

Affordable Housing

Led by: Director of Partnerships

Service Description

Affordable housing is critical for creating a socially resilient city where Calgarians have vibrant, safe, and secure places to live, work and play.

This service improves outcomes for Calgarians by increasing the supply of affordable housing and improving the housing system. We use municipal initiatives and support the Calgary Housing Company and other partners to create solutions and leverage investments. We supported the creation of 3600 non-market homes for low and moderate-income Calgarians since 2017, helping to prevent and reduce poverty in Calgary. There are about 2500 City-owned, 1860 Calgary Housing Company-owned and 777 Silvera for Seniors owned affordable units.

Service Updates

Key service results

Delivered the first progress update on the Housing Strategy to the Community Development Committee in May. On track to initiate 80 per cent of the actions in the Strategy by year end. (Initiative 4)

Council approved initiatives that will support service delivery (Initiative 1):

- o Citywide rezoning with amendments to allow low-density housing.
- o The Secondary Suites Incentive Program to create up to 400 legal suites yearly.
- o Awarded two City-owned sites near LRT stations to create 104 transitional housing units for families at risk of homelessness.

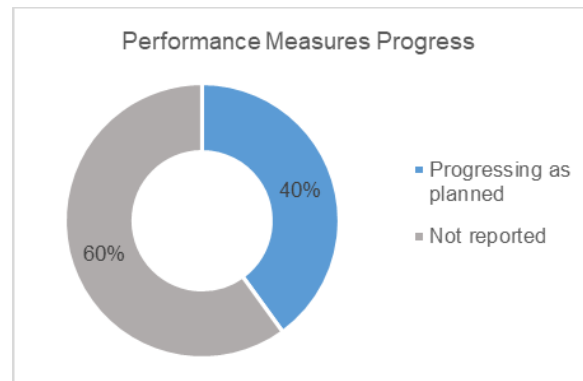
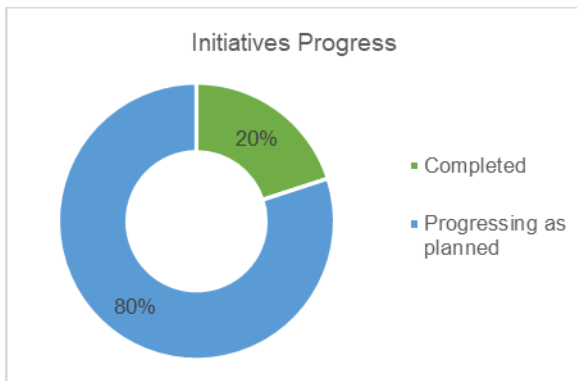
Leveraged federal funding:

- o Up to \$75,000 per door in Housing Accelerator funding for nearly 300 future homes via the Non-Market Land Sale program. (Initiative 6)
- o Launched the three-year Established Area Linear Levy Pilot to fund local water and wastewater pipe upgrades for reducing barriers to housing development. (Initiative 1)

Continued to support the sector:

- o Allocated 10 grants approximately \$1 million for non-profit organizations to improve housing stability through the Home Program. (Initiative 7)
- o Supported the refresh of the Housing Incentive Program to deliver funding for non-profit housing providers. (Initiative 8)

Progress summary



Risk(s) impacting the progress

Public expectations to address the housing crisis and perceptions of The City's transparency and accountability in decision-making.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

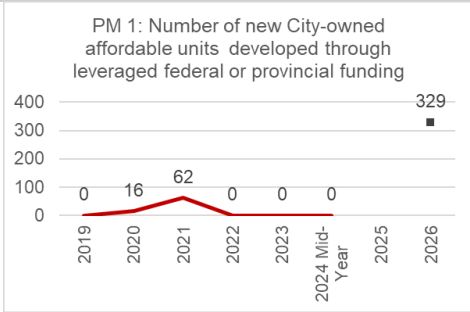
➔ Progressing as planned

⊖ Not progressing as planned

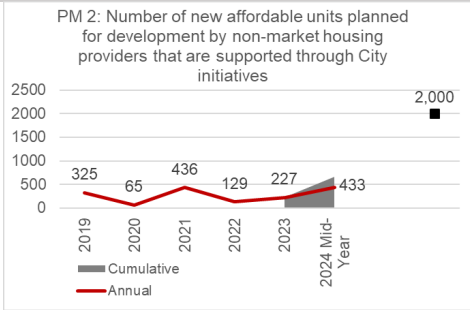
Performance Measures

Story behind the numbers

Status

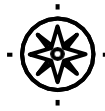


The City continues to leverage federal and provincial funding for new development and redevelopment. The data for this measure is counted when the units are opened for occupancy. City projects in development are progressing, but no new units will be opened in 2024. The Affordable Housing Program aims to deliver up to 400 new City-owned housing developments and/or regenerated homes by 2026.



As of Q1, 29 new non-market housing units have been approved at the development permit stage. Thirteen of these units were supported through the City's Housing Incentive Program. Considering the number of City-led initiatives and key programs, including the allocation of eight parcels of land to non-profit providers to create over 400 non-market units, the number of units in the development permit stage is expected to increase throughout the rest of 2024.



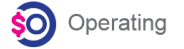


Progress on Service Delivery











PROGRESS STATUS



FUNDING TYPE



Initiative 1		Impact Area: City-wide	Funding Type:
Increase the number of affordable housing units by leveraging funding from provincial and federal governments for City-led projects.			
UPDATE 	The City secured \$228 million in federal Housing Accelerator Funding (HAF) to build 6,825 housing units in three years. Through the HAF program, The City launched the Non-Market Land Sale #4 per door program and the Established Area Linear Levy Pilot in March 2024, and the Secondary Suite Incentive Program in May 2024. An Expression of Interest for a Transit-Oriented Development at Franklin Station was released in June 2024.		
Initiative 2		Impact Area: City-wide	Funding Type:
Increase the number of units developed and operated for those in housing need by collaborating with Calgary Housing Company and non-profit housing partners to leverage funding from other orders of government to increase the number of units developed and operated by non-profit housing providers and to strengthen partners' delivery of services.			
UPDATE 	The City continues to leverage federal and provincial funding for new units of affordable housing developed and operated by non-profit housing providers. A new Housing Capital Initiative is being developed to provide up to \$60 million in capital support to non-profit housing developers to leverage funding from programs delivered by other orders of government, philanthropic donors, public foundations, and private industry. This program is expected to launch in Q3 2024 and will be reflected in the year-end reporting.		
Initiative 3		Impact Area: City-wide	Funding Type:
Support the planning, designing, and building of new City-owned units and maintain existing City-owned units by supporting the Affordable Housing Capital Program.			
UPDATE 	Approximately \$6.6 million in lifecycle maintenance projects are being completed in 2024 for City-owned affordable housing properties. This included renovations of 61 units to date to ensure compliance with Minimum Housing and Health Standards. Construction on Rundle Manor, Varsity Tri-Services, and Mount Pleasant projects continues to progress. The remediation and demolition contract for Bridgeland Place has completed procurement on time, and the contractor will begin the work in Q3 2024.		
Initiative 4		Impact Area: City-wide	Funding Type:
Create an updated Corporate Affordable Housing Strategy to set the high-level direction for the next five to ten years.			
UPDATE 	Completed in 2023.		
Initiative 5		Impact Area: City-wide	Funding Type:
Respond to Council's Housing and Affordability Task Force Notion of Motion by presenting the Housing and Affordability Task Force's recommendations, findings on a Housing Commission, recommendations for updating the Non-Market Land Sale program and policy, and strategies to undertake with partners to leverage federal funding programs.			
UPDATE 	Completed in 2023.		

Initiative 6	Impact Area: City-wide	Funding Type: 
Support the creation of additional affordable housing units by modifying relevant corporate policies and practices to create additional opportunities for the Non-Market Housing Land Sale.		
UPDATE 	Work is ongoing to build a pipeline of surplus City-owned sites for future rounds of the Non-Market Land Sale (NMLS) program through the Council approved \$20 million Housing Land Fund. In early 2024, the Non-Market Land Sale program prioritized Indigenous non-profit housing providers, resulting in a successful applicant for one property. The City will offer four additional sites as part for the program by end of year.	
Initiative 7	Impact Area: City-wide	Funding Type: 
Increase housing stability and successful tenancies for affordable housing residents or people in core housing need by providing grants through the Home Program to non-profit organizations to create and deliver programs that help Calgarians in the areas of education and skill building, financial empowerment, community inclusion and integration and supports during COVID-19.		
UPDATE 	Through the Council approved Housing Strategy, Administration was tasked with updating the Terms of Reference for the Housing Incentive Program to enhance support for the development of non-market housing via front end grants and rebates to support the early phases of a new development project. Work is underway to update the program's framework, with Administration engaging partners, researching best practices, evaluating current gaps in programming and revising the terms and conditions of the program. Administration will present the program's refreshed framework through a scheduled Briefing.	
Initiative 8	Impact Area: City-wide	Funding Type: 
Help non-profit organizations reduce development costs and enable them to leverage funding from other orders of government and financial institutions, by providing grants to non-profit organizations towards pre-development activities and rebates on eligible City development fees for both affordable rental and homeownership housing projects through the Housing Incentive Program.		
UPDATE 	Through the Housing Strategy, Administration was tasked to update the Terms of Reference for the Housing Incentive Program to enhance support for the development of non-market housing via front end grants and rebates to support the early phases of a new development project. Work is underway to update the program's framework by engaging partners, researching best practices, evaluating current gaps in programming and revising the terms and conditions of the program. The program's refreshed framework will be presented through a Briefing to the Community Development Committee in 2025.	
Initiative 9	Impact Area: City-wide	Funding Type: 
Improve outcomes for Calgarians in need of core housing by leading policy, research and advocacy that will strengthen the housing system and provide Calgarians to access opportunities and overcome barriers.		
UPDATE 	Programs are underway to support and strengthen the housing system. Through a partnership with the United Way of Calgary and the Calgary Homeless Foundation, \$640,000 has been allocated to the Basic Needs Fund. To date, this pilot program has assisted 450 households with funding for the first and last month's rent obligations. By the end of 2024, a Housing Dashboard will be launched on The City's website with efforts underway to expand research and data initiatives.	
Initiative 10	Impact Area: City-wide	Funding Type:  
Fund Silvera for Seniors Lodge Program as required by Ministerial Order under the Alberta Housing Act.		
UPDATE	Through a partnership with Silvera for Seniors that is guided by a Ministerial Order signed by the Government of Alberta, The City of Calgary, and Silvera for Seniors, The City provides annual operating and capital grant funding to Silvera for Seniors to manage and operate a Municipal Lodge Program for low income seniors. The Lodge Program has 775 units	

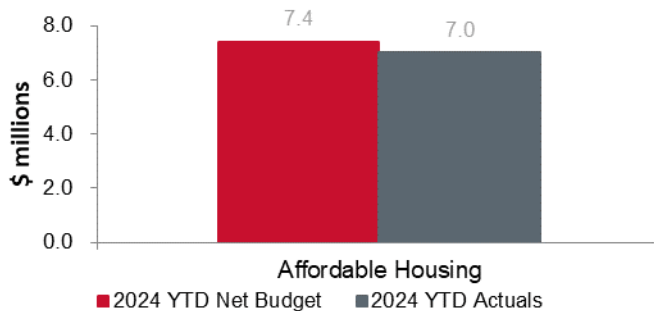


in seven Municipal Lodges located in communities across Calgary. To date in 2024, occupancy for the Lodge program is approximately 93 per cent.



Service Updates on Financial Performance

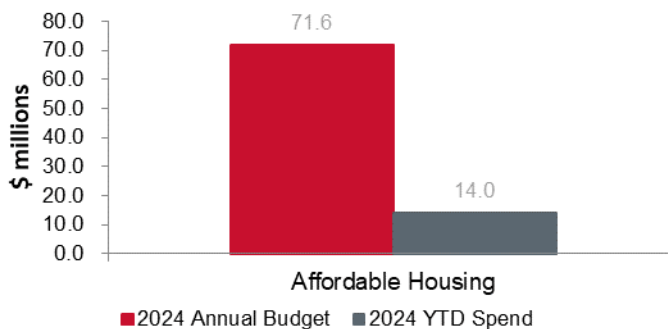
Net Operating Budget and Actuals as of June 30, 2024



Operating Budget Updates - 2024 YTD net operating budget vs actuals:

Affordable housing had an operating budget variance of \$0.4 million mainly due to staff vacancies. Approximately 57.9 per cent of the service's operating budget is represented by Silvera for Seniors' annual operating grant.

Capital Budget and Spend as of June 30, 2024



Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:

Affordable Housing spent \$14.0 million (19.5 per cent) of its capital budget to date in 2024. The spend included the Rundle Redevelopment Project that is now advancing quickly after delays in securing funding, as well as transfer payments to non-profits for the Rapid Housing Initiative (RHI) affordable housing projects.

In alignment with construction season, capital spend rate is anticipated to increase in the second half of the year as most work is expected to complete in the summer and early fall.