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March 4, 2016

Mayor Nenshi and City Council  
City of Calgary  
P.O. Box 2100 Station M  
Calgary, Alberta  
T2P 2M5

**RE: Community Housing Affordability Collective**

Dear Your Worship, Mayor Naheed Nenshi, and Members of City Council,

On behalf of Horizon Housing Society I would like to express our support for the Community Housing Affordability Collective (CHAC). The Collective was born from City Council's recognition that the housing system has historically operated in silos with limited ability to address gaps independently. Through my experience participating with the Collective, I can attest to its immense potential to strengthen how we deliver and operate affordable housing in Calgary as well as improve housing affordability. Partnership is the only medium through which our sector can become effective in serving the housing needs of our citizens, especially our most vulnerable and marginalized.

The CHAC has created a work plan that creates action on a number of housing-specific items. When implemented, these actions have the potential to create systematic change we all know is needed to increase affordable housing and ultimately housing affordability in our community. We are drawing upon the good housing-related actions that have been identified in existing community plans such as the *Updated Plan to End Homelessness*, *Enough for All* and *Building on our Energy*. These actions have been combined with the strategies of individual housing organizations as well as with actions identified by our working groups to comprise the CHAC work plan. In order to evoke systematic change, these actions must be executed collectively. The CHAC is the mechanism through which this work can be done cooperatively and collaboratively.

For the first time, we have the representatives from across the housing spectrum working in a coordinated way to address the critical housing shortage in Calgary. Horizon Housing Society – as a long-standing provider of affordable, integrated and supported homes for people in need – supports the work of the Collective and is excited by the cooperation and collaboration experienced thus far. We look forward to working to collectively to implement many of the innovative concepts put forward in the CHAC work plan.

Sincerely,

A blue ink handwritten signature, appearing to read "Kim O'Brien", written over a blue horizontal line.

Kim O'Brien  
Executive Director  
Horizon Housing Society



March 2, 2016

Dear Mayor Nenshi and City of Calgary Council Members:

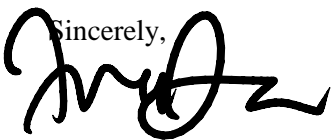
**Housing Affordability Collective**

Vibrant Communities Calgary (VCC) is a member of the Housing Affordability Collective. As you are aware we are guiding the implementation of *Enough for All*, Calgary's 10-year poverty reduction strategy. A key component of the strategy is access to basic needs such as food and housing.

Together we have concluded that a collective impact is the best approach to address these challenging issue of enough housing for all. The formation of the Housing Affordability Collective is a great example of collective impact in action. Diverse stakeholders have convened over the past year and more to address our housing challenges as a community. This is a very positive step that aligns with the *Enough for All* strategy.

The economic downturn has increased our housing vacancy rates. However appropriate, accessible and affordable housing remains a challenge for many Calgarians. We know that you are aware that increased unemployment rates is placing some families at risk of falling into homelessness. The Collective is one more broad based community approach to find short, mid and term solutions.

We encourage you to endorse Calgary's Housing Affordability Collective.

Sincerely,  


Franco Savoia, Executive Director

His Worship Mayor Nenshi and City Council  
by email

March 3, 2016

Your Worship,

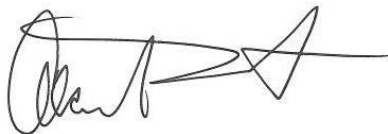
I am writing this letter in support of the efforts of the Community Housing Affordability Collective (CHAC) and your administrative support team.

CREB<sup>®</sup> (Calgary Real Estate Board) supports a wide diversity of safe and affordable housing options for all Calgarians and as such, we find immense value in being a member of the CHAC. Only through bringing this diverse group of stakeholders together, can we can address Calgary's housing challenges as a community.

Additionally, it's important to note that the collective will of the group to find both short- and long-term solutions through supporting and augmenting current strategies and plans in place is immense. But the true benefit of having the CHAC is that it will also function as an effective mechanism to identify any segments currently not being serviced in the non-market housing spectrum, and enable community stakeholders to overcome these gaps through effective collaboration.

I do hope you continue to see the value of the CHAC and that you will give your support in order to move forward.

Sincerely,



Alan Tennant, FRI(E), CAE  
CREB<sup>®</sup> CEO

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March 1, 2016

City Council  
The City of Calgary

Dear Mayor Nenshi and Members of City Council:

**Subject: Community Housing Affordability Collective**

I am writing this letter in support of the Calgary Community Housing Affordability Collective (CHAC). INHOUSE Attainable Housing Society (registered as Bridge Attainable Housing Society) has worked with the collective since its inception and is committed to the vision and approach of this unique group.

From the outset the members of the collective took a collaborative approach with the goal of developing strategies to increase the availability of safe and appropriate housing in suitable locations that is affordable for all Calgarians. This approach ensures we look beyond specific projects and organizations and find ways to move Calgary forward on the important issue of housing affordability.

The current report to Council, to be considered at the Priorities & Finance Committee, outlines our recent focus on developing a Terms of Reference and a Prioritized Action Plan. I am optimistic that as we continue to formalize the collective and take action to improve housing affordability, all Calgarians will see the benefit.

Thank you for your support of this initiative and I look forward to participating in the ongoing work of CHAC. I hope you will continue to see the value of this unique group and support CHAC as we work together to help everyone find a safe, appropriate and affordable home.

Sincerely,



Judy Hoad  
Chair, INHOUSE Attainable Housing Society

CC: Jen Arntfield, Senior Project Manager, Affordable Housing



*Mission Statement:  
To create safer environments and improve the quality of life  
through the use of CPTED principles and strategies."*

PFC2016-0216  
ATTACHMENT 4

February 29, 2016

City of Calgary  
By Email

Attention: Mayor Nenshi and Council

Your Worship,

I am writing this letter in support of the efforts of Community Housing Affordability Collective (CHAC) and your administrative support team.

As you are aware, I have worked on several housing/poverty related task forces, committees and boards over the past 3 decades in Calgary. I have been involved in the CHAC initiative since its inception 2 years ago and can categorically say that the approach, commitment and drive behind this group is beyond anything I have experienced in these past many years. This is a rare moment in time when the goal of "changing for the better" is within sight and grasp.

As an initiative that is not meant to create a new plan but rather enhance, empower and boost current plans and strategies within our community, we have the ability to move the bar on housing in Calgary in a meaningful way across the spectrum.

The relationships built on trust and a common goal are the strongest I have experienced and I believe that council, along with all of the agencies and citizens around the table will be proud to look back on CHAC as the turning point in the drive for housing for all.

I hope that you continue to recognize the value of CHAC and throw all of the support available to the group to help us achieve the lofty goals of changing our communities and helping Calgarians find a home, whatever that looks like for them.

Sincerely,

Barry Davidson,  
Executive Director



March 4, 2016

Delivered by Email

Mayor Nenshi  
And Members of the Policy & Finance Committee  
c/o Sarah Woodgate, Director, Calgary Housing  
PO Box 2100 Station M  
Calgary, AB T2P 2M5

Dear Mayor Nenshi and Members of the Policy & Finance Committee:

**Re: Calgary Housing Affordability Collective (CHAC)**

UDI-Calgary is supportive of the collaborative effort of the Community Housing Affordability Collective (CHAC) and the administrative team providing support for same.

The Collective is an extraordinary opportunity for organizations to come together to approach the challenging issue of ensuring access to housing, and to enhance and supplement the work of the member organizations through a strategic collaboration.

UDI-Calgary, representing the market portion of the housing spectrum, looks forward to our continued association with CHAC.

Respectfully,

Beverly J. Jarvis  
Director of Policy & Government Relations

March 4, 2016

Members of the Priorities and Finance Committee (PFC)  
The City of Calgary

Re: Support for the Community Housing Affordability Collective (CHAC)

In Fall 2014, the Haskayne School of Business (HSB) at the University of Calgary was approached by the City of Calgary to co-facilitate the process of forming a community-based affordable housing strategy. We saw the opportunity for the university to make an important contribution in the community with regard to addressing housing issues. I have had the privilege of working with City Administration in acting as a co-facilitator for the community-based approach since that time, a process which has resulted in the Community Housing Affordability Collective.

My involvement with the Collective for the past year and a half has made me see that the most poignant reason for support of this project comes from the uncanny level of trust that has been fostered between members of the public, private and social service sectors through this process. By remaining focused on a common goal of providing suitable options across the housing spectrum, through the housing system, and for every market segment, this group of seemingly unrelated stakeholders have managed to mobilize and engage an impressive number of members from diverse organizations toward examining both issues and potential solutions around housing affordability.

Since our involvement with the Collective, the Westman Centre for Real Estate Studies has championed the need for cross-sectoral collaboration on issues of housing affordability. Last month, we held a two-day workshop that examined: 1) opportunities for improvement to the housing system, 2) feasibility of sharing data and creating a data consortium for service providers, 3) financial innovations for increased access to housing, and 4) policy innovations for increased access to housing. Representatives from over 20 housing-based organizations attended the sessions (most are also part of CHAC) and made a renewed commitment to collaboration. Further, we have a team of scholars from the US and Canada conducting the type of research that will generate practical recommendations to address problems related to housing affordability.

To conclude, I am excited to endorse and support the work of the Collective, particularly through the role the Westman Centre can play in organizing a scholarly call to action.

Sincerely,



Jyoti Gondek, PhD  
Director, Westman Centre for Real Estate Studies  
Haskayne School of Business  
University of Calgary