

**2018 Affordable Housing Advocacy Goals**

Goals	Requested Government Actions	Strategic Alignment	Partner
<p>1. Create a citizen-centric housing system that focuses on people's needs and supports progress through the housing spectrum.</p>	<p>a) Use housing as a landing place to connect people to programs and services (such as to prevent homelessness and negative exits, gain new education and skills) and help them progress through the housing spectrum.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Improve the housing system</li> <li>• Design and build new City units</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul> <p><b>Calgary Housing Company (CHC) Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>• Deliver Quality Service to Clients</li> </ul> <p><b>Other City strategies:</b></p> <ul style="list-style-type: none"> <li>• Enough for All</li> <li>• Fair Calgary</li> <li>• Senior's Age Friendly Strategy</li> </ul>	<p>GOA</p>
	<p>b) Focus on housing for Indigenous Peoples and Immigrants which recognizes their cultural needs.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Improve the housing system</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul> <p><b>Other City strategies:</b></p> <ul style="list-style-type: none"> <li>• White Goose Flying</li> <li>• Indigenous Policy</li> <li>• Enough for All</li> <li>• Welcoming Communities Policy</li> </ul>	<p>GOC &amp; GOA</p>
	<p>c) Simplify the application and intake process by implementing a single point of entry system.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Improve the housing system</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul> <p><b>Other City strategies:</b></p> <ul style="list-style-type: none"> <li>• Fair Calgary</li> </ul>	<p>GOC &amp; GOA</p>

Goals	Requested Government Actions	Strategic Alignment	Partner
	d) Measure whether people are better off when they leave housing.	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Improve the housing system</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul> <p><b>CHC Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>• Strengthen Relationships with Key Stakeholders</li> <li>• Strive for Organizational Excellence</li> </ul> <p><b>Other City strategies:</b></p> <ul style="list-style-type: none"> <li>• Fair Calgary</li> </ul>	GOC & GOA
2. All orders of government need to work together to create a strong network of non-profit housing providers.	a) Federal and provincial programs such as tax incentives, mortgage relief or large infrastructure projects should complement and stack with municipal programs (e.g. providers can combine federal tax credits, provincial capital grants and municipal land or fee waivers to build new housing).	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Get the Calgary community building</li> <li>• Leverage City land</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul>	GOC & GOA
	b) Engage housing providers, including through the Community Housing Affordability Collective (CHAC), in the development and implementation of new programs and funding initiatives to ensure that they are designed to meet local needs.	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Get the Calgary community building</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul> <p><b>CHC Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>• Deliver Quality Service to Clients</li> <li>• Strengthen Relationships with Key Stakeholders</li> </ul>	GOC & GOA
	c) The Government of Alberta should work with The City and Silvera for Seniors to implement a sustainable funding and governance model that will support Silvera's successful delivery of the seniors' lodge program in Calgary.	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Improve the housing system</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul> <p><b>Other City strategies:</b></p> <ul style="list-style-type: none"> <li>• Senior's Age Friendly Strategy</li> </ul>	GOA

Goals	Requested Government Actions	Strategic Alignment	Partner
<p><b>3. Sustained, expanded and consistent capital funding is required to address deferred maintenance and increase the supply of non-market housing in Calgary from 3% to 6%.</b></p>	<p>a) Wherever possible, investments by the federal and provincial governments to increase the supply of affordable housing should be distributed at the local level – directly to cities and/or housing providers.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Design and build new City units</li> <li>• Regenerate City-owned properties</li> <li>• Strengthen Intergovernmental Partnerships</li> <li>• Get the Calgary Community Building</li> </ul>	<p>GOC &amp;GOA</p>
	<p>b) Prioritize capital grant funding over other forms of funding, such as equity investments and loans. Grant funding allows housing providers to offer deeply discounted rents for high need households while minimizing operating expenses and retaining flexibility over operating models. It also enables The City and housing providers to plan ahead and create development pipelines.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Design and build new City units</li> <li>• Regenerate City-owned properties</li> <li>• Strengthen Intergovernmental Partnerships</li> <li>• Get the Calgary Community Building</li> </ul>	<p>GOC &amp; GOA</p>
	<p>c) Funding for Calgary Housing Company (CHC) to address deferred maintenance in the provincial portfolio.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Strengthen Intergovernmental Partnerships</li> </ul> <p><b>CHC Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>• Increase Financial Sustainability Including the Optimization of Assets</li> <li>• Strengthen Relationships with Key Stakeholders</li> </ul>	<p>GOA</p>
	<p>d) Ensure affordable housing is created in all communities, avoiding the concentration of social housing and ghettoization. New development to be placed in locations where people have access to grocery stores, transit and schools.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Get the Calgary community building</li> <li>• Design and build new City units</li> <li>• Regenerate City-owned properties</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul>	<p>GOA</p>

<p><b>4. Support housing providers to transition to sustainable operating models with no net loss of high need households served.</b></p>	<p>a) Enable operating funding to follow households rather than units and expand rent supplements to facilitate the implementation of sustainable operating models, including mixed-income portfolios, across the non-market housing sector in Calgary.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Get the Calgary community building</li> <li>• Regenerate City-owned properties</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul>	<p>GOC &amp; GOA</p>
	<p>b) Guarantee no net loss of high need households served by the current provincial community housing program.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Get the Calgary community building</li> <li>• Regenerate City-owned properties</li> <li>• Strengthen Intergovernmental Partnerships</li> </ul>	<p>GOA</p>
	<p>c) For all current and future portfolios that CHC, The City's subsidiary, may continue to manage on behalf of the province, The City recommends a predictable and sustainable financial model be implemented.</p>	<p><b>Foundations for Home:</b></p> <ul style="list-style-type: none"> <li>• Strengthen Intergovernmental Partnerships</li> </ul> <p><b>CHC Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>• Increase Financial Sustainability Including the Optimization of Assets</li> <li>• Strengthen Relationships with Key Stakeholders</li> </ul>	<p>GOA</p>