

FOUNDATIONS FOR HOME

CALGARY'S CORPORATE AFFORDABLE HOUSING STRATEGY & IMPLEMENTATION PLAN:
Q2 2019 DETAILED PROGRESS REPORT

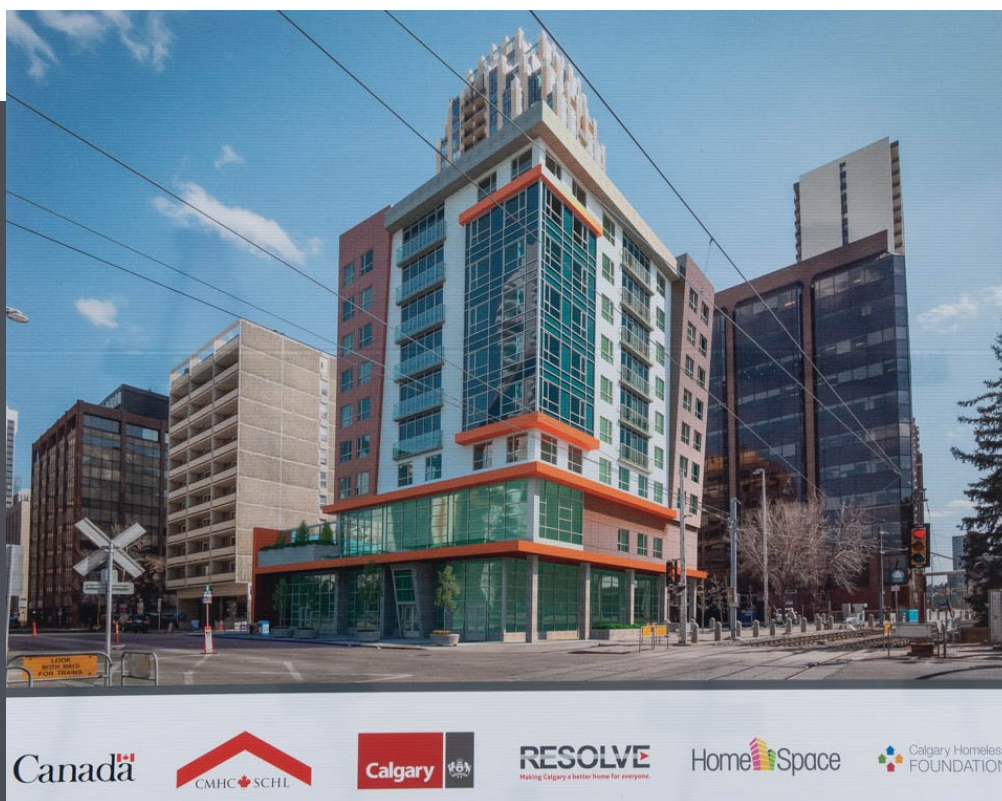


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Introduction

Corporate Affordable Housing Strategy (2016 – 2025)

The City's Corporate Affordable Housing Strategy defines a 10-year strategic direction for The City across six objectives. It 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 success and well-being. An Implementation Plan that identifies short, medium and long-term actions accompanies the Strategy. Short-term targets were to be achieved by the end of the 2015-2018 business cycle.

Since Council approval in 2016, both the Strategy and Plan have seen tremendous progress, with 2018 targets met or exceeded. With all short-term targets achieved, Administration's upcoming work will focus on implementing medium- and long-term actions identified in the Plan, as well as capturing emerging opportunities.

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

Six Strategic Objectives

The Corporate Affordable Housing Strategy focuses on six objectives:

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

Meet Lori

Lori left a difficult relationship, along with her son and daughter. It wasn't easy. Lori and her children arrived at a Calgary shelter seeking help.

Lori applied for assistance with the Calgary Housing Company and received an offer of a place to live three months later. Today Lori works at a non-profit society, where she uses her experience to help other women leaving similar circumstances. She is also saving up for her forever home. Lori's kids are thriving, getting involved in community activities and making friends.















"The best thing about affordable housing is looking around in the morning with my coffee, and my kids aren't scared."

[Hear more about Lori's story.](#)

Overview of Targets & Progress

Dashboard

<p>1. Get the Calgary community building </p> <p>Target:</p> <ul style="list-style-type: none"> • Development & building permit approvals within 6 months • 1,500 units <p>Actual:</p> <ul style="list-style-type: none"> • All development approvals have met customized timelines • 2,313 units <p></p>	<p>2. Leverage City land </p> <p>Target:</p> <ul style="list-style-type: none"> • 5 parcels per year (2017-2018) <p>Actual:</p> <ul style="list-style-type: none"> • 3 parcels (2017) • 7 parcels (2018) <p></p>	<p>3. Design & build new City units </p> <p>Target:</p> <ul style="list-style-type: none"> • 160 units delivered • 110 in development <p>Actual:</p> <ul style="list-style-type: none"> • 120 units delivered • ~250 units in planning/design/development • 10-year capital plan <p></p>
<p>4. Regenerate City-owned properties </p> <p>Target:</p> <ul style="list-style-type: none"> • 3 redevelopments • 2 lifecycle projects <p>Actual:</p> <ul style="list-style-type: none"> • 2 redevelopments undergoing feasibility studies • 200+ units repaired/renewed <p></p>	<p>5. Strengthen intergovernmental partnerships </p> <p>Target:</p> <ul style="list-style-type: none"> • Participate in 3 intergovernmental partnerships <p>Actual:</p> <ul style="list-style-type: none"> • All levels of government partnering to implement affordable housing strategies <p></p>	<p>6. Improve the housing system </p> <p>Target:</p> <ul style="list-style-type: none"> • 5 programs for affordable housing residents <p>Actual:</p> <ul style="list-style-type: none"> • Program activities reached 1,000+ individuals • One Window Initiative • Participation in CHAC <p></p>



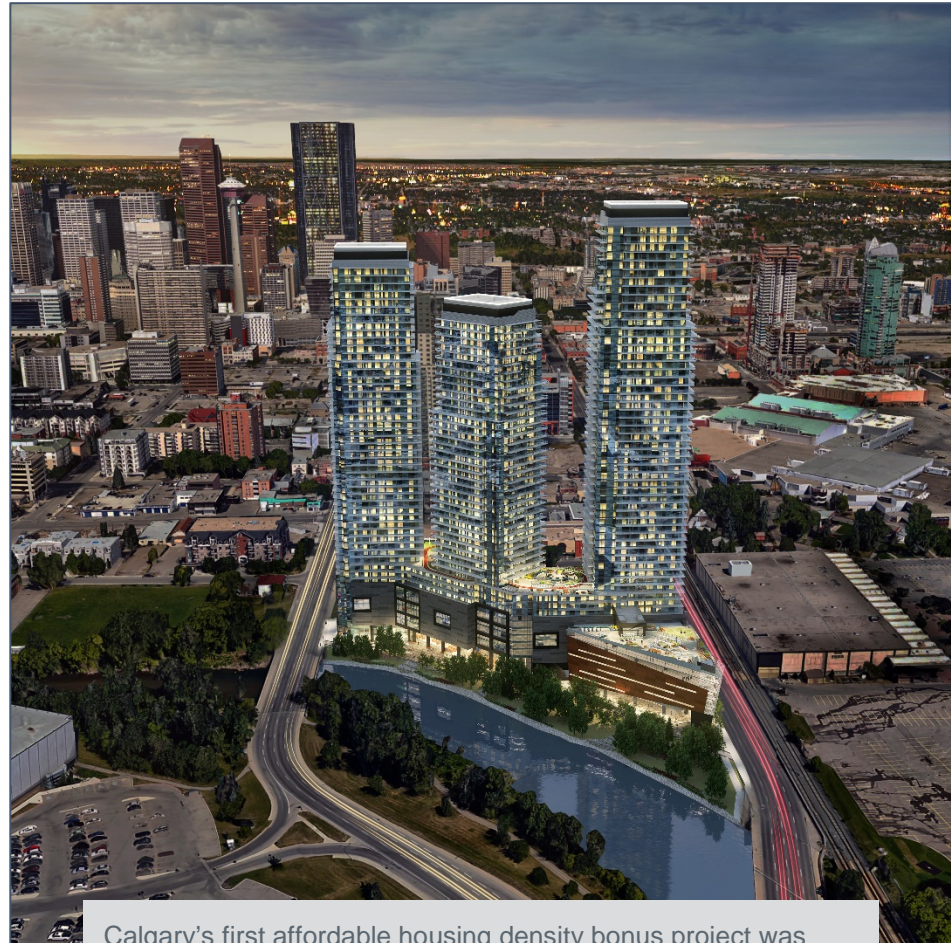
1. Get the Calgary Community Building

2018 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.

TARGETS EXCEEDED:

- All development approvals have met customized timelines for all affordable housing projects, in some cases as quick as 6 months.
- Since 2016 June, The City has committed funding to support the delivery of approximately 2,313 affordable housing units, contributing to the sector's target of delivering 15,000 new units.



Calgary's first affordable housing density bonus project was approved in 2019 April.

Through this private development, Cidex will deliver 22 units of affordable housing in the Beltline. By delivering these units, Cidex can increase density and maximize their return on investment.

INITIATIVE: A. Streamline the planning process for non-market housing development to create new homes		
Actions	Timing	Progress
<ul style="list-style-type: none"> • 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. • 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. • Assign priority status for non-market affordable housing development in the planning approval process. 	Short-term	<ul style="list-style-type: none"> • The Customer Coordinator, Affordable Housing role in Calgary Approvals Coordination was created in 2016 September. This role ensures prioritized service is provided to non-market housing applications. Since creation of the role: <ul style="list-style-type: none"> ➢ 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, in some cases as quick as six months. ➢ 27 new development permit applications have been submitted to support an estimated 932 new non-market units. • The City continues to receive significantly positive feedback from non-profits regarding the improved, streamlined process. A customer satisfaction survey was administered in 2018 December and reported a 91% satisfaction rate.
<ul style="list-style-type: none"> • 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"> ➢ Pre-application fees ➢ Land use re-designation fees ➢ Development site servicing plan fees ➢ Building permit fees ➢ Off-site levies ➢ Acreage assessments ➢ Re-development levies ➢ Demolition permit fees 	Short-term	<ul style="list-style-type: none"> • The Housing Incentive Program (HIP) was implemented in 2016 June, with an initial budget of \$6.9M. This budget was fully allocated by fall 2017, supporting approximately 2,000 units across 13 projects and 11 organizations. • HIP has become integrated into the affordable housing development process. The City coordinates the provision of HIP with planning support and land disposition, which helps to leverage funding from other levels of government.
<ul style="list-style-type: none"> • Evaluate the existing Housing Incentive Program (HIP), and based on findings, create a program and work with Calgary 	Medium-term	<ul style="list-style-type: none"> • Through the Affordable Housing 2019-2022 Service Plan and Budget, The City committed \$1.5M of annual base operating funding to continue delivery of the Housing Incentive Program.

<p>Building Services, Calgary Growth Strategies, Council and other City stakeholders to identify a dedicated funding source to permanently offset fees and levies for non-market housing development.</p>		<ul style="list-style-type: none"> As of Q2 2019, the Housing Incentive Program has approved 19 pre-development grant applications and 44 City fee rebate applications to support an anticipated total of 2,313 units of affordable housing, at an average incentive of \$3,585/unit. In addition to the originally approved \$6.9M budget, the full 2019 budget of \$1.5M has also been committed. There is a wait list with a request to support an additional 40 units. In 2018 December, a survey was conducted of all HIP applicants and other non-market housing providers. The survey revealed that the program received positive reception and members of the non-market housing sector are eager to see the program continued.
<ul style="list-style-type: none"> Participate in the next engagement process regarding development levies to ensure affordable housing impacts are considered and mitigation strategies are developed. 	<p>Long-term</p>	<ul style="list-style-type: none"> No update at this time. This action is currently in Calgary Housing's work plan.
<p>INITIATIVE: B. Increase private sector involvement in affordable housing</p>		
<p>Actions</p>	<p>Timing</p>	<p>Progress</p>
<ul style="list-style-type: none"> 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"> 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); Incorporating affordable housing as a condition of land transactions (for example, Sunnyside development or Parkdale site); Exploring options to incentivize development to increase financial feasibility; or, 	<p>Short-term</p>	<ul style="list-style-type: none"> The City is partnering with private sector developers to provide affordable housing in exchange for an increase in density (i.e. density bonusing). In 2019 April, the first of these initiatives was approved by the Calgary Planning Commission for a project in the Beltline, which will deliver 22 units of affordable housing. The City expects to have the Sunnyside and Bridges developments in progress by 2020. Both developments meet the actions in this initiative through incorporating affordable housing as a condition of land transactions and involving the private sector.

<ul style="list-style-type: none"> ➤ Discussing opportunities for contributions to operations. 		
<ul style="list-style-type: none"> • 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 for homes to households earning 65% of the median income and overspending on shelter. 	<p>Medium-term</p>	<ul style="list-style-type: none"> • In 2018 March, Council adopted the Secondary Suite Process Reform which is a comprehensive program aimed at reducing barriers to developing a secondary suite. This program includes land use bylaw amendments, fee waivers and customer focused on-site inspections and applications, and is enabling opportunity for the development of secondary suites in residential areas across Calgary.
<ul style="list-style-type: none"> • 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. 	<p>Long-term</p>	<ul style="list-style-type: none"> • This long-term action is currently in Calgary Housing's work plan to be addressed by 2022.
<p>INITIATIVE: C. Explore operating cost reductions for affordable housing</p>		
<p>Actions</p>	<p>Timing</p>	<p>Progress</p>
<ul style="list-style-type: none"> • Work with the Province to offer property tax exemptions for affordable non-market housing. • Review exemption criteria to create level playing field for non-market housing providers in Calgary. 	<p>Medium-term</p>	<ul style="list-style-type: none"> • The City continues to participate in the Government of Alberta's engagement process for Community Organizations Property Tax Exemption Regulation (COPTER), under the MGA. 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. • The City continues to advocate for cities to be able to grant exemptions for affordable housing through the Municipal Government Act.



2. Leverage City Land

2018 TARGETS:

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

TARGETS MET:

- 10 parcels of City land disposed at below-market value for non-market housing projects by Q4 2018.



(L to R) Susan Sanderson, The City of Calgary; MP Kent Hehr; David Bissett, private donor; Bernadette Majdell, HomeSpace; Diana Krescy, Calgary Homeless Foundation; Elder Casey Eagle Speaker.

Through the 2017-2018 Non-Market Housing Land Disposition Program, The City invested \$3.8M in land value for an affordable housing project being developed by HomeSpace.

The City's investment helped the project leverage an additional \$17M in outside funding – an almost 450% return on The City's dollars. This project will provide 74 subsidized homes in the Beltline, housing some of Calgary's most vulnerable populations.

INITIATIVE: A. Support non-profit housing providers to build assets and increase operational capacity		
Actions	Timing	Progress
<ul style="list-style-type: none"> 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. 	Short-term	<ul style="list-style-type: none"> In 2017 March, The City created a new staff position focused on identifying suitable parcels of surplus City-owned land that might be offered in future land sales, as well as development of housing agreements recorded on title, and strategies to reduce barriers in transacting with non-market housing providers.
<ul style="list-style-type: none"> Dispose of land at below-market value to non-profit organizations with strong track records as affordable housing providers. Sell leased City-owned land at below market value to tenant non-profit organizations that operate affordable housing where feasible. 	Short-term	<ul style="list-style-type: none"> In 2017 April, Council approval was granted to sell six parcels of City-owned land to three non-profit affordable housing providers through the 2017-2018 Non-Market Housing Land Disposition Program. HomeSpace, Habitat for Humanity and Homes for Heroes were chosen after meeting the requirements of an RFP process. Using the new authority in the City Charter, The City worked with these housing providers to design and execute the housing agreements required to finalize and close these sales. These housing agreements will be recorded on title and have been designed to protect The City's investment in affordable housing for up to 40 years. They will serve as a template for future sales. To date, five of the six transactions have been closed. The final transaction will close on 2019 July 8. All purchasers have completed the development permit process and are expected to begin construction in summer 2019. For the 2017-2018 program, The City invested \$6.4M in land value. This investment: <ul style="list-style-type: none"> Leveraged more than \$30M in additional funding (including \$8M in private philanthropic funding)—resulting in an almost 460% return on The City's dollars; Created an additional 160 units of non-market housing committed to The City for up to 40 years, more than doubling the capacity of The City to provide non-market units; and

		<ul style="list-style-type: none"> ➤ Will produce approximately 370 direct and indirect jobs. • The next set of land parcels is being reviewed by Administration for approval to be released for the 2019-2020 Non-Market Housing Land Disposition Program.
<ul style="list-style-type: none"> • Determine longer-term land capacity based on results of the Corporate Land Management initiative. 	Medium-term	<ul style="list-style-type: none"> • The City's Non-Market Housing Land Disposition Policy will be integrated into the Corporate Land Management initiative.

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"> • 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 provides targeted supports to underserved populations. 	Short-term	<ul style="list-style-type: none"> • The City 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 late 2020.

INITIATIVE: C. Adopt a proactive land strategy for affordable housing across Calgary

Actions	Timing	Progress
<ul style="list-style-type: none"> • Create the affordable housing component for a Corporate Real Estate Strategy: <ul style="list-style-type: none"> ➤ Create clear, consistent criteria and process for disposing of land at below-market value to affordable housing providers. ➤ Develop a prioritized inventory of sites suitable for affordable housing, including City-owned surplus land. ➤ 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. 	Short-term	<ul style="list-style-type: none"> • In 2018 June, Administration undertook a survey of non-profit housing providers to understand the demand for land and capital development plans of non-profit housing providers. Of the 72 future projects identified in the community pipeline, land has not been acquired or identified for over half of these projects. This survey is expected to be completed at least once every business cycle to help inform the need for land for non-market housing projects. • In 2019 May, Council approved the Non-Market Housing Land Disposition Policy. Developed through cross-corporate collaboration between Calgary Housing and Real Estate and Development Services, the policy guides and supports the Non-Market Housing Land Disposition Program, which disposes City-owned land at below-market value to non-profit affordable housing providers. The program is proposed to replace the former ad-hoc process of one-off sales with a predictable offering of

<ul style="list-style-type: none"> ➤ 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. ➤ Investigate potential to utilize City-land with long-term development plans for interim use through temporary housing development. • Formalize principles to remove barriers when transacting with non-profits on land sales. 		<p>land every two years, providing measurable results and accelerating the number of non-market units which can be developed in Calgary.</p>
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3. Design and Build New City Units

2018 TARGETS:

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

TARGETS MET:

- The City delivered 120 new homes to Calgary Housing Company by end of 2018.
- Approximately 250 additional homes are currently in the planning/design/development phase.



In Q3 2018, The City delivered 48 new affordable housing units in Wildwood.

Completed on-budget, this is the fourth new development delivered by The City since 2016.

This property provides rental homes to individuals and families living on low and moderate incomes.

INITIATIVE: A. Develop units in The City's pipeline		
Actions	Timing	Progress
<ul style="list-style-type: none"> • Build, partner, or acquire City units, leveraging federal and provincial funding: <ul style="list-style-type: none"> ➤ Stacked townhomes: <ul style="list-style-type: none"> ○ Crescent Heights (16 units, summer 2016) ○ Kingsland (32 units, fall 2016) ○ Bridgeland (24 units, summer 2017) ○ Wildwood (48 units, fall 2018) ➤ Pocket development/shipping containers: <ul style="list-style-type: none"> ○ Rosedale (16 units, by 2018) ➤ Private sector partnerships: <ul style="list-style-type: none"> ○ Bridges (26 units, by 2018) ➤ Mixed-use development: <ul style="list-style-type: none"> ○ Sunnyside (in development by 2018) ➤ Pilots: <ul style="list-style-type: none"> ○ Integrated Civic Facilities (in development by 2018) ○ Heritage building (in development by 2018) ○ Temporary housing (in development by 2018) 	<p>Short-term</p>	<p>Projects completed: 120 units</p> <ul style="list-style-type: none"> • Crescent Heights (16 units, Q2 2017) • Kingsland (32 units, Q3 2017) • Bridgeland (24 units, Q3 2017) • Wildwood (48 units, Q3 2018) <p>Under construction: 16 units</p> <ul style="list-style-type: none"> • Rosedale (16 units, ground-breaking Q2 2020) <ul style="list-style-type: none"> ➤ 8 development permits approved in Q1 2019 <p>Projects in feasibility/planning stages: 230 units</p> <ul style="list-style-type: none"> • Bridlewood (62 units, ground-breaking Q4 2019) <ul style="list-style-type: none"> ➤ Land use and development permit application submitted in Q4 2018 • Mount Pleasant (16 units, ground-breaking Q4 2019) <ul style="list-style-type: none"> ➤ Land use redesignation approved in Q2 2019 • Bridges (26 units, 2021) • Sunnyside (30 units in development by 2021) • Varsity Multi-Service Facility (48 units, ground-breaking 2020) <ul style="list-style-type: none"> ➤ Partnership with Calgary Fire Department is currently in design/development phase • Symons Valley Multi-Service Facility (48 units in development by 2020) <ul style="list-style-type: none"> ➤ Partnership with Calgary Public Library and City of Calgary Arts and Culture

INITIATIVE: B. Adopt a ten-year plan for City-led development and redevelopment projects		
Actions	Timing	Progress
<ul style="list-style-type: none"> • 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. • Incorporate a variety of built forms, such as: <ul style="list-style-type: none"> ➤ Pocket developments; ➤ Townhouses; ➤ Mixed-use buildings; ➤ Designs for culturally diverse tenant needs; ➤ Public space for community programming; and, ➤ Business space for resident entrepreneurs. ➤ Consider design partnerships with post-secondary institutions. • Consider opportunities for acquisition of units. • Plan integration of affordable housing units into new and existing City facilities. • Plan for longer-term integration of affordable housing along the Green Line and other Transit Oriented Development. 	<p>Short-term</p>	<ul style="list-style-type: none"> • In 2018 May, the Affordable Housing Capital Development Program (2016-2026) was adopted in principle by the Priorities and Finance Committee. The program: <ul style="list-style-type: none"> ➤ Will exhaust existing funding of \$45.5M from <i>Program 489 – Increase Affordable Housing</i>. ➤ Identifies need for additional funding to both maintain and increase the supply of affordable housing through: <ul style="list-style-type: none"> ○ Lifecycle maintenance ○ Redevelopment of existing units ○ New builds • In 2018 November, through One Calgary 2019-2022 Service Plans and Budgets, a capital budget of \$150.1M was approved to support the Affordable Housing Capital Development Program. The City will fund \$69.3M of this budget and the remaining funds are to be leveraged by the provincial and federal government. If fully funded, the program will deliver approximately 1,000 new units and The City’s current stock of 2,175 units will be maintained/renewed. • The City has submitted a preliminary application into the National Housing Co-Investment fund under the New Construction stream for the delivery of new City-owned units.



4. Regenerate City-owned Properties

2018 TARGETS:

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

TARGETS MET:

- 2 redevelopments in feasibility.
- By end of 2018, over 200 City-owned units underwent critical maintenance repairs, and building condition assessments were completed for 47 City-owned properties.



BEFORE



AFTER

These photos represent typical critical maintenance repairs completed for City-owned units managed by Calgary Housing Company over 2017-2018.

INITIATIVE: A. Implement a portfolio-wide strategy for financial sustainability		
Actions	Timing	Progress
<ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> ➤ 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. ➤ 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. ➤ Develop methodology for asset management of City and CHC owned units. ➤ Investigate potential to consolidate portfolios managed by CHC including asset transfer to CHC. ➤ Investigate potential to finance redevelopment through leveraging of existing assets. 	<p>Short-term</p>	<ul style="list-style-type: none"> • The City, in partnership with Calgary Housing Company, has begun working on a comprehensive asset management program. The program identifies the roles and responsibilities for the assessment of asset condition, prioritization of required capital investments, establishment of building condition assessments across all City-owned housing assets, and execution of approved capital projects. • High level analysis has begun on all City-owned units managed by Calgary Housing Company to help support strategic investment and redevelopment decisions. This assessment builds on data and analytics collected through the sustainability project and is operationalized through an assessment tool. It includes an investigation of potential to finance redevelopment through leveraging of existing tools. • For City-owned social units, The City is in discussions with the Government of Alberta regarding capital funding for forecasted lifecycle maintenance over the next 10 years. • The City is exploring a potential application into the National Housing Co-Investment Fund under the Repair and Renewal stream for City-owned units operated by Calgary Housing Company.
<ul style="list-style-type: none"> • Complete audit requirements for City-owned assets: 	<p>Medium-term</p>	<ul style="list-style-type: none"> • In response to a 2016 City audit, Calgary Housing Company and The City worked collaboratively to implement an asset management plan for City-owned properties managed by Calgary Housing Company. The plan

<ul style="list-style-type: none"> ➤ Complete building condition assessments on all City-owned affordable housing assets by 2018. ➤ Complete capital plan to address deferred capital maintenance of City-owned social housing units by 2019. ➤ Complete capital maintenance and reserve review by 2019. 		<p>included the completion of building condition assessments (BCAs) for all City-owned affordable housing by 2018. This target has been met with BCAs completed for 24 City-owned social housing buildings and 23 City-partnership housing buildings.</p> <ul style="list-style-type: none"> • Over 2019-2020, Calgary Housing is completing BCAs for 53 provincially-owned social housing buildings on City-owned land. • A capital plan is in progress to address deferred capital maintenance of City-owned social housing buildings.
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INITIATIVE: B. Pilot regeneration of City-owned social housing properties

Actions	Timing	Progress
<ul style="list-style-type: none"> • Create a long-term pipeline of prioritized projects, including new development and redevelopment of existing properties based on feasibility. • Provide development services to deliver regeneration projects initiated by Calgary Housing Company to leverage federal and provincial funding. • 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. • Improve energy efficiency for City-owned properties, leveraging provincial and federal dollars. 	<p>Medium-term</p>	<ul style="list-style-type: none"> • Administration is supporting a sustainability project that uses criteria to identify sites for redevelopment or regeneration. The project is operational and full assessments on City-owned properties to determine future best use are underway. • In 2017 April, PFC approved funding to provide critical lifecycle improvements and building condition assessments for City-owned properties. By Q4 2018, this funding was fully spent, supporting critical maintenance repairs for over 200 units and building condition assessments for 47 buildings. The building condition assessments indicated that over 60% of The City's properties would require additional funding for critical investments to reach a fair condition FCI (Facility Condition Index) rating. • Through One Calgary 2019-2022 Service Plans and Budgets, The City committed \$25.1M for lifecycle maintenance on City-owned units. For 2019, \$5.7M is budgeted to support 20 buildings that house 980 units. • The City and Calgary Housing Company are continuing to work together to conduct a pre-feasibility study for two existing housing sites. The work has produced a situational analysis, market analysis, housing needs assessment, financial analysis, initial architectural master plan for both sites, and communications and engagement plans.



5. Strengthen Intergovernmental Partnerships

2018 TARGETS:

- Participate in 3 significant intergovernmental projects by 2018.

TARGETS MET:

- The City is partnering with all levels of government on multiple intergovernmental projects to implement affordable housing strategies.



(L to R) Councillor Evan Woolley; Mayor Naheed Nenshi; Minister of Seniors and Housing Lori Sigurdson; MLA Deborah Drever; Director of Calgary Housing and President of Calgary Housing Company Sarah Woodgate. *Photo: Government of Alberta*

Provincial and municipal representatives attend the grand opening of The City's Wildwood affordable housing development. This project was delivered in partnership with the Government of Alberta.

INITIATIVE: A. Proactively participate and engage other orders of government in affordable housing needs for Calgary

Actions	Timing	Progress
<ul style="list-style-type: none"> • Continue recommending legislative changes to enable new City tools for affordable housing that may be available based on MGA and City Charter discussions. • 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. • Develop relationships with Indigenous leaders and look for opportunities for support or collaboration. • Create a proactive intergovernmental relations strategy to clarify City priorities and advocate to other governments around upcoming initiatives: <ul style="list-style-type: none"> ➢ Participate in development of a National Housing Strategy. ➢ Participate in development of a Provincial Affordable Housing Strategy. ➢ Offer feedback to the province on its review of regulations under the Alberta Housing Act. ➢ Advocate for Calgary’s share of affordable housing funding from federal and provincial budgets. • Provide leadership on provincial and federal initiatives targeted toward progressive housing solutions. • Continue to advocate for stable, predictable long-term funding for affordable housing. 	<p>Short-term</p>	<ul style="list-style-type: none"> • Since Q4 2018, City representatives have been engaged in discussions with the Government of Alberta to renegotiate existing operating agreements for provincially-funded social housing, including for properties owned by The City. The discussions have been productive and are on track to complete and present for approval, a new, renegotiated agreement by Q1 2020. • 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. • The City completed recommendations regarding changes to enable new City tools in the Municipal Government Act and City Charter. The City continued to provide input into the Government of Alberta’s review of regulations under the MGA on property tax exemptions, as well as to the introduction of new inclusionary housing authority under the City Charter. • Since the release of the provincial and federal housing strategies, The City has continued to provide input to initiatives developed under these strategies while also proactively seeking opportunities for intergovernmental partnerships. The City: <ul style="list-style-type: none"> ➢ Provided input into the development of initiatives under the Provincial Affordable Housing Strategy, including a proposed Provincial program to support tenants of affordable housing. ➢ Provided input into the development of initiatives under the National Housing Strategy, including the proposed introduction of a human rights-based approach to housing and the Canada Housing Benefit proposed to be administered through the Government of Alberta. ➢ Made a submission to CMHC for Co-investment funding being offered through the National Housing Strategy for the Affordable Housing Capital Development Program, The City’s 10-year capital development pipeline.

<ul style="list-style-type: none"> Integrate conversations about housing into broader policy discussions around combating poverty, empowering marginalized populations, and expanding access to opportunity. 		<ul style="list-style-type: none"> Is working across orders of government to seek efficiencies to streamline funding and development applications for project proponents by stacking applications and expertise for incentives, land, seed funding, and capital funding. The City collaborated with the Government of Alberta and Silvera for Seniors to develop and implement a sustainable funding and governance model for the seniors' lodge program in Calgary through a new and modernized Ministerial Order for Silvera. Through the "YYC Matters" campaign, The City surveyed political parties and highlighted affordable housing as a key issue that mattered to Calgarians in the 2019 Provincial election.
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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"> Create and implement a plan to utilize potential new City tools as appropriate to advance affordable housing objectives. 	<p>Medium-term</p>	<ul style="list-style-type: none"> The City received two new authorities in 2017 under the City Charter process: housing agreements to follow title and loans for affordable housing. In 2019, The City executed its first housing agreements as part of the Non-Market Housing Land Disposition Program. These agreements will guarantee the affordability of units created under this program for up to 40 years. Through The City of Calgary Charter, 2018 Regulation, the Government of Alberta granted The City the authority to establish an inclusionary housing program. The City has long advocated for this tool to be included in the charter regulation to ensure a made-in-Calgary approach. Preliminary planning and scoping is currently underway, co-led by Calgary Housing and Calgary Growth Strategies, to inform how and whether The City might utilize this tool in future years.



6. Improve the Housing System

2018 TARGETS:

- 5 programs to improve outcomes for tenants delivered by 2018.

TARGETS EXCEEDED:

- To improve tenant outcomes, the Foundations for Home Community Development Program provided a wide variety of program activities that reached more than 1,000 individuals by end of 2018.



The Community Mobile Food Market is one of a variety of projects supported by The City's Foundations for Home Community Development Program.

This community-driven initiative helps address food security issues for affordable housing residents living in underserved neighbourhoods in Calgary.

INITIATIVE: A. Expand City programs that support affordable housing residents toward greater self-sufficiency and community well-being

Actions	Timing	Progress
<ul style="list-style-type: none"> • 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"> ➤ Facilitate safety and emergency training programs for fire and emergency preparedness with tenants living in Calgary Housing Company. ➤ Strengthen child and youth crime prevention programs between Calgary Neighbourhoods, Calgary Police Services with Calgary Housing and Calgary Housing Company. • Provide integrated design, services and programs that recognize the language and cultural preferences of affordable housing residents. • Work with indigenous community leaders on support required for indigenous housing in Calgary. 	<p>Medium-term</p>	<ul style="list-style-type: none"> • In 2016 November, City Council approved one-time funding (2017-2018) for The City to establish a program to support individual well-being of affordable housing residents. In response, Administration developed and implemented the Foundations for Home Community Development Program (Home Program) in 2017 June. The program is comprised of four modules, all aimed to improve the housing system: <ul style="list-style-type: none"> ➤ Two modules aimed at increasing self-sufficiency by improving housing stability and financial competency. ➤ Two modules aimed at improving community well-being by increasing access to community well-being services and to resident-led community development activities. • United Way independently evaluated the Home Program and produced a final report in 2019 April. Through the evaluation, residents and housing providers indicated positive impact of the program – for example, residents improved individual skills and organizations were able to innovate to increase quality of life for residents. From 2017 June to 2018 December, the Home Program reached more than 1,000 individuals, partnered with 33 organizations and programs, and empowered resident volunteers to lead programming for over 3,000 hours. As part of the evaluation process, 97% of participants surveyed indicated they were satisfied with Home Program activities. • To continue work with a community development approach, in 2019 April, the Home Program launched a grant stream to support the affordable housing sector in the delivery of programs aimed to improve outcomes for residents. • Through the One Calgary 2019-2022 Service Plans and Budgets process, an Indigenous Affordable Housing Coordinator position was approved to start in 2020. To better understand the affordable housing needs of urban Indigenous Calgarians, an engagement framework is planned for implementation over 2019-2020. • Through the Aboriginal Standing Committee on Housing and Homelessness, Calgary Housing is supporting a research study funded

		<p>by Canada Mortgage and Housing Corporation to explore how cultural perspectives can inform Indigenous housing design across the housing continuum in the domains of accessibility, safety, community, identity and belonging, culture and affordability.</p>
<p>INITIATIVE: B. Participate in the Community Housing Affordability Collective to create systemic changes in affordable housing delivery</p>		
Actions	Timing	Progress
<ul style="list-style-type: none"> Investigate feasibility of a coordinated intake process to be implemented across all non-market housing providers. Complete an update to the Non-Market Housing Survey to provide a baseline of non-market housing inventory. Facilitate the collaboration of community stakeholders through the Community Housing Affordability Collective Steering Committee. 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. 	<p>Short-term</p>	<ul style="list-style-type: none"> The City presented to Council in 2019 March on the recommended design of a coordinated intake process for non-market housing in Calgary. The City is leading the project, called One Window, as a member of the Community Housing Affordability Collective (CHAC). The recommendations were developed through a collaborative process by the One Window Steering Committee, the One Window Indigenous Collaboration, and the One Window Client Advisory Panel. The project is ready for implementation contingent on approval of funding by the Government of Alberta. Calgary Housing completed and published an updated Housing Needs Assessment Report in 2018 November. This is the most overarching research report on affordable housing need by The City of Calgary. It is a synthesis of relevant secondary data on demographic and economic trends, poverty and housing need. For the first time, this Housing Needs Assessment also examines other aspects of overall affordability, such as transportation and food costs. The City continues to support the collaboration of community stakeholders through facilitation and program management for the CHAC Steering Committee. In 2018 November, The City and CHAC supported the University of Calgary in hosting “Unlocking Doors: Affordable Housing Public Forum”. This event brought together experts, practitioners, stakeholders and community members to discuss best practices in London, New York, Amsterdam and Cleveland to strengthen and inspire support for affordable housing in Calgary. The City is a member of the working group for the CHAC Building a Sustainable Sector series, which provides educational and networking

		<p>opportunities for the local affordable housing sector. The City has presented on several initiatives and research relevant to the sector. 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.</p>
INITIATIVE: C. Foster increased public support for affordable housing		
Actions	Timing	Progress
<ul style="list-style-type: none"> • Implement a proactive communications program for affordable housing, including: <ul style="list-style-type: none"> ➤ Identify opportunities to celebrate affordable housing successes with stakeholders and communities. ➤ Generate good news stories related to affordable housing. ➤ Increase online presence, through website updates and social media. ➤ Disseminate research to dispel myths related to affordable housing. 	<p>Short-term</p>	<ul style="list-style-type: none"> • A communications campaign promoting awareness of the need for affordable housing was launched in 2018 September. Focusing on dispelling myths about affordable housing residents through telling the stories of actual residents, the campaign incorporated cinema and online video advertising, print and outdoor advertising, organic and paid social media, and a robust update to the Calgary Housing website. The campaign garnered over 40 million impressions, over 6,700 visits to a dedicated web page, as well as increased visits to Calgary Housing’s main web page. A campaign extension and evolution is planned for 2019/2020. • Messaging for community engagement events evolved over 2018 and 2019 to incorporate information about the need for affordable housing and the residents whose lives have been improved by access to housing, as well as information about how new housing sites are selected. • The City continued its use of a quarterly e-newsletter to partners and stakeholders in the affordable housing sector, promoting the progress the business unit has made in the core commitments outlined in the Strategy. The e-newsletter was initiated in 2018. • The opening of The City’s Wildwood development was celebrated publicly in 2019 February, with the Mayor, area Councillor, Alberta Minister for Seniors and Housing, and news media in attendance. The City attended and participated in media events and celebrations for partner organizations, including those benefiting from the 2017-2018 Non-Market Housing Land Disposition Program.

		<ul style="list-style-type: none"> • The City unit took advantage of good news stories throughout the course of 2019, via media release, social media and newsletters. • An updated version of the Housing Needs Assessment was released in 2019 February, supported by a media release and interviews. This public-facing document quantifies housing need and underpins efforts to dispel myths related to affordable housing in Calgary.
<ul style="list-style-type: none"> • Include an affordable housing category in the Mayor’s Urban Design Awards. • Generate research to address community concerns related to affordable housing. • Identify opportunities to incorporate public art projects in affordable housing developments. 	<p>Medium-term</p>	<ul style="list-style-type: none"> • For the Mayor’s Urban Design Awards 2019, Calgary Housing worked with City Wide Urban Design and the Mayor’s Office to further emphasize affordable housing as a key criterion of the Innovative Housing award category by adding social outcomes and community well-being components.