

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 3,600 non-market homes for low and moderate-income Calgarians since 2017, helping to prevent and reduce poverty in Calgary. There are about 2,500 City-owned, 1,860 Calgary Housing Company-owned and 777 Silvera for Seniors owned affordable units.

Service Updates

Key Service Results

- Approval of Home is Here – The City of Calgary’s Housing Strategy 2024-2030 to address the housing crisis.
- Released the 2023 Housing Needs Assessment that informs The City’s work related to housing affordability.
- Council approved initiatives that will significantly impact service delivery, including:
 - \$20 million annually to support a land fund for future affordable housing developments.
 - \$6 million one-time funding for affordable housing for Indigenous people.
 - Disposition of City-owned land through the Non-Market Land Sale program in Parkdale, Erlton and Bowness. Creating up to 104 homes.
 - Designated two City-owned sites for the Family Housing Program.
 - Established a Council Advisory Committee on Housing to provide a constant pulse to Council on the housing crisis.
- Continued to leverage federal funding, including:
 - Rapid Housing Initiative funding to build 64 new affordable housing units.
 - Housing Accelerator Fund Contribution agreement for \$228 million to create over 6,800 units in the next three years.
- Hosted a housing conference with over 200 delegates from 114 organizations to promote collaboration in addressing Calgary’s housing needs.

Service Challenges

- Calgary is experiencing a housing crisis and urgently needs more supply of housing and more affordable housing in all neighbourhoods. At least one in five households cannot afford their housing.
- The City can contribute to addressing the housing crisis by amending planning policies, providing land and/or funding and bringing partners together to deliver services. Mobilizing will require an uninterrupted commitment to allocating sufficient resources, ongoing collaboration and coordination.
- Inconsistent funding and policy from other orders of government continue to be a barrier to creating new housing and preserving existing affordable homes.
- Cost escalations caused by inflation, supply chain disruptions and rising labour costs continue to create challenges for housing providers, including non-profit housing providers, and for Calgary Housing Company’s delivery of City-owned new and regenerated affordable housing.

Trends & Potential Uncertainties

- 110,000 more people are expected to make Calgary their home over the next five years. To ensure Calgarians have housing choices that meets their needs, Calgary needs to significantly increase and diversify the supply of housing.
- Calgary continues to experience low vacancy rates, unprecedented increases to rent and higher costs to purchase a home. Tight housing market conditions, coupled with other inflationary pressures, are putting households at risk of maintaining their housing affordability.
- Federal and Provincial housing funding programs can be unpredictable, with complex requirements and tight deadlines. To meet these requirements and deadlines, resources have had to be reallocated to rapidly and effectively develop plans and programs that meet the funding criteria.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

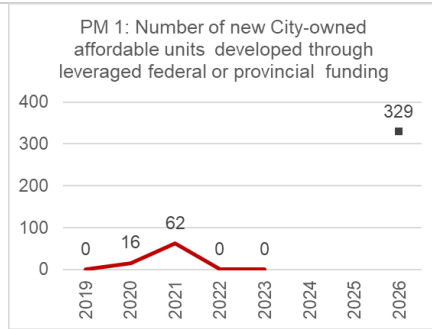
➡ Progressing as planned

⊖ Not progressing as planned

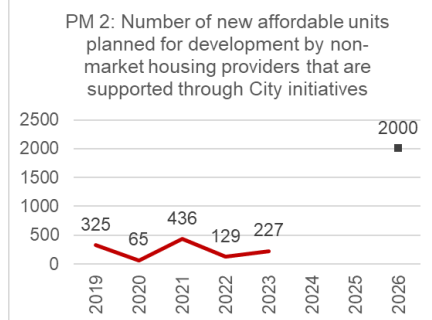
Performance Measures

Story behind the numbers

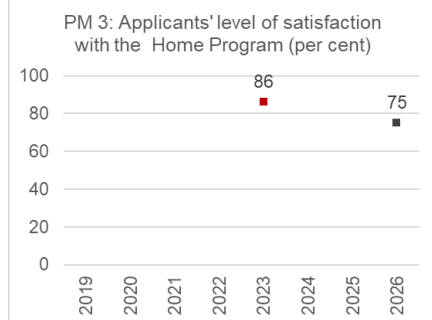
Status



The City continues to leverage federal and provincial funding for new development and redevelopment. In 2023, provincial Affordable Housing Partnership Program funding was awarded for two City-owned projects – the Bridgeland Place Phase 1 retrofit and Mount Pleasant affordable housing development. The data for this measure is counted when the units are opened for occupancy. City projects in development are progressing but no new units were opened in 2023. The Affordable Housing Partnership Program aims to deliver up to 400 new City-owned housing developments and/or regenerated homes by 2026.



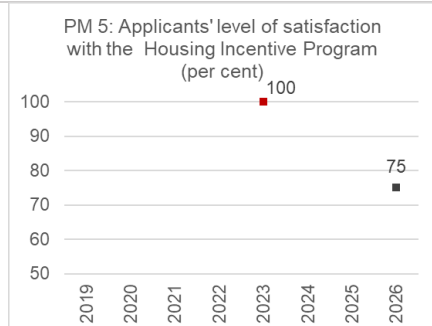
In 2023, 227 new non-market housing units have been approved at the development approval stage of the planning approval process. The City also issued an Expression of Interest to deliver housing for families experiencing homelessness on two City-owned sites in Horizon/Whitehorn and Shawnee Slopes/Fish Creek-Lacombe. City initiatives and key programs that continue to support the creation of affordable units are the Non-Market Land Sale, the Housing Incentive Program and partnering with other orders of government.



In a fall survey, conducted with previous program recipients, there was an 86 per cent satisfaction with the Home Program. Flexibility of fund delivery in meeting evolving housing needs and administrative support throughout the application process was highlighted as key reasons for satisfaction. Notable areas for program improvement included broadening priority areas to include organizational capacity building and mental health supports. As this is a new measure for the 2023-2026 Service Plans and Budgets cycle, no historic data is available.



The data for this measure is counted when the units are opened. In 2023, 57 units were opened from the Non-Market Land Sale #2. The third sale of three surplus City-owned parcels will result in approximately 104 units, pending land use and development permit approvals. Administration approved five sites yielding 289 units for Non-Market Land Sale #4 that is currently pending Council approval.



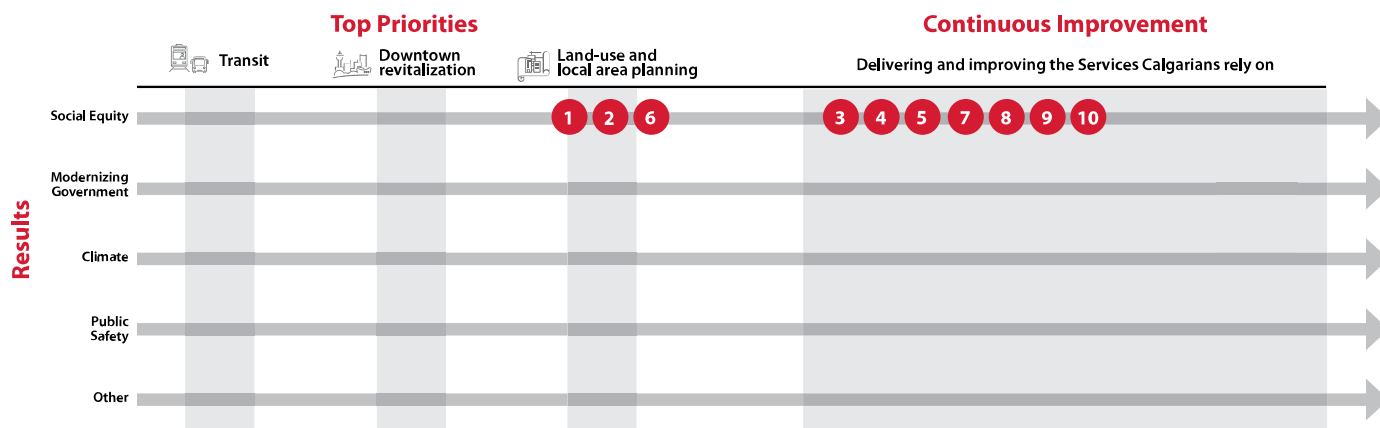
Applications for the Housing Incentive Program are accepted throughout the year. In a fall survey conducted with previous program applicants, there was a 100 per cent satisfaction rate with the Housing Incentive Program. As this is a new measure for the 2023-2026 Service Plans and Budgets cycle, no historic data is available.











Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
 - Progressing as planned
 - Not progressing as planned
 - Not started
 - Initiative number

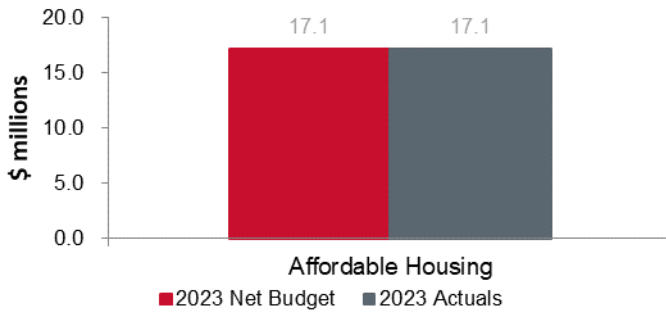
Initiative	Initiative Update	Status
1 Increase the number of affordable housing units by leveraging funding from provincial and federal governments for City-led projects.	The City secured federal funding through the third Rapid Housing Initiative program. This funding was stacked with \$2 million in City support, to build a minimum of 64 new affordable housing units in partnership with the non-profit housing sector. We continue to proactively work with government and sector partners to leverage funding. Most notably, The City signed the federal Housing Accelerator Fund Contribution agreement for \$228 million to build over 6,800 housing units in the next three years. The first of four annual payments of \$57.1 million was received in November 2023.	
2 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.	Calgary Housing Company was awarded funds through the Affordable Housing Partnership program to support the delivery of two City-owned developments: the Bridgeland Place Phase 1 retrofit and Mount Pleasant affordable housing development.	
3 Support the planning, designing, and building of new City-owned units and maintain existing City-owned units by supporting the Affordable Housing Capital Program.	Approximately \$7.5 million in lifecycle maintenance projects were completed for City-owned affordable housing properties. This included renovations of 263 units that are now in compliance with Minimum Housing and Health Standards. Construction on Rundle Manor redevelopment, Varsity Tri-Services projects, and Bridgeland redevelopment projects progressed in 2023. Mount Pleasant project re-engaged the design consultants and advanced the new design through the Development Permit application in 2023. Lifecycle funds have also been allocated towards Calgary Housing Company and Silvera owned units.	
4 Create an updated Corporate Affordable Housing Strategy to set the high-level direction for the next five to ten years.	Council approved Home is Here - The City of Calgary Housing Strategy 2024-2030 in September 2023. Housing Solutions is coordinating the Implementation and Governance Framework for the strategy. During the 2024 budget adjustments, Council approved funding for the Land Fund, Secondary Suites Incentive program, Downtown Strategy, One Window, Housing for Indigenous People and equity-deserving populations and funding from other orders of government.	

Initiative	Initiative Update	Status
5 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.	All four directives in the Notice of Motion have been completed and approved where required by Council. They include: a \$20 million annual budget for the Housing Land Fund to unlock more City-owned land for non-market housing; a briefing on strategies to leverage federal funding, resulting in The City receiving \$228 million from the Housing Accelerator Fund; incorporation of Housing and Affordability Task Force recommendations into the approved Housing Strategy; and research summary and recommendation on Housing Commission models, resulting in a Council Advisory Committee on Housing in 2024.	
6 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.	The Land for Affordable Housing Action Plan was approved by Council in early 2023 and is intended to increase the supply of available land. The most notable actions in the plan are to create a Housing Land Fund. A \$20 million fund was approved through the budget adjustment process in November 2023 to increase the supply for the Non-Market Land Sale program, as well as policy changes to support land opportunities for Indigenous non-profit housing providers.	
7 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.	The Home Program provides \$975,000 in grants to non-profit organizations annually to deliver programs that will improve housing stability and support successful tenancies. In 2023, the program approved 12 applications with a total of \$975,000 in grant funding disbursed.	
8 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.	The Housing Incentive Program accepts applications year-round. In 2023, The City committed \$2.56 million for eight affordable housing projects. Through the Housing Strategy, Administration was tasked with updating the Terms of Reference for the Housing Incentive Program to enhance support for non-profit and private sector initiatives in accessing funding from various levels of government. Administration commenced this initiative in Q4 2023, with a scheduled Briefing to the Community Development Committee in April 2024 to present the program's refreshed framework.	
9 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.	Council approved the Indigenous Affordable Housing Recommendations that included 25 actions to address affordable housing challenges facing urban Indigenous People. The 2023 Housing Needs Assessment was completed and released in September. This report supports The City and the sector in decision-making to address the housing crisis. On December 7, 2023, in observance of National Housing Day, The City of Calgary hosted a half-day conference and housing partner exhibition, with over 200 delegates representing 114 unique organizations within the housing sector and 13 exhibitors in attendance.	
10 Fund Silvera for Seniors Lodge Program as required by Ministerial Order under the Alberta Housing Act.	As per the requirements in the Ministerial Order, signed by the Government of Alberta, The City of Calgary and Silvera for Seniors, The City provides operating grant funding on a quarterly basis, and capital grant funding through a reimbursement model, for seven lodges and 775 suites across Calgary. In 2023, Silvera for Seniors opened one new Lodge location (Gilchrist Commons) and transitioned residents from two aging buildings (Valleyview Lodge and Confederation Lodge) to the new location. Occupancy for all Silvera's Lodge program properties was approximately 91 percent at year end 2023.	



Service Updates on Financial Performance

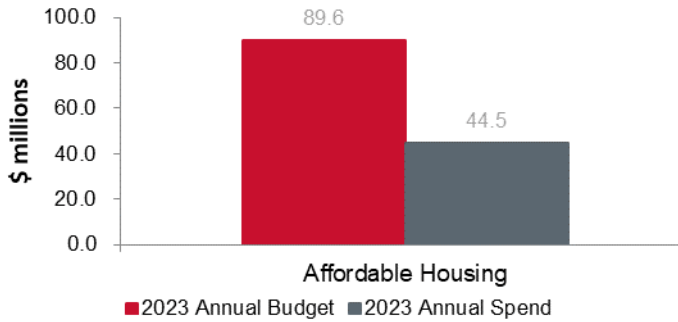
Net Operating Budget and Actuals as of December 31, 2023



Operating Budget Updates - 2023 net operating budget vs actuals:

Affordable Housing has no operating budget variance for the reporting period. Approximately 48 per cent of the service's operating budget is represented by Silvera for Seniors' \$8.2 million annual operating grant.

Capital Budget and Spend as of December 31, 2023



Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Affordable Housing has spent 49.7 per cent of the 2023 approved capital budget. The capital spend rate was impacted by projects awaiting match funding from other levels of government to proceed and by construction delays on projects being led by third parties.

The spend included the Rundle Redevelopment Project that is now advancing quickly after delays in securing funding, continued lifecycle maintenance for City-owned affordable housing, as well as transfer payments to non-profits for the Rapid Housing Initiative (RHI) affordable housing projects.