

Community Housing Affordability Collective

Prioritized Action Plan

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The Community Housing Affordability Collective (CHAC) is the collective engine for improving housing affordability in Calgary through cross-sector collaboration and community-based advocacy.

CHAC is a network of organizations and individuals that recognize a need to improve housing affordability in Calgary through collaboration and advocacy. CHAC uses a collective impact model that coordinates efforts and builds a common agenda, to advance the affordable housing outcomes of plans across Calgary that cannot be accomplished individually by any member organization. It will not replace or supersede current community initiatives or plans of individual organizations; rather it will provide alignment between plans and initiatives and allow advancement of actions that individual organizations do not have the capacity to tackle on their own, or that require coordination of multiple organizations.

To this end, the CHAC Steering Committee will facilitate and coordinate actions on the priorities below.

Outcome 1: Integrated Approach to Housing

A. Create a consistent, centralized housing intake process that is coordinated across providers.

Objectives

- A streamlined intake process eliminates the need for applicants to submit information multiple times to different providers. A centralized entry point improves the time it takes for people to find housing, improves the availability and accuracy of data on citywide housing need, reduces stress for applicants, and leads to an efficient system that effectively places people in the housing they need and prevents people from falling through the cracks.

Two-Year Action Items	Success Measures	
	Two-Year	Long-Term
<ul style="list-style-type: none"> Secure buy-in from CHAC partners for a coordinated intake process. Map current intake processes, systems, rules, and wait lists for different housing providers. Provide recommendations for a combined wait list and coordinated intake process, with an associated implementation strategy. Pilot the coordinated intake process with an initial group of providers. 	<ul style="list-style-type: none"> Number of participating housing providers Number of waitlist duplications identified Projected number of applicants served annually by the coordinated intake process 	<ul style="list-style-type: none"> Completion of a coordinated process Number of housing providers using the coordinated intake process Number of applicants served annually by the coordinated intake process Percentage of applicants reporting satisfaction with the intake process

B. Establish a common voice to engage proactively with all orders of government and the general public.

Objectives

- CHAC has the opportunity to influence existing and proposed housing policies at all orders of government, engaging a wide variety of stakeholders in collective advocacy efforts.

- CHAC leads and coordinates public engagement, engaging the broader community in championing the long-term benefits of housing affordability. As a result, Calgarians are more likely to support affordable housing developments and identify housing affordability as a public priority.

Two-Year Action Items	Success Measures	
	Two-Year	Long-Term
<ul style="list-style-type: none"> • Develop the CHAC communications and engagement plan, including tools for sharing information among participants and lead a proactive, targeted public engagement campaign. • Share best practices for public engagement across CHAC participants through a communications forum (format TBD). • Be a resource for The City of Calgary in its development of a Corporate Affordable Housing Strategy – IN PROGRESS. • Engage in policy discussions with the provincial and federal governments as they develop housing strategies. • Assume collective positions in response to policies proposed at all levels of government. 	<ul style="list-style-type: none"> • Number of CHAC participants present at key community engagement events • Number of new unaffiliated members signing up for CHAC mailings and communications • Number of shared and/or published CHAC policy positions • The City of Calgary Corporate Affordable Housing Strategy completed with CHAC engagement • Ongoing engagement strategy implemented with government officials 	<ul style="list-style-type: none"> • Policies implemented with CHAC input • Ongoing measures of public opinion related to housing affordability • Percentage of proposed affordable housing projects approved

Outcome 2. Stable and Diverse Housing Mix

- A. Ensure that residents are appropriately housed and can access the full range of housing options that meet their needs.**

Objectives

- All housing providers and stakeholders work collaboratively to ensure that residents receive housing appropriate to their needs as they evolve, and transition through the housing spectrum where possible.
- Residents in all types of housing easily access information about the spectrum of housing options and receive guidance tailored to their needs.

Two-Year Action Items	Success Measures	
	Two-Year	Long-Term
<ul style="list-style-type: none"> • Engage with residents with lived experience. • Identify any existing barriers that prevent residents from being appropriately housed, 	<ul style="list-style-type: none"> • Research partner(s) engaged • Number of residents in non-market housing accessing information about alternative housing options 	<ul style="list-style-type: none"> • Number of non-market tenants taking advantage of homeownership programs • Number of residents transitioning from non-market

examining the housing system for bottlenecks and gaps. • Introduce projects that facilitate movement to appropriate housing for all residents across the spectrum.	• Number of residents transitioning into housing identified as better targeted to their needs	to market housing (ownership or rental)
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B. Develop a joint real estate strategy across providers to ensure a stable and adequate non-market housing supply.

Objectives

- CHAC participants implement a joint real estate strategy, potentially encompassing the acquisition and disposal of assets, amalgamation, mergers, and densification to complement funding.
- Non-market housing providers achieve efficiencies of scale, potentially reduce property management costs, and manage and leverage assets more effectively.
- Non-marketing housing providers are better enabled to meet their organizational goals for preservation of existing stock and delivery of new units.

Two-Year Action Items	Success Measures	
	Two-Year	Long-Term
<ul style="list-style-type: none"> • Complete the Non-Market Housing Survey and analyze results to better understand existing non-market housing stock – IN PROGRESS. • Investigate potential scope, feasibility, and impact of a joint real estate strategy – IN PROGRESS. • Create a comprehensive inventory of participants' existing real estate assets. • Identify potential joint ventures for new development, regeneration, and/or financing. • Finalize a framework and implementation plan for a joint real estate strategy. 	<ul style="list-style-type: none"> • Release of Non-Market Housing Survey results • Completion of joint real estate strategy framework and implementation plan • Number of participating non-market housing providers • Projected number of residents served by joint real estate strategy 	<ul style="list-style-type: none"> • Number of residents living in jointly owned or jointly managed properties • Combined value of assets managed through joint strategy • Grant funding and private capital leveraged through joint assets

Outcome 3. Predictable and Sustainable Funding

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

Objectives

- CHAC has an excellent understanding of innovative financial strategies implemented in Canada and elsewhere to promote housing affordability. CHAC has evaluated the applicability and usefulness of these strategies for the housing context in Calgary.

- Non-market housing providers access new financial products as appropriate to reduce reliance on direct public subsidy and secure diversified, sustainable funding and are better enabled to meet their organizational goals for preservation of existing stock and delivery of new units.

Two-Year Action Items	Success Measures	
	Two-Year	Long-Term
<ul style="list-style-type: none"> • Host an initial session bringing housing and financial experts together – COMPLETED. • Analyze the feasibility of financial innovations for the Calgary housing context, including tools that leverage private capital for non-market housing development or expand access to mortgage credit for low- and moderate-income homebuyers. • Develop framework for a pilot project, selecting one financial tool as appropriate. Secure appropriate training and technical assistance for participating organizations and individuals. 	<ul style="list-style-type: none"> • Research partner(s) engaged • Feasibility analysis completed and findings shared through CHAC communications forum (format TBD) • Framework for pilot project completed • Number of participating individuals and/or organizations receiving financial training or technical assistance 	<ul style="list-style-type: none"> • Number of housing providers accessing new financing sources • Number of Calgary residents accessing new financing sources • Private capital leveraged for non-market housing construction