community, which is the ultimate goal of CHAC. The TOR and initial priorities bring focus to these efforts and provide the first details of how an ambitious agenda will be achieved.

Financial Capacity

Current and Future Operating Budget:

The City will continue to support CHAC as an active participant within its current business operations. Specifically, The City will provide up to one FTE from Calgary Housing to:

- support coordination of the CHAC Steering Committee and overall program management; and
- initiate the priority action to create a consistent, centralized intake process as a lead facilitator/project manager (the funding for which was approved at the 2016 February 22 meeting of Council (C2016-0176)).

The City's support is more than matched by the ongoing contributions made by all members of the interim Steering Committee. CHAC will seek out funding sources to support any additional operating costs.

Current and Future Capital Budget:

There are no direct implications on the capital budget arising from this initiative.

Risk Assessment

CHAC's agenda requires coordination and dedication of resources by other community stakeholders, and its success depends on many factors outside the control of Council and City Administration. For example, participating organizations may not commit resources to the

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Collective as expected, may not be able to reach consensus on key decisions, or may be unable to sustain a level of voluntary participation sufficient to advance projects under the prioritized Action Plan. To mitigate these potential risks, the interim Steering Committee established a two-year trial period during which CHAC will continually measure success against the targets established in its Action Plan. If CHAC is unsuccessful in achieving its two-year targeted outcomes, the Steering Committee will revisit the TOR and make adjustments to the governance structure as necessary to ensure that the group can function effectively or may determine at that time to disband.

There is an additional risk that responsibility could be placed on The City if CHAC fails to deliver on its priorities, if The City were seen as the owner of this initiative. In order to mitigate this risk, Administration is recommending that Council receive CHAC's TOR and prioritized Action Plan for information rather than approval. This approach will relieve The City of risk regarding the delivery of CHAC actions that require outside organization resources. As a participant in CHAC rather than the owner of this initiative, Administration will manage the risk associated with CHAC as it would with any stakeholder endeavor and will be accountable to Council for its contribution to CHAC within its current business operations.

If The City were to cease its participation in CHAC, there is a significant risk to the relationships with community stakeholders that this work has strengthened. As a result, community engagement for The City's Corporate Affordable Housing Strategy might suffer, as well as future work that benefits from the access and support that CHAC provides. The development of the Corporate Affordable Housing Strategy is moving ahead rapidly and the value of engagement with CHAC has already been demonstrated throughout the early stages of the project. The City's continued participation in CHAC will ensure that it retains its voice in the Collective and maintains the important relationships that have been built up through this work.

REASON(S) FOR RECOMMENDATION(S):

As a community-led entity representing a wide variety of stakeholders and positioned to generate collaborative solutions to complex problems, CHAC offers a unique benefit at a critical time for the housing system. All orders of government have expressed their commitment to housing and there is a significant opportunity to deliver housing to the more than 90,000 households that need it. The City has momentum on its side as it develops a Corporate Affordable Housing Strategy and continues to make housing a priority.

In developing a TOR and prioritized Action Plan, CHAC has demonstrated the ability to deliver on its commitments. There is demonstrated reason to believe that substantial progress can be made over the remainder of 2016 in delivering on the priority areas set out in this report, and Administration's continued participation will ensure ongoing representation of a municipal perspective and City priorities in this initiative. CHAC is a vital mechanism for achieving the ultimate goal of transformative change in the delivery of the affordable housing that Calgary so badly needs.

ATTACHMENT(S)

1. Community Housing Affordability Collective: Overview
2. Community Housing Affordability Collective: Steering Committee Terms of Reference

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3. Community Housing Affordability Collective: Prioritized Action Plan
4. Community Housing Affordability Collective Letters of Support