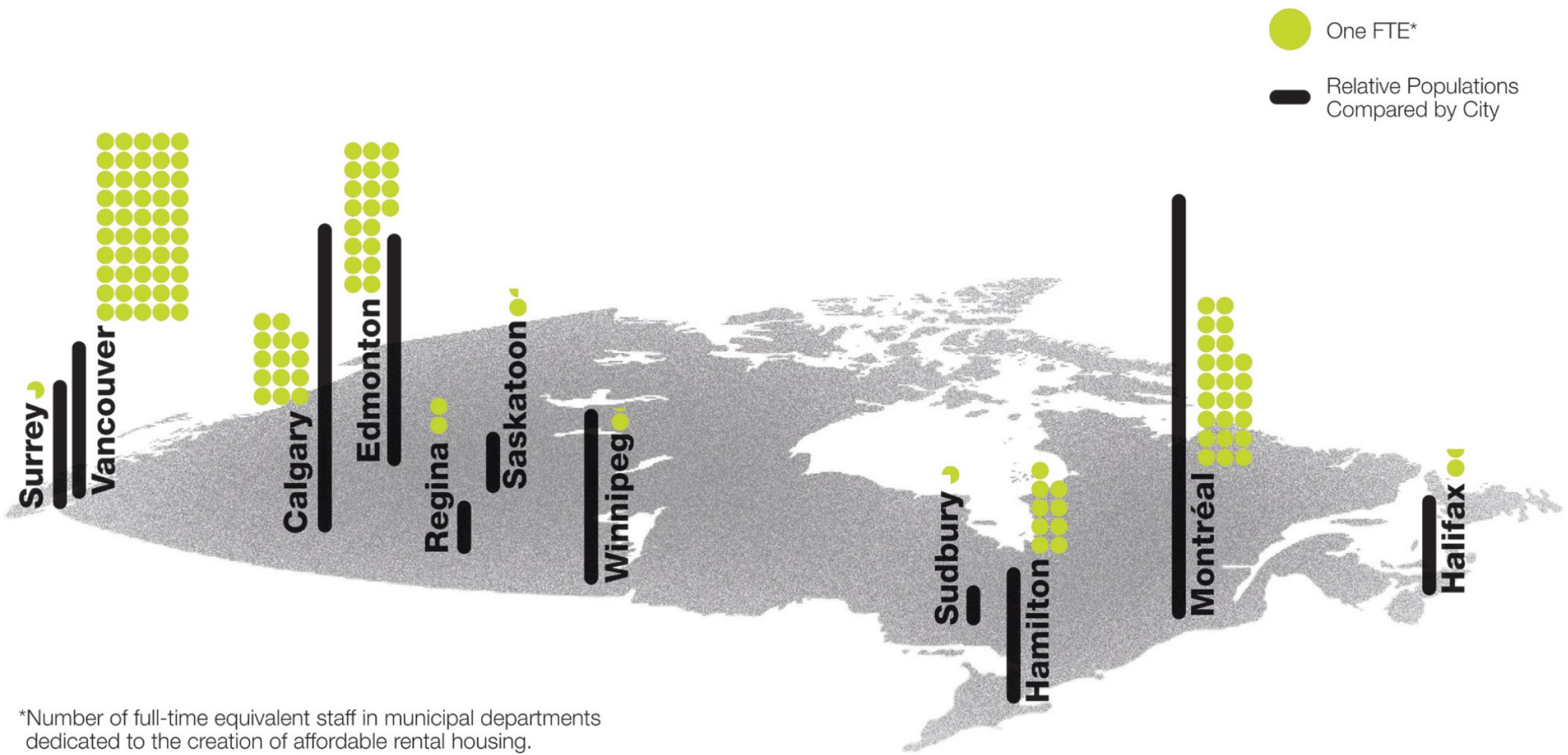
Staffing the Crisis

The Capacity of Eleven Municipal Housing Departments Across Canada

Stefan Hodges

FIGURE 2 Staff Bodies



*Number of full-time equivalent staff in municipal departments dedicated to the creation of affordable rental housing.

Development of ‘affordable rental housing’

	Non-Market Housing				Market Housing			
Duration	Temporary Accommodation		Permanent Accommodation					
Category	Shelter Spaces	Transitional Housing	Supportive Housing	Non-Market Affordable* Rental	Market Affordable Rental	Market Affordable Ownership	Rental	Ownership
Description	Emergency Shelter	Short-term accomodation for people in transition	Congregate or independent living	Subsidized housing costs	No subsidies but incentives to build or purchase provided		No subsidies or incentives provided	

City of Regina. 2013. *Housing Comprehensive Strategy: Consultant’s Final Report.*

Municipal responsibility

01-4 HOUSING

The City of Winnipeg has an important role to play in planning for a diversity of housing types, tenures and costs in each neighbourhood. It has an important role to play in supporting housing renewal and in both enforcing building codes and property by-laws and educating relevant parties about them.

DIRECTION 1: SUPPORT DIVERSE HOUSING OPTIONS IN EACH NEIGHBOURHOOD OR NEIGHBOURHOOD CLUSTER THROUGHOUT THE CITY.

ENABLING STRATEGIES:

- With guidance from **Complete Communities**, encourage the development of safe and affordable housing throughout the city.
- Support the creation of a range of sizes, forms and tenures of housing. Tools include applying zoning by-laws and processes for approval. Standards should be flexible enough to reflect the unique identity and character of each neighbourhood.
- Encourage and support principles of Universal Design and/or visitability in new housing.

(See: **Complete Communities**)



Affordable Housing Strategy

2016–2025

Edmonton

Executive Summary

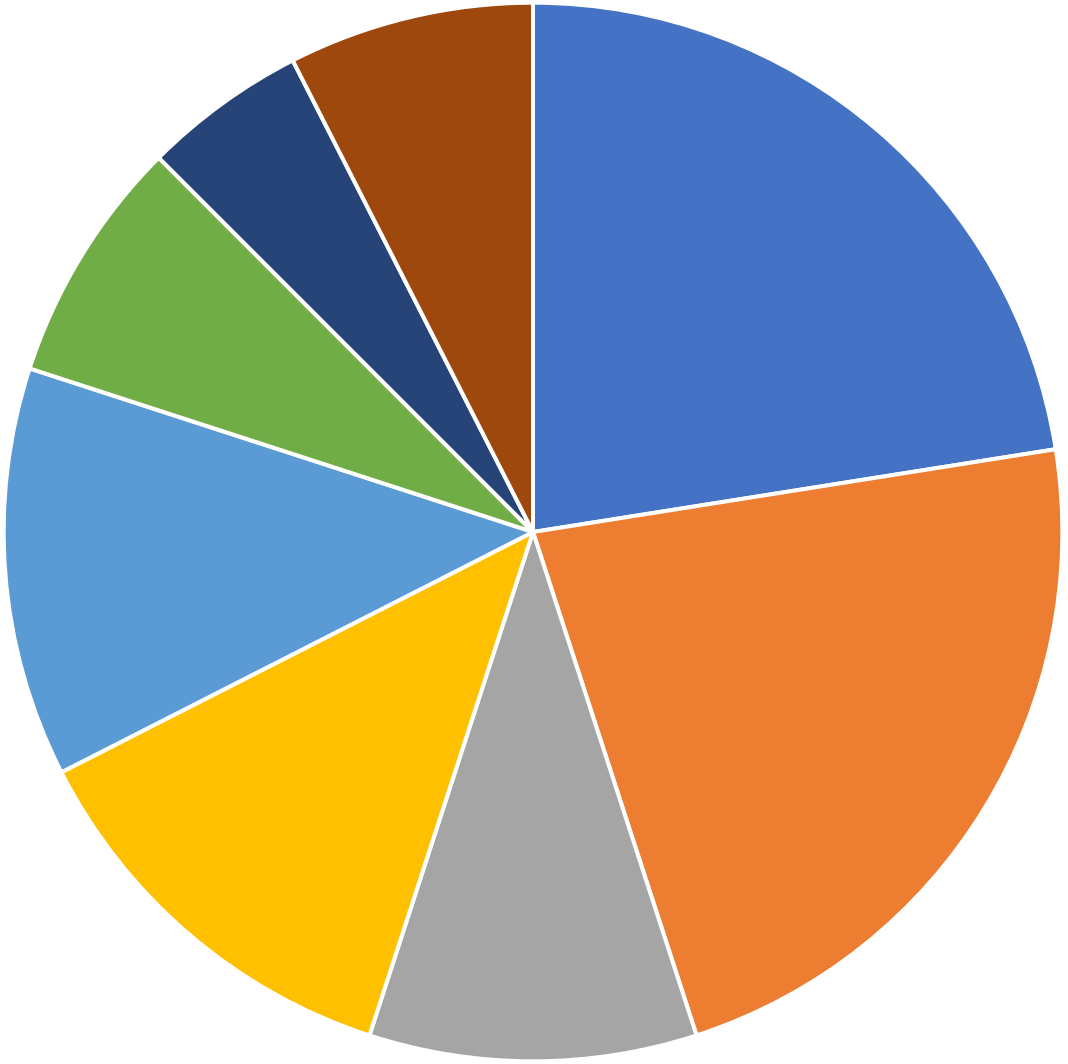
The City of Edmonton believes that safe, adequate and affordable housing is fundamental to the physical, economic and social well-being of individuals, families and communities. The City of Edmonton Affordable Housing Strategy will guide City involvement in affordable housing for 10 years (2016–2025).

The strategy establishes four goals to guide City of Edmonton actions:

1. **Increase the supply of affordable housing in all areas of the city**
2. **Maintain the supply of affordable and market rental housing**
3. **Enable stable residential tenancies and transition people out of homelessness**
4. **Anticipate, recognize and coordinate action to respond to housing and homeless needs**

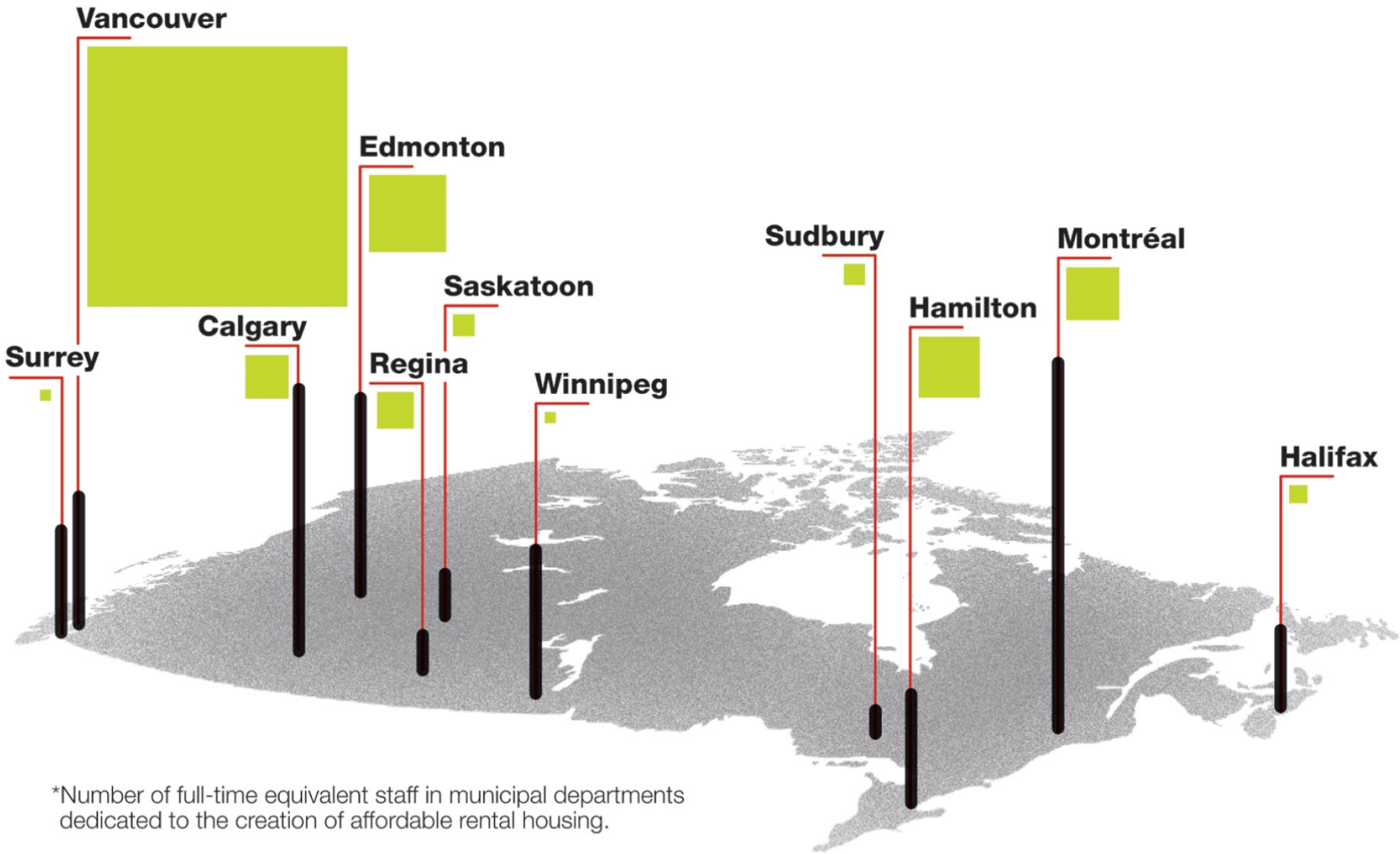
Each goal has an associated set of objectives, strategies and implementation actions. See *Page 9* of the strategy for more details.

AH policies in eleven Canadian cities



Use or sale of City land
Capital incentive
Affordable housing tax
Planning fee exemptions
Fast-tracking
Density Bonus
Mandatory inclusion
Tax exemption

FIGURE 3 Staff Relative to Population



City	Staff FTE* per 100k
Vancouver	7.92
Edmonton	2.14
Hamilton	1.65
Montréal	1.41
Calgary	1.13
Regina	0.93
Saskatoon	0.49
Sudbury	0.45
Halifax	0.37
Winnipeg	0.16
Surrey	0.15

Relative Staffing per 100k Compared by City

Relative Populations Compared by City

*Number of full-time equivalent staff in municipal departments dedicated to the creation of affordable rental housing.

Appendix: Municipal tools and criteria creating of affordable rental units	Tools used	Affordability criteria	Age-out (how long unit must remain affordable)
Calgary	Discounted sale of city-owned land to non-profit housing providers.	90% of median market rent	40 years
	Expediting proposals with development specialist		
	Development fee rebates and ideation grants		
Edmonton	Capital incentives (up to 25% of the total capital cost)	80% of area median market rent (CMHC)	20 years
	Mandatory turn-key (In qualifying developments, must offer to sell 5% of units to the City at 85% of market value, which are retained as affordable)		
	Cash in-lieu option for above: 15% of market value of those units		
	Below-market sale of city land		
Halifax	Land donation	80% of area median market rent (CMHC)	Dependant on provincial or federal agreement, must combine other source of funding.
	Capital incentives		
	Tax exemptions for non-profit developers		
	Density bonuses		
Hamilton	Capital incentives	80% of area median market rent (CMHC)	Determined by request for proposals, generally 20-25 years
	Planning and administrative fee rebates		
	Use of city-owned land (case-by-case basis)		
Montréal	Capital incentives	90% of area median market rent	No means of monitoring inclusionary strategy. For incentive and innovation programs, 15-25 year conventions.
	Land capture: City purchases land to be resold for social housing, captures land through inclusionary Strategy, and has first right of refusal on properties put up for sale		
	Mandatory inclusion of affordable units qualifying developments		
	Cash in-lieu for inclusionary strategy		
	Article 89.4: NIMBY override (for social housing)		

Appendix: Municipal tools and criteria creating of affordable rental units	Tools used	Affordability criteria	Age-out (how long unit must remain affordable)
Regina	Capital incentives ($20,000 per door) Five-year tax exemption	2019 SHIM provincial standard: Rooming House - $555 1 BR - $925 2 BR - $1,125 3 BR - $1,390	5 years
Saskatoon	Below-market sale of city land Capital incentives (point-based system) Tax abatement Expediting proposals (yellow sticker)	2019 SHIM provincial standard (same as above)	5 years
Sudbury	Density bonuses and lowered parking requirements Capital incentives Development fee rebates Land banking proposal (currently before council)	Below median market rent	Consistent with federal or provincial funders, generally 20 years
Surrey	Fast-tracking and assisting development process Establishing an Affordable Housing Reserve by charging affordable housing contributions to non-rental developments	No criteria (must be rental)	No criteria
Vancouver	Capital incentives to non-profit developers Use (but not sale) of City-owned land Fast-tracking development process Density Bonuses Fee exemptions Empty Homes Tax recirculated into capital incentives for affordable housing	80% of area median market rent (CMHC)	60 years or life of building
Winnipeg	Land donation (case-by-case basis) Capital incentives (case-by-case basis) Planning fee exemptions (case-by-case basis)	2019 Provincial thresholds: Bach - $669 1 BR - $964	No criteria