



# FOUNDATIONS FOR HOME

## CALGARY'S CORPORATE AFFORDABLE HOUSING STRATEGY IMPLEMENTATION PLAN 2018 PROGRESS UPDATE



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# Introduction

## Corporate Affordable Housing Strategy

The Corporate Affordable Housing Strategy defines a 10-year strategic direction for The City of Calgary across six objectives, which respond to existing challenges for affordable housing delivery in Calgary. It clarifies The City's mandate for affordable housing delivery, formalizes affordable housing as a Council Priority, positions The City to leverage federal and provincial capital funding to support internal and community development of units, and guides City actions to create safe, affordable homes that support individual and community success and well-being.

The Strategy was accompanied by this initial Implementation Plan that identifies immediate actions for the rest of the business cycle, which will be considered for integration into Action Plan.

This document is a detailed progress update on all objectives, targets, initiatives and actions contained in the Implementation Plan.


## Six Strategic Objectives

The Corporate Affordable Housing Strategy focuses on the six objectives below. This progress update will outline what Administration has done to meet targets set within each of the six objectives and their accompanying initiatives and actions:

1. Get the Calgary community building
2. Leverage City land
3. Design and build new City units
4. Regenerate City-owned properties
5. Strengthen intergovernmental partnerships
6. Improve the housing system



## Overview of Targets & Progress

<p>1. Get Calgary Building </p> <p></p> <p><b>Target:</b> 1,500 units <b>Actual:</b> 2,000 units</p>	<p>2. Leverage City Land </p> <p></p> <p><b>Target:</b> 5 parcels per year (2017/2018) <b>Actual:</b> 3 parcels (2017) 7 parcels (2018)</p>	<p>3. Design and Build New City Units </p> <p></p> <p><b>Target:</b> 160 new/ opened 110 in development <b>Actual:</b> 300 units opened and in development</p>
<p>4. Regenerate City-owned Properties </p> <p></p> <p><b>Target:</b> 3 redevelopments 2 lifecycle projects <b>Actual:</b> 3 redevelopments +200 units lifecycled</p> <p> Exceeding target</p>	<p>5. Strengthen Intergovernmental Partnerships </p> <p></p> <p><b>Target:</b> 3 significant partnerships <b>Actual:</b> All three levels of government partnering to implement affordable housing strategies</p>	<p>6. Improving the Housing System </p> <p></p> <p><b>Target:</b> 5 programs <b>Actual:</b> Home Program has helped 600 affordable housing residents through 300 volunteer hours and worked with 30 community partners</p>





## 1. Get the Calgary community building

One of the targets within the first objective is to help support 1,500 new units of affordable housing by 2018. Calgary Housing is pleased to report that 2,000 new units have been supported by City programs to date. Part of the success can be attributed to a focus on providing increased customer service and support to affordable housing clients through a dedicated resource. The Affordable Housing Coordinator, located within Planning & Development has had an immediate effect, providing a customized timeline for affordable housing projects. Depending on the project characteristics, some approvals have been granted within very short timelines – in rare cases as low as two months. Administration believes that the timelines for non-market housing approvals are now some of the lowest in Canada.



*Habitat for Humanity's development of six 4-plexes in Pineridge was a significant beneficiary of The City's Housing Incentive Program (HIP). Now completed, this project has supported 24 families, including 75 children, to purchase a starter home through Habitat's affordable homeownership program. Six of the 24 Pineridge families were former Calgary Housing Company tenants.*

### TARGETS

- All qualifying affordable housing projects move to development permit and building permit approval within 6 months, 80% of the time by 2018
- 1,500 units supported by City programs by 2018

### PROGRESS

- Since September 2016, four affordable housing projects have had development and building permits approved. The average time for approval was five months.
- 2,000 units have been supported by City programs since June 2016.

**Progress Update: Get the Calgary community building**

INITIATIVE: A. Streamline the planning process for non-market housing development to create new homes		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>• Provide increased customer service and support to affordable housing clients through a dedicated resource, active from the predevelopment stage, in order to facilitate a shorter and easier planning approval process.</li> <li>• Build on existing information gathered through the Community Housing Affordability Collective to understand the long-term community plans and needs to position Corporate support and develop a community pipeline.</li> <li>• Assign priority status for non-market affordable housing development in the planning approval process.</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>• The Customer Coordinator, Affordable Housing role in Calgary Approvals Coordination ensures prioritized service is provided to non-market housing applications.</li> <li>• The City continues to receive significantly positive feedback from non-profits regarding the improved, streamlined process.</li> <li>• Based on feedback from non-profit providers, the target has been adjusted to move to a customized timeline for affordable housing approvals.</li> <li>• Priority status has been assigned to all affordable housing development applications. All projects have been processed within the customized timeline established for each affordable housing project.</li> <li>• Since creation of the role in September 2016, 14 new development permit applications have been submitted to support an estimated 505 new non-market units.</li> </ul>
<ul style="list-style-type: none"> <li>• Implement \$6.9 million Housing Incentive Program (HIP) to reimburse the following fees for non-profit affordable housing development:               <ul style="list-style-type: none"> <li>- Pre-application fees</li> <li>- Land use re-designation fees</li> <li>- Development site servicing plan fees</li> <li>- Building permit fees</li> <li>- Off-site levies</li> <li>- Acreage assessments</li> <li>- Re-development levies</li> <li>- Demolition permit fees</li> </ul> </li> </ul>	Short-term	<ul style="list-style-type: none"> <li>• Implemented Housing Incentive Program (HIP) in June 2016, which has supported 2,000 units in the development process to date.</li> <li>• There have been 47 applications for HIP made as of end of Q1 2018 for 37 affordable housing projects across 15 organizations.</li> <li>• HIP is now fully committed with a further nine applications for eight projects across seven organizations on the wait list.</li> <li>• Administration will be bringing forward a request in 2018 November for this program to be funded through the One Calgary 2019-2022 Service Plan and Budget process.</li> </ul>
<ul style="list-style-type: none"> <li>• Evaluate the existing Housing Incentive Program (HIP), and based on findings, create a program and work with Calgary Building Services, Calgary</li> </ul>	Medium-term	

Growth Strategies, Council and other City stakeholders to identify a dedicated funding source to permanently offset fees and levies for non-market housing development.		
<ul style="list-style-type: none"> <li>Participate in the next engagement process regarding development levies to ensure affordable housing impacts are considered and mitigation strategies are developed.</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>No update at this time. This is a long-term action and it is currently in Calgary Housing's work plan.</li> </ul>

INITIATIVE: B. Increase private sector involvement in affordable housing		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>Investigate voluntary channels for private developers to develop, manage, or contribute to affordable housing. For example, this could include: <ul style="list-style-type: none"> <li>Examining opportunities to market supporting vulnerable citizens through a mixed-income model to attract tenants and/or home buyers (i.e. using a TOMS model);</li> <li>Incorporating affordable housing as a condition of land transactions (for example, Sunnyside development or Parkdale site);</li> <li>Exploring options to incentivize development to increase financial feasibility; or,</li> <li>Discussing opportunities for contributions to operations.</li> </ul> </li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Calgary Housing expects to have the Sunnyside and Bridges developments in progress by 2018 and 2019 respectively. Both developments meet the actions in this initiative through incorporating affordable housing as a condition of land transactions and involving the private sector in a design/build process.</li> <li>Calgary Housing is also in the process of exploring a possible density bonusing option which would result in new affordable housing units being created in return for increased density.</li> </ul>
<ul style="list-style-type: none"> <li>Investigate and implement regulatory changes to enable lower-cost building forms, such as granny pods, laneway housing, ground-oriented multi-plexes, or secondary suites, that increase options</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>No update at this time. This is a medium-term action and it is currently in Calgary Housing's work plan.</li> </ul>

for homes to households earning 65% of the median income and overspending on shelter.		
<ul style="list-style-type: none"> <li>Investigate opportunities to increase percentage of households served by housing delivered in the market, with the objective of meeting the national average of 80%. This will include the identification of new housing types, designs, and forms to meet the needs of a greater spectrum of the population.</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>No update at this time. This is a long-term action and it is currently in Calgary Housing's work plan.</li> </ul>

INITIATIVE: C. Explore operating cost reductions for affordable housing		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>Work with the Province to offer property tax exemptions for affordable non-market housing.</li> <li>Review exemption criteria to create level playing field for non-market housing providers in Calgary.</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>The City continues to participate in the Government of Alberta's engagement process for Community Organizations Property Tax Exemption Regulation (COPTER), under the MGA.</li> <li>In the interim, Council has approved cancellation of the municipal portions of property tax for buildings operated by Silvera for Seniors and Calgary Housing Company.</li> <li>The City continues to advocate for cities to be able to grant exemptions for affordable housing through the Municipal Government Act.</li> </ul>





## 2. Leverage City land

In February 2018, approval was granted to sell six parcels of City-owned land to three established non-profit affordable housing providers: HomeSpace, Habitat for Humanity and Homes for Heroes. Each non-profit met requirements for eligibility to receive funding from The City's HIP program and a dedicated addition from the Canada Mortgage and Housing Corporation's SEED Funding program. The purchasers are now working through the development permit process before sales are finalized. An estimated 160 units will be constructed on the lands. One parcel offered through the original RFP process will be re-marketed later in 2018. Calgary Housing is now focused on fully understanding the demand for land and creating operational processes in support of a regular and predictable supply of land for non-market housing development that is rooted in engagement with and understanding of Calgary's non-market housing development program. This aligns to work being done by the Community Housing Affordability Collective (CHAC) to establish a long-term vision and create a unit target for Calgary.



*These parcels of land, located in the community of Albert Park/Radisson Heights are situated along 36 ST SE. They will be developed by Habitat for Humanity and provide homes for ownership for Calgarians.*

### TARGETS

- 5 parcels per year of City land disposed at below-market value for non-market housing projects in 2017 and 2018

### PROGRESS

- 10 parcels of City land are on track to receive approval for disposition at below-market value for non-market housing projects in 2018.

## Progress Update: Leverage City land

INITIATIVE: A. Support non-profit housing providers to build assets and increase operational capacity		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>Provide increased customer service and support to non-market housing providers through a dedicated resource. Working with the resource that supports the planning process, this resource should understand the community pipeline, including land needs and development project requirements, and seek suitable options utilizing a GIS tool.</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>In November 2016, City Council approved one-time funding for Calgary Housing to hire four new staff positions. One of these roles is specific to land.</li> <li>A dedicated resource was hired in March 2017 and is providing increased customer service and support to non-profit housing providers of affordable housing in land-related projects.</li> </ul>
<ul style="list-style-type: none"> <li>Dispose of land at below-market value to non-profit organizations with strong track records as affordable housing providers.</li> <li>Sell leased City-owned land at below market value to tenant non-profit organizations that operate affordable housing where feasible.</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>In 2018 February, approval was granted to sell six parcels of City-owned land to non-profit affordable housing providers. HomeSpace, Habitat for Humanity and Homes for Heroes were chosen after meeting the requirements of an RFP process. The purchasers are now working through the development permit process and an estimated 160 units will be constructed on the lands. The remaining targets are on track and one further parcel through the original RFP will be re-marketed later in 2018.</li> </ul>
<ul style="list-style-type: none"> <li>Determine longer-term land capacity based on results of Corp. Land Management initiative.</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>Calgary Housing is preparing to engage with non-profit housing providers to understand their land needs and development capacity over the next ten years. Feedback from the providers will help inform Calgary Housing's responses for affordable housing suitability on land circulations administered by the Corporate Land Management Team.</li> </ul>

INITIATIVE: B. Utilize City land to reward innovation and creativity and generate excitement for affordable housing		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>Organize an annual competition to provide City-owned surplus land at below-market value for an affordable housing project that applies innovative models in design or operations, or</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Calgary Housing is preparing criteria for a competition to reward innovation in design for a future City-owned affordable housing development. The competition is anticipated to be launched in Q4 2018.</li> </ul>

provides targeted supports to underserved populations.		
<b>INITIATIVE: C. Adopt a proactive land strategy for affordable housing across Calgary</b>		
<b>Actions</b>	<b>Timing</b>	<b>Progress</b>
<ul style="list-style-type: none"> <li>• Create the affordable housing component for a Corporate Real Estate Strategy: <ul style="list-style-type: none"> <li>- Create clear, consistent criteria and process for disposing of land at below-market value to affordable housing providers.</li> <li>- Develop a prioritized inventory of sites suitable for affordable housing, including City-owned surplus land.</li> <li>- Work with large City infrastructure projects (for example, Transit Oriented Development and Integrated Civic Facilities) on opportunities for strategic acquisition of land for affordable housing.</li> <li>- Investigate potential for locating affordable housing on surplus school sites, including consideration of project suitability and acceptance, for example, the opportunity to develop single-family residences to accommodate large families through five or six bedrooms.</li> <li>- Investigate potential to utilize City-land with long-term development plans for interim use through temporary housing development.</li> </ul> </li> <li>• Formalize principles to remove barriers when transacting with non-profits on land sales.</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>• A draft process for disposing of land at below-market value to non-profit affordable housing providers is being developed in consultation with Real Estate &amp; Development Services. This is expected to be brought forward to Council in Q4 2018.</li> <li>• Work is underway to inform the first phase of the draft process – understanding the demand for land and capital development plans of non-profit housing providers. A survey has been sent to housing providers and the results will be available later in Q2 2018.</li> </ul>



### 3. Design and build new City units

Calgary Housing is pleased to report that it expects to deliver 120 new units to Calgary Housing Company by autumn 2018. The shortfall of 26 units from the Q2 2017 update is a result of a potential land disposition in The Bridges that was not completed. Nevertheless, Calgary Housing expects to exceed the target of 110 units in development by 2018 by having 294 units in feasibility, design or development by the end of 2018.



*The 24-unit Bridgeland affordable housing complex was unveiled during a grand opening and celebration with the community in summer 2017. The building includes studio, two-bedroom and three-bedroom units, self-contained laundry and is built green certified.*

#### TARGETS

- 160 new units delivered to Calgary Housing Company by 2018
- 110 units in development by 2018

#### PROGRESS

- Calgary Housing expects to deliver 120 new units to Calgary Housing Company by autumn 2018.
- Calgary Housing expects to exceed this target, with 294 units funded by the end of 2018.

**Progress Update: Design and build new City units**

INITIATIVE: A. Develop units in The City's pipeline		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>• Build, partner, or acquire City units, leveraging federal and provincial funding:             <ul style="list-style-type: none"> <li>- Stacked townhomes:                 <ul style="list-style-type: none"> <li>○ Crescent Heights (16 units, summer 2016)</li> <li>○ Kingsland (32 units, fall 2016)</li> <li>○ Bridgeland (24 units, summer 2017)</li> <li>○ Wildwood (48 units, fall 2018)</li> </ul> </li> <li>- Pocket development/shipping containers:                 <ul style="list-style-type: none"> <li>○ Rosedale (16 units, by 2018)</li> </ul> </li> <li>- Private sector partnerships:                 <ul style="list-style-type: none"> <li>○ Bridges (26 units, by 2018)</li> </ul> </li> <li>- Mixed-use development:                 <ul style="list-style-type: none"> <li>○ Sunnyside (in development by 2018)</li> </ul> </li> <li>- Pilots:                 <ul style="list-style-type: none"> <li>○ Integrated Civic Facilities (in development by 2018)</li> <li>○ Heritage building (in development by 2018)</li> <li>○ Temporary housing (in development by 2018)</li> </ul> </li> </ul> </li> </ul>	Short-term	<p><i>Projects Completed:</i> Crescent Heights (16 units, Q2 2017) Kingsland (32 units, Q3 2017) Bridgeland (24 units, Q3 2017)</p> <p><i>Under construction:</i> Wildwood (48 units, Q3 2018) Rosedale (16 units, 2019)</p> <p><i>Projects in feasibility/planning stages:</i> Bridges (26 units, 2019) Sunnyside (in development by 2019) Varsity (in development by 2019) Heritage building (in development by 2019)</p>

INITIATIVE: B. Adopt a ten-year plan for City-led development and redevelopment projects		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>• Create a long-term pipeline of prioritized projects, including new development and redevelopment of existing City owned properties based on feasibility and existing portfolio of built forms. Base plan on understanding of federal and provincial funding commitments, as well as principles of increasing cost certainty and incorporating lessons learned. This ten-year plan will be incorporated into the capital budget plans for the 2019-2022 Action Plan.</li> <li>- Incorporate a variety of built forms, such as: <ul style="list-style-type: none"> <li>○ Pocket developments;</li> <li>○ Townhouses;</li> <li>○ Mixed-use buildings;</li> <li>○ Designs for culturally diverse tenant needs;</li> <li>○ Public space for community programming; and,</li> <li>○ Business space for resident entrepreneurs.</li> </ul> </li> <li>- Consider design partnerships with post-secondary institutions.</li> <li>- Consider opportunities for acquisition of units.</li> <li>- Plan integration of affordable housing units into new and existing City facilities.</li> <li>- Plan for longer-term integration of affordable housing along the Green Line and other Transit Oriented Development.</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>• The Affordable Housing Capital Development Program (2016-2026) was presented to the Priorities and Finance Committee on 2018 May 1.</li> <li>• The program will exhaust existing funding of \$45.5M from Program 489 – Increase Affordable Housing with the addition of 294 new units in various stages of development by the end of 2018.</li> <li>• The program prioritizes units in need of renovation or lifecycle maintenance through building condition assessments and unit condition assessments, establishing baseline funding for lifecycle maintenance.</li> <li>• The program also identifies need for additional funding to increase the supply of affordable housing through: <ul style="list-style-type: none"> <li>○ New Builds – 153 units</li> <li>○ Redevelopment – 341 units based on existing land use</li> <li>○ Green Line – 252 units</li> </ul> </li> <li>• All told, the program will further increase the supply of affordable housing by 746 units over the next ten years.</li> </ul>





## 4. Regenerate City-owned properties

The Priorities and Finance Committee approved funding in April 2017 to provide critical lifecycle improvements to The City's affordable housing portfolio by the end of 2018. Over 200 units have undergone critical maintenance repairs and 28 Building Condition Assessments have been performed on City-owned properties with this funding. This work is vital to extending the useful life of critical City-owned assets and in providing a quality and dignified home for Calgarians. The photos below show the impact these relatively small investments can have on tenants.



*These pictures demonstrate the impact of new unit standards being used to renovate City-owned properties. The materials are intended to be good quality and durable to ensure they last for the long term. Charlie, a resident in a building which recently received upgrades is shown in her new kitchen which was renovated last year along with upgrades to windows and flooring.*

### TARGETS

- Redevelopment initiated for 3 existing sites by 2018
- 2 City-owned buildings with lifecycle improvements by 2018

### PROGRESS

- PFC approved funding in April 2017 to provide critical lifecycle improvements to City-owned housing. To date, over 200 units have undergone critical maintenance repairs
- Administration continues to make progress on a sustainability project that will identify what is needed to find appropriate sites for redevelopment

## Progress Update: Regenerate City-owned properties

INITIATIVE: A. Implement a portfolio-wide strategy for financial sustainability		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>Analyze financial, operating, and asset management data for all units managed by Calgary Housing Company to anticipate long term capital and funding needs, guide strategic investment and redevelopment decisions, and improve overall quality of the housing stock.</li> <li>- Position affordable housing for financial independence by implementing strategies for increased income generation, such as commercial leasing and/or changes to unit and tenant mixes.</li> <li>- Identify and implement strategies to reduce operating expenses and achieve economies of scale, for example, the potential to reduce utility costs of City-owned properties through water audits and related conservation education programs or rebates.</li> <li>- Develop methodology for asset management of City and CHC owned units.</li> <li>- Investigate potential to consolidate portfolios managed by CHC including asset transfer to CHC.</li> <li>- Investigate potential to finance redevelopment through leveraging of existing assets.</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>The City, in partnership with Calgary Housing Company, continues to work on a comprehensive asset management program which would identify the roles and responsibilities for the assessment of asset condition, prioritization of required capital investments, establishment of Building Condition Assessments across all City of Calgary housing assets, and execution of approved capital projects.</li> </ul>

<ul style="list-style-type: none"> <li>• Complete audit requirements for City-owned assets: <ul style="list-style-type: none"> <li>- Complete building condition assessments on all City-owned affordable housing assets by 2018.</li> <li>- Complete capital plan to address deferred capital maintenance of City-owned social housing units by 2019.</li> <li>- Complete capital maintenance and reserve review by 2019.</li> </ul> </li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>• In response to a 2016 City audit, Calgary Housing Company and The City have identified their responsibilities under the current operating agreement and are proposing an asset management program for City-owned properties managed by Calgary Housing Company.</li> <li>• The asset management plan established a program to achieve Building Condition Assessments for all City-owned affordable housing by 2018.</li> </ul>
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INITIATIVE: B. Pilot regeneration of City-owned social housing properties		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>• Create a long-term pipeline of prioritized projects, including new development and redevelopment of existing properties based on feasibility.</li> <li>• Provide development services to deliver regeneration projects initiated by Calgary Housing Company to leverage federal and provincial funding.</li> <li>• Dispose of properties that no longer satisfy location, design, or lifecycle requirements for successful tenant outcomes and reinvest the revenue into affordable housing programs to deliver the strategy.</li> <li>• Improve energy efficiency for City-owned properties, leveraging provincial and federal dollars.</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>• Administration is supporting a sustainability project which will help identify criteria for selecting sites for redevelopment or regeneration. The project is operational and full assessments on City-owned properties to determine future best use are underway.</li> <li>• PFC approved funding in April 2017 to provide critical lifecycle improvements to The City's affordable housing portfolio by the end of 2018. Over 200 units have undergone critical maintenance repairs and 28 Building Condition Assessments (BCAs) have been performed on City-owned properties with this funding. The approved funding is anticipated to be fully spent prior to end of 2018.</li> <li>• The City and Calgary Housing Company are continuing to work together to conduct pre-feasibility, funded by the Province, for redevelopment of two existing housing sites. This work has produced situational analysis, housing needs analysis, and pro forma financials to guide the design process for the possible renewal.</li> <li>• A two-year agreement proposed by Calgary Housing Company to conduct BCAs on City-owned properties older than 17 years is in progress. BCAs will continue to identify prioritized investment needs and will include energy audits.</li> <li>• Funding approved in 2017 to install carbon monoxide detectors in all City-owned units is now complete.</li> </ul>



## 5. Strengthen intergovernmental partnerships

The past year has been highly significant for housing at an intergovernmental level. Both the provincial and federal governments have announced housing strategies which have the potential to transform housing in Calgary, Alberta and Canada. Both strategies are aligned well to *Foundations for Home* and Calgary Housing's focus for the next year will be to ensure that funding and system improvements come to The City and to non-profit affordable housing providers in Calgary.



*Calgary Housing Company Tenant Liaison Tracy McLean-Schultz is shown here (L-R) with Lorne Dach, MLA for Edmonton-McClung, the Honourable Lori Sigurdson, Minister of Seniors and Housing and His Worship Don Iveson, Mayor of Edmonton at the launch of the Provincial Affordable Housing Strategy.*

### TARGETS

- Participation in 3 significant intergovernmental projects by 2018

### PROGRESS

- Target has been met but work continues

**Progress Update: Strengthen intergovernmental partnerships**

<b>INITIATIVE: A. Proactively participate and engage other orders of government in affordable housing needs for Calgary</b>		
<b>Actions</b>	<b>Timing</b>	<b>Progress</b>
<ul style="list-style-type: none"> <li>• Continue recommending legislative changes to enable new City tools for affordable housing that may be available based on MGA and City Charter discussions.</li> <li>• Collaborate to develop solutions for the expiry of federal and provincial operating agreements for social housing with a goal to maintain 6700 housing options for highest need households.</li> <li>• Develop relationships with Indigenous leaders and look for opportunities for support or collaboration.</li> <li>• Create a proactive intergovernmental relations strategy to clarify City priorities and advocate to other governments around upcoming initiatives:               <ul style="list-style-type: none"> <li>- Participate in development of a National Housing Strategy.</li> <li>- Participate in development of a Provincial Affordable Housing Strategy.</li> <li>- Offer feedback to the province on its review of regulations under the Alberta Housing Act.</li> <li>- Advocate for Calgary's share of affordable housing funding from federal and provincial budgets.</li> </ul> </li> <li>• Provide leadership on provincial and federal initiatives targeted toward progressive housing solutions.</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>• The City completed recommendations regarding changes to enable new City tools in the Municipal Government Act and City Charter.</li> <li>• The City is continuing to provide input into the Government of Alberta's review of regulations under the MGA on Inclusionary Housing and property tax exemptions.</li> <li>• Both the provincial and federal governments have released housing strategies which showed good alignment to The City's requested positions. A report to the Intergovernmental Affairs Committee in Q1 2018 provided more detail on that alignment and The City's goals moving forward.</li> <li>• Administration continues to participate in the Provincial Government and Big City Housing Collaboration Table, which includes Canada Mortgage and Housing Corporation, The City of Edmonton, as well as provincial leadership across multiple ministries: Seniors and Housing, Community and Social Services and Health.</li> <li>• The City of Calgary was invited to present its Corporate Affordable Housing Strategy at the Canadian Housing and Renewal Association's National Congress on Housing and Homelessness and to the Federation of Canadian Municipalities Annual Conference. The City has also been invited to speak at an Alberta's 7 Cities on Housing and Homelessness event and to other groups like Housing Partnership Canada. These opportunities demonstrate the recognition Calgary is receiving from groups across the country for the Strategy and the Plan.</li> </ul>

<ul style="list-style-type: none"> <li>• Continue to advocate for stable, predictable long-term funding for affordable housing.</li> <li>• Integrate conversations about housing into broader policy discussions around combating poverty, empowering marginalized populations, and expanding access to opportunity.</li> </ul>		
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INITIATIVE: B. Utilize new municipal tools enabled by changes to the MGA and City Charter		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>• Create and implement a plan to utilize potential new City tools as appropriate to advance affordable housing objectives.</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>• The City received new authorities under the City Charter process – commitments to follow title and loans for affordable housing. Administration is working to implement those new authorities. Specifically, the commitments to follow title will be integral to finalizing the transactions of land to non-profit housing providers.</li> </ul>





## 6. Improve the housing system

In November 2016, City Council approved one-time funding to establish a program to support individual well-being of affordable housing residents. The Foundations for Home Community Development Program known as the Home Program works through micro-investments and has so far helped 600 affordable housing residents, utilizing 90 volunteers who have given 300 volunteer hours and partnered with 30 community partners. The Home Program has led to multiple innovative different community develop activities including:

- Funding RentSmart courses for affordable housing residents. RentSmart is designed to empower residents by educating them about their rights and responsibilities, living with others and emphasizing responsible personal budgeting. The courses have demonstrated their ability to increase people’s housing stability and can help to prevent evictions and create strong and successful tenancies.
- Utilizing the innovative local currency, Calgary Dollars, to incentivize residents to organize and participate in community development.

*“I used to ignore my maintenance problems and I wouldn’t report them right away. I now have open lines of communication with my landlord. I now know that I can talk to him without fear of being blamed.”*

*- Verlyn, RentSmart Participant*



**TARGETS**

- 5 programs to improve outcomes for tenants delivered by 2018

**PROGRESS**

- This target has been exceeded.

**Progress Update: Improve the housing system**

<b>INITIATIVE: A. Expand City programs that support affordable housing residents toward greater self-sufficiency and community well-being</b>		
<b>Actions</b>	<b>Timing</b>	<b>Progress</b>
<ul style="list-style-type: none"> <li>Expand City and CHC cross-departmental partnerships to deliver programs and services to support individual well-being of affordable housing residents, for example:               <ul style="list-style-type: none"> <li>- Facilitate safety and emergency training programs for fire and emergency preparedness with tenants living in Calgary Housing Company.</li> <li>- Strengthen child and youth crime prevention programs between Calgary Neighbourhoods, Calgary Police Services with Calgary Housing and Calgary Housing Company.</li> </ul> </li> <li>Provide integrated design, services and programs that recognize the language and cultural preferences of affordable housing residents.</li> <li>Work with indigenous community leaders on support required for indigenous housing in Calgary.</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>In November 2016, City Council approved one-time funding for Calgary Housing to establish a program to support individual well-being of affordable housing residents. Administration has developed a framework for this, called the Foundations for Home Community Development Program or the Home Program.</li> <li>The Home Program comprises four modules which all aim to improve the housing system. Two modules aim to increase self-sufficiency by improving housing stability and improving financial competency. The second two modules aim to improve community well-being by increasing access to community well-being services and increasing access to resident-led community activities.</li> <li>The Home Program is being independently evaluated by United Way. An executive summary of the interim evaluation report is being reported to Council through this update and has found that while some elements are in their early stages, the program is well aligned with the Strategy, and the program has shown promising early results.</li> <li>The City has also supported Calgary Housing Company initiatives to move people through the housing spectrum and primarily into homeownership. For example, 100 families have moved from CHC-managed properties into homeownership in the last year.</li> </ul>

<b>INITIATIVE: B. Participate in the Community Housing Affordability Collective to create systemic changes in affordable housing delivery</b>		
<b>Actions</b>	<b>Timing</b>	<b>Progress</b>
<ul style="list-style-type: none"> <li>Investigate feasibility of a coordinated intake process to be implemented across all non-market housing providers.</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>The City is leading a project to scope and plan a single point of entry into non-market housing (the One Window project), which is an action in the Community Housing Affordability Collective (CHAC) action plan. The first</li> </ul>

<ul style="list-style-type: none"> <li>• Complete an update to the Non-Market Housing Survey to provide a baseline of non-market housing inventory.</li> <li>• Facilitate the collaboration of community stakeholders through the Community Housing Affordability Collective Steering Committee.</li> <li>• Participate in other CHAC initiatives that contribute to system change, such as research to encourage appropriate movement of residents through the housing spectrum and a real estate strategy for non-profit providers.</li> </ul>		<p>phase of this work was presented to Council in Q2 2017 and approval was received to move forward with the next phase of the project: detailed design and implementation. This phase is due to finish in autumn and the results, including a recommendation for the next phase will come before Council for consideration in Q4 2018.</p> <ul style="list-style-type: none"> <li>• Calgary Housing completed and published the Housing in Canada's Big Cities Report in May 2018, building on the success of the Housing in Calgary report and comparing the supply of housing in Calgary with that of the biggest cities in Canada.</li> <li>• The City continues to support the collaboration of community stakeholders through facilitation and program management for the CHAC Steering Committee.</li> <li>• The City continues to participate in other CHAC initiatives, including strengthening the common voice around housing affordability in Calgary, as well as critical research initiatives regarding gaps and challenges in the housing system.</li> </ul>
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INITIATIVE: C. Foster increased public support for affordable housing		
Actions	Timing	Progress
<ul style="list-style-type: none"> <li>• Implement a proactive communications program for affordable housing, including: <ul style="list-style-type: none"> <li>- Identify opportunities to celebrate affordable housing successes with stakeholders and communities.</li> <li>- Generate good news stories related to affordable housing.</li> <li>- Increase online presence, through website updates and social media.</li> <li>- Disseminate research to dispel myths related to affordable housing.</li> </ul> </li> </ul>	Short-term	<ul style="list-style-type: none"> <li>• Calgary Housing continues to improve the business unit's engagement process, regularly adapting and incorporating lessons learned, to ensure stakeholders are well aware of affordable housing process and have ample time to provide feedback and input.</li> <li>• Calgary Housing is also in the process of developing a proactive communications campaign for affordable housing to achieve the actions listed in the strategy.</li> </ul>

<ul style="list-style-type: none"><li>• Include an affordable housing category in the Mayor's Urban Design Awards.</li><li>• Generate research to address community concerns related to affordable housing.</li><li>• Identify opportunities to incorporate public art projects in affordable housing developments.</li></ul>	Medium-term	<ul style="list-style-type: none"><li>• Calgary Housing is working closely with the Mayor's Office to start an award specific for affordable housing developers at the Mayor's Urban Design Awards.</li></ul>
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