

The Arusha Centre  
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Calgary, Alberta  
Canada  
T2R 0G9

Tel: 403.270.3200  
www.arusha.org



May 28, 2018

RE: MAYOR AND COUNCIL CONSIDERATION OF HOMES PROGRAM

The Arusha Centre's goal is to cultivate a more interconnected city that fosters equity and diversity through our Calgary Dollars, Take Action Grants, and Open Streets Events programs.

In this spirit, the Homes Program and Affordable Housing group have been ideal collaborators, connecting our work to the Sharp Foundation, Inn From The Cold, CUPS, Calgary Housing, and Norfolk Housing. A Calgary Dollars pilot project has been designed with each of these agencies to enhance the sense of community and capacity of residents and to create a new coalition of partnerships between these diverse agencies. Calgary Dollars, for our part, are connecting these recent collaborators with our existing partners such as Momentum, FOCUS on Seniors, FCSS, and NE Family Connections.

These pilot projects have not only connected our agencies to better serve residents, they will be informing best practices in community economic development as our findings are tabulated in this innovative field that is part of the CED and community development sectors. Alberta Ministers have been asked to integrate Calgary Dollars into provincial policies, our currency was integrated with the National CED conference in Calgary in 2017, and our software development partners in Europe are excited to support the first North American complementary currency system to use their industry-standard software. The support of the Homes Program has increased the impact of this work by adding affordable housing sector partners.

Calgary has set ambitious goals to end homelessness. As new facilities are built, supports are needed to ensure residents build assets socially and economically. Also, the numerous agencies working in this sector need to collaborate more, share capacity and expertise, and work to realize the goals of Enough for All and reduce the detrimental affects of poverty in Calgary. The Homes Program and Affordable Housing group are demonstrating that a focus on making life better for all Calgarians requires a multidisciplinary and collaborative approach to be successful. The Arusha Centre is proud to be part of this vision.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Gerald Wheatley'.

Gerald Wheatley  
Manager, The Arusha Centre

May 29, 2018

**Re: City of Calgary leadership for non-market housing  
VIA EMAIL**

Dear Council:

HomeSpace Society (HomeSpace) would like to formally thank The City of Calgary for your ongoing commitment to affordable housing in our city as evidenced by the recent disposition of city owned land for non-market housing development, your financial support through the Housing Incentive Program and through expedited development approvals for affordable housing developments.

**The need in our city is great** – just 3.6% of our housing units are non-market compared to an average of 6% nationally and 3,000+ individuals and families are currently experiencing homelessness with 50,000+ Calgary households in core housing need. Plainly, our city needs more affordable housing.

As the recipient of three sites from the non-market housing land disposition, HomeSpace has the opportunity to develop close to 140 new units of deeply subsidized affordable housing for some of Calgary's most vulnerable citizens. To date, HomeSpace (and other non-market housing providers in our city) have typically had to compete on the private market when sourcing suitable land for new affordable housing developments. Over the last two years, seven developments totaling 181 units were secured through private acquisition, and the additional costs for HomeSpace associated with this – paying more for extended timelines for due diligence and competing with private developers who are often willing to pay more – meant limited resources were allocated to higher land costs versus investing in more units of housing.

By providing land at book value, we can invest our savings into more housing units, further increasing the amount of affordable, non-market housing we can provide in Calgary. Resources efficiently and effectively allocated means more support for Calgarians in need.

Also, the extended timelines we are afforded for due diligence by The City of Calgary as the seller is a benefit as we undertake new construction. Having the time to properly complete site due diligence as well as community engagement allows us to collaborate with community stakeholders in meaningful ways without rushing the consultation process to meet real estate deadlines.

The financial support provided through the Housing Incentive Program (HIP) has allowed HomeSpace to re-invest thousands of dollars in savings to other housing developments, increasing the amount of affordable housing that we are able to deliver in our city. The financial support in the pre-development phase and through City fee rebates means that we have been

able to re-deploy thousands of dollars to other developments, leveraging private funding, creating more units of housing.

In addition, the process that has been implemented by the Planning and Development department, ensuring affordable housing applications receive priority status and are reviewed in an expedited manner, means that HomeSpace is able to get more units in the ground faster than ever before.

In 2015, when we applied to develop a new purpose built affordable housing building in Radisson Heights (The Prelude – 23 units), we received development approval in almost four months. With the new approvals process, and with the help of Nina Nagy, Customer Coordinator – Affordable Housing in the Planning Department, our most recent development application (Bowness – 30 units) was approved in half the time, under two months – a critical time saving that not only allows us to get developments completed faster but allows us to invest savings into the next development.

We encourage The City of Calgary to consider releasing additional parcels of land into the non-market housing sector on an annual basis. These public assets will benefit the greater community in perpetuity by providing housing to some of our city's most vulnerable and the savings associated with discounted sales prices will allow non-market housing providers to leverage resources into new units of housing – ultimately increasing the affordable housing stock in Calgary to everyone's benefit.

We would also encourage The City of Calgary to extend the Housing Incentive Program with further funding, as the financial support from this program allow us to re-invest savings into more units of affordable housing.

Once again, thank you for the leadership you have shown in making affordable housing a priority and your commitment to ensuring there is a Home for Everyone in our Community.

Sincerely,



Bernadette Majdell  
CEO

Cc:

Sarah Woodgate  
Teresa Goldstein



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March 21, 2018

His Worship Mayor Naheed Nenshi  
The City of Calgary  
Office of the Mayor  
P.O. Box 2100, Station "M"  
Calgary, Alberta T2P 2M5

Your Worship:

On behalf of Horizon Housing Society, I would like to share our appreciation for City Council's role in working toward a city where all Calgarians have access to appropriate, affordable homes.

Leadership from City Council on key initiatives through *Calgary's Corporate Affordable Housing Strategy: Foundations for Home* has given affordable housing providers the needed resources to move forward on new affordable housing projects quickly and cost effectively.

As you know, The City recently approved the **sale of six land parcels for affordable housing**. With this action, it is clear that there is a strong focus on providing affordable homes for our community's most vulnerable. Such investment will result in savings in the form of reduced reliance on our city's most costly services (such as EMS and law enforcement). Overall, healthier, more vibrant and resilient communities will result.

While Horizon Housing continues to focus on its existing pipeline of new developments and thus was not an applicant to the program, we firmly believe "a win for one is a win for all." We know the three groups that benefitted from these land transfers will be further supported by a strong development infrastructure already in place. Again, this is thanks to:

- The City's **Housing Incentive Program** approved by Council in 2016 and extended to the end of 2019. The program means organizations can apply to receive grants to cover pre-development activities and development fees, increasing affordability.
- Council also supported the creation of a **Housing Coordinator role**, which means that our sector will benefit from a streamlined application and approval process resulting in affordable housing taking shape faster and more efficiently than ever before.

I would like to acknowledge and thank The City of Calgary for moving forward with the innovative land sale program and encourage provision of similar opportunities in the future.

Council's support means organizations like Horizon Housing Society can continue providing safe, affordable, quality homes for Calgarians in need. Thank you for working so diligently to develop and support a range of solutions that address Calgary's affordable housing needs.

With gratitude,

A handwritten signature in black ink, appearing to read 'Martina Jileckova'.

Martina Jileckova  
CEO  
Horizon Housing Society

Cc: Sarah Woodgate, Director, Calgary Housing & President, Calgary Housing Company  
Jeff Fielding, City Manager  
Brad Stevens, Deputy City Manager, Deputy City Manager's Office  
Kurt Hanson, General Manager, Community Services  
Stuart Dalgleish, General Manager, Planning and Development  
Rollin Stanley, General Manager, Urban Strategy  
Doug Cassidy, Director, Real Estate Development and Services  
Joel Armitage, Managing Director, Calgary Approvals



NORFOLK HOUSING ASSOCIATION

May 28, 2018

Dear Mayor Nenshi and Members of City Council,

Please accept this letter as an expression of support from Norfolk Housing Association (NHA) for the work of the Affordable Housing group at the City of Calgary in building capacity of the non-profit housing sector and improving outcomes for citizens of Calgary.

NHA's mission is to create inclusive and affordable communities by providing mixed-income rental housing through collaborative partnerships. We acutely understand the ongoing and growing need for affordable housing in our city, and we believe that for a city to be truly great, it must be great for everyone. We also believe that to create a home, one needs more than just a place to live; one needs a community built on belonging and opportunity.

We are proud of the accomplishments and work being done by the Affordable Housing unit at the City of Calgary to address the need for affordable housing and ensure that all citizens have an opportunity to reach their goals and be active members of their community.

To date, NHA has partnered with the City of Calgary on three significant projects which include site upgrades to improve accessibility, safety, overall engagement of our residents, and participation in community.

As an independent non-profit we are able to maintain our buildings in good condition and provide affordable housing without ongoing operational funding; however, we are limited in providing some programs and services that are critical to building a foundation of empowerment and resiliency for our residents. For this reason it is critical to have the support and collaboration of the City of Calgary.

The projects that we will be able to deliver to our residents and the citizens of Calgary, with the support of the Affordable Housing group at the City, will reap immense benefits for the community. Our residents will be able to age-in-place, feel more stability and security, build social connections with neighbours, expand their support networks, and most importantly build the resiliency needed to reach their potential.

The City of Calgary has many roles to play in addressing the need for affordable housing, and one of those roles must be to build capacity in the non-profit housing sector, to leverage the resources available to support the work of the many non-profits that in turn ensure the citizens of Calgary have a strong social safety net.



We strongly encourage City Council to continue to support the work under the Corporate Affordable Housing Strategy and the leadership of the Affordable Housing group. NHA is pleased to see the City take a proactive approach to addressing this particular need in our communities.

If you require further information, please do not hesitate to contact me.

Thank you for your collaboration.

A handwritten signature in black ink that reads "Maya Kambeitz". The signature is fluid and cursive, with the first name "Maya" written in a larger, more prominent script than the last name "Kambeitz".

Maya Kambeitz  
Executive Director  
E: [exec@norfolkhousing.ca](mailto:exec@norfolkhousing.ca)

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320, 5<sup>th</sup> Avenue SE, Calgary, AB T2G 0E5  
[ywcacalgary.ca](http://ywcacalgary.ca)

May 25, 2018

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

Delivered via email to [cityclerk@calgary.ca](mailto:cityclerk@calgary.ca)

Dear Mayor Nenshi and members of Council,

**RE: City of Calgary leadership on affordable housing**

On behalf of the women and families we serve and the YW Calgary Board of Directors, supporters and team members, we wanted to thank the City of Calgary for its leadership related to the creation of more affordable housing through renewed focus on and leadership of this important file.

For many decades, access to safe, affordable and appropriate housing has been the top need of the women and families with whom we work. Since the development of the City's Corporate Affordable Housing Strategy *Foundations For Home* as well as the establishment of the Community Housing Affordability Collective (CHAC), we have reason to hope that progress towards solving this "wicked problem" is possible.

The City has demonstrated a new openness to working differently with community towards the creation of the housing units necessary to ensure some of the most vulnerable, low income Calgarians can find home and belonging in our community.

We are excited about the refreshed *Affordable Housing Guide* which is a tremendously valuable tool for front-line staff in their work with women. We look forward to a future – now in sight – when the complex processes of applying for non-market and affordable rental housing across the community will be streamlined to better meet the needs of individuals and families by reducing frustration and duplication of effort.

In support of CHAC and its community-driven objectives, City of Calgary team members provide valuable leadership and project management support to ensure this made-in-Calgary collaborative approach stays focused on meaningful projects. To have social service organizations, private sector landlords, the development industry and three levels of government aligned at the steering committee level and throughout the collaborative is unprecedented and powerful.

Speaking specifically to our organization's recent experiences working with the City, YW Calgary has been delighted for the support from across Administration with the planning and development approval of our new Hub facility, now well underway in Inglewood. We have been grateful for the guidance,

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320, 5<sup>th</sup> Avenue SE, Calgary, AB T2G 0E5  
[ywcacalgary.ca](http://ywcacalgary.ca)

advice and investment of many individuals and teams whose hard work was critical to this project in 2016, 2017 and 2018.

In particular, we want to express our gratitude for the exceptional expertise of a strong file manager in Angelique Dean as well as the tremendous guidance of affordable housing coordinator Nina Nagy. Both Ms. Dean and Ms. Nagy were always prompt, helpful, responsive and positive with an eye to ensuring we received approvals for our project.

A tremendous team of individuals and departments from Transportation to Parks to Water Resources to Environment worked collaboratively to find solutions to the issues we came across in our file. Meetings with the City's team were always productive and focused on finding solutions. The City has shown that given the opportunity to work with the applicant, great things can happen.

We also wanted to reiterate our gratitude to the Affordable Housing team and Council for the Housing Incentive Program rebate funding. This rebate was the first investment by any level of government in our project and supports the creation of supportive housing units for 100 single women in transition as a result of their experiences with abuse, poverty and homelessness.

Congratulations on your leadership and support for creating a city of Calgary which is welcoming and inclusive for all. We look forward to continued partnership in meeting affordable housing objectives.

Sincerely,



Elsbeth Mehrer  
**Vice President, Engagement & People**  
**YW Calgary**

cc:

Teresa Goldstein, Manager, Affordable Housing  
Stuart Dalgleish, General Manager, Planning & Development  
Kurt Hanson, General Manager, Community Services