

# Branch - Housing and Economic Sustainability

## Introduction

The Housing and Economic Sustainability Branch is a strong advocate for the development of safe and affordable housing, and communities, for Edmontonians both today and tomorrow. The Branch also advances economic development strategies and urban renewal initiatives to support Council's Vision for a vibrant and inclusive city that attracts investment, ensuring ongoing sustainability and success.



### MAJOR SERVICES & ACTIVITIES

Housing Policy	Housing Implementation	Economic Sustainability	Urban Renewal
Housing policy and program development	Cornerstones program	The Way We Prosper	The Quarters Downtown Community Revitalization Levy
Advocacy and education	Secondary suites program	Economic strategies to achieve Council directed outcomes	Boyle Renaissance
Liaison with partners, stakeholders and the region	Federal and provincial cost sharing agreements for social housing programs	Industrial services program	Capital City Downtown Plan
Landlord and Tenant Advisory Services	Safe and derelict housing	META Enterprise and Flightpath Accelerator	West Rosedale / North Edge
	Façade program		Responsible Hospitality Edmonton
	Business Revitalization Zones		
	Rehabilitation of Edmonton's existing housing stock		



# Branch - Housing & Economic Sustainability

## Approved 2012 Budget - Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
<b>Revenue &amp; Transfers</b>					
User Fees	\$ 456	\$ 434	\$ -	\$ 434	-
Grants	25,337	25,672	(253)	25,419	(1.0)
Transfer from Reserves	7,998	9,023	(85)	8,938	(0.9)
<b>Total Revenue &amp; Transfers</b>	<u>33,791</u>	<u>35,129</u>	<u>(338)</u>	<u>34,791</u>	(1.0)
<b>Expenditure &amp; Transfers</b>					
Personnel	3,788	4,351	584	4,935	13.4
Materials, Goods & Supplies	62	139	24	163	17.3
External Services	349	329	194	523	59.0
Intra-municipal Services	520	495	(53)	442	(10.7)
Grants	33,327	34,752	462	35,214	1.3
Utilities & Other Charges	1,397	1,433	1	1,434	0.1
Transfer to Reserves	9,528	2,515	3,521	6,036	140.0
Subtotal	48,971	44,014	4,733	48,747	10.8
Intra-municipal Recoveries	(1,437)	(1,400)	(620)	(2,020)	44.3
<b>Total Expenditure &amp; Transfers</b>	<u>47,534</u>	<u>42,614</u>	<u>4,113</u>	<u>46,727</u>	9.7
<b>Net Operating Requirement</b>	<b>\$ 13,743</b>	<b>\$ 7,485</b>	<b>\$ 4,451</b>	<b>\$ 11,936</b>	<b>59.5</b>
<b>Full-time Equivalents</b>	45.0	45.0	6.0	51.0	

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## Budget Changes for 2012 (\$000)

### Revenue & Transfers - Changes

#### Grants (\$253)

Reduction of \$(253) relating to the provincial portion of Cornerstone grant payments.

#### Transfer from Reserves (\$85)

Reduction of \$(85) relating to the City portion of Cornerstone grant payments.

### Expenditures & Transfers - Changes

#### Personnel \$584

Movement within the salary ranges, changes in benefits and the last of a 3-year LAPP contribution increase account for \$67. An additional 5.0 FTEs with costs of \$517 to administer the Quarters Downtown CRL project.

#### Material, Goods & Supplies \$24

Reduction of \$(2) for Corporate Strategies and the balance relates to inflation at \$5. Additional \$21 for the Quarters Downtown CRL project.

#### External Services \$194

Reduction of \$(34) for Service and Budget Review and the balance is inflation of \$11. Increase of \$217 for the Quarters Downtown CRL project.

#### Intra-municipal Services (\$53)

Reduction of \$(87) for Service and Budget Review and the balance is inflation of \$34.

#### Grants \$462

Reduction in Cornerstone current grant payments of \$(338). Façade Improvement Program \$800.

#### Utilities & Other Charges \$1

Reduction of \$(13) for Corporate Strategies and the balance is inflation of \$4. Increase \$10 for the Quarters Downtown CRL project.

#### Transfer to Reserves \$3521

Increase relates to inflation at \$21. Cornerstones II program \$3500.

#### Intra-municipal Recoveries (\$620)

Increase of \$620 to reflect recovery of the Quarters Downtown CRL project expenditures from Corporate Programs Community Revitalization revenues.

### Full-time Equivalents - Changes

Additional 5.0 FTEs for the administration of the Quarters Downtown CRL program.

Additional 1.0 FTE for the administration of the Façade Improvement program.

# Branch - Housing & Economic Sustainability

## Service Package - The Quarters Downtown Community Revitalization Levy Plan

### Description

This service package consists of the ongoing operating costs related to implementation of The Quarters Downtown Community Revitalization Levy (CRL) Plan. The \$620K provides funding for 5.0 FTEs and other project office costs as approved by City Council in The Quarters CRL Bylaw.

### Justification

This service package is based on the City Council approved Bylaw 15800, Schedule "A" - The Quarters Downtown Community Revitalization Levy Area Plan on June 20, 2011. **The costs identified in this service package will be funded by projected 2012 community revitalization revenues.** These revenues will be show in the Corporate Revenue/Expenditure Program.

The impact of not approving the service package will jeopardize the implementation of current and future projects in The Quarters and Boyle Renaissance. Existing Quarters staff will have no available funding.

### Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goals: Transform Edmonton's Urban Form; Improve Edmonton's Livability; Shift Edmonton's Transportation Mode; and Ensure Edmonton's Financial Sustainability

Corporate Outcomes: 1) Attractive and compact physical design with diverse neighbourhoods; 2) Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services; 3) Citizens use public transit and active modes of transportation; and 4) The City has balanced revenue streams that are sustainable.

### Impact on Other Departments

Impact on other departments such as Police, Fire Rescue, Roads, Transit, Recreation and Libraries is minimal since these services are already in place.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 620	\$ -	\$ 620	5.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Recoveries	(620)	-	(620)	-	-	-	-	-	-	-	-	-
Annualization	-	-	-	-	1,765	872	893	-	1,952	930	1,022	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>5.0</b>	<b>\$ 1,765</b>	<b>\$ 872</b>	<b>\$ 893</b>	<b>-</b>	<b>\$ 1,952</b>	<b>\$ 930</b>	<b>\$ 1,022</b>	<b>-</b>

The amounts shown as annualization in 2013 and 2014 reflect debt servicing costs and % for art. Revenues in 2013 and 2014 reflect incremental community revitalization levy revenues.

# Branch - Housing & Economic Sustainability

## Service Package - Façade Improvement Program

### Description

The Façade and Storefront Improvement Program Policy provides a mechanism by which City Council, upon the recommendation of the Administration, may approve an application to this program and provide funding to targeted areas within eligible Business Revitalization Zones in the City of Edmonton. The Policy is structured as a matching grant program. Building owners develop project proposals which, if approved, form the basis of reimbursement agreements. The City agrees to match building owner and business investment in facade and storefront improvement projects up to a maximum of 50% or \$30,000 per building (\$60,000 per corner building), whichever is less. When the building owner has completed construction and met the obligations of the agreement, the City provides a grant in the agreed upon amount. This service package includes funding for one (1) permanent staff to administer this program on an ongoing basis.

### Justification

A minimal amount of unspent funding was carried forward to this program from 2009 and an additional \$900,000 was approved in 2010 and 2011. All of the funding has been committed and/or spent with 2010 being the most successful year in the history of the program. All 2011 funding is projected to be committed. This service package will provide ongoing base funding that is required to cover grant payments, staffing and required materials (i.e. brochures, application packages). Funding the program at this time coincides with strong retail growth, combined with the success of past program participants. This is resulting in a high demand for program funds.

This program helps to create inviting, attractive shopping environments which could stimulate additional investment and help strengthen Edmonton's economy as a whole. The program helps to trigger private sector investment in improvements to the appearance and function of street level retail and commercial buildings in targeted areas, specifically within Business Revitalization Zones throughout the city. Not funding the program would result in the end of the program at a time when interest in the program has increased, many applications have been submitted and are projected to be submitted in the coming months and years.

### Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability and Transform Edmonton's Urban Form

It contributes towards making Edmonton more livable by improving the perception of safety and cleanliness of target areas, making them more attractive and well-maintained. It improves the City's urban architecture and urban form to ensure it is aesthetically pleasing and exemplifies excellence in urban, architectural and landscape design. This helps to revitalize and develop stronger, more vibrant commercial businesses and areas.

### Impact on Other Departments

The program is well aligned with the Great Neighbourhoods Initiatives lead by Community Services and will support the economic development mandate of Sustainable Development.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 900	\$ -	\$ 900	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 900</b>	<b>\$ -</b>	<b>\$ 900</b>	<b>1.0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

# Branch - Housing & Economic Sustainability

## Service Package - Cornerstones II Implementation

### Description

This Service Package will provide \$3.5 million in funding annually for 5 years (2012 to 2016) to support continuation of the City's Cornerstones affordable housing program. A detailed terms of reference for a Cornerstones II Program will be brought forward prior to Council's 2012 Budget deliberations. It is expected that the funds will be used to increase the supply of affordable housing through grant programs targeted to secondary suites, developer provision of inclusionary units, seniors housing, development of surplus school sites and re-development of aging social housing stock. The program will promote mixed-income, inclusive housing projects that are broadly distributed across the city. The City funding committed to this program is intended to leverage funds from Provincial housing programs and from partnerships with developers and not-for-profit organizations.

### Justification

Based on economic growth projections, housing price and rent increases will continue to outpace income increases for lower-income households, including senior citizen households. This will result in an increasing supply shortfall of affordable housing in Edmonton. The Capital Region Housing Plan: Strategy and Implementation Plan (March 2009) indicated that 43,385 existing renter households (39% of total 110,400 renter households) pay more than 30% of income on housing. The Plan forecasts a need for an additional 1,300 Non-Market and 1,300 Market Affordable housing units annually over the period 2012 to 2016. The City's Cornerstones Plan 2006 - 2010, with total City funding of \$34.7 million, will deliver approximately 3,000 units of affordable housing with an estimated total capital value of over \$300 million. Continuation of the Cornerstones program is crucial to the provision of additional affordable housing and inclusive market housing to meet forecast needs over the next five years.

### Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability; Transform Edmonton's Urban Form and Ensure Edmonton's Financial Sustainability

Departmental Outcome(s): City Partners with public and private agencies to increase the supply of affordable housing

Performance Measure(s): Number of housing unit commitments compared to Cornerstones target

### Impact on Other Departments

Positive impact through coordination and alignment with other departmental initiatives focused on business and community revitalization, including: Great Neighbourhoods, Transit Orientated Development, The Quarters, Boyle Renaissance and surplus school sites.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 3,500	\$ -	\$ 3,500	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,500</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>