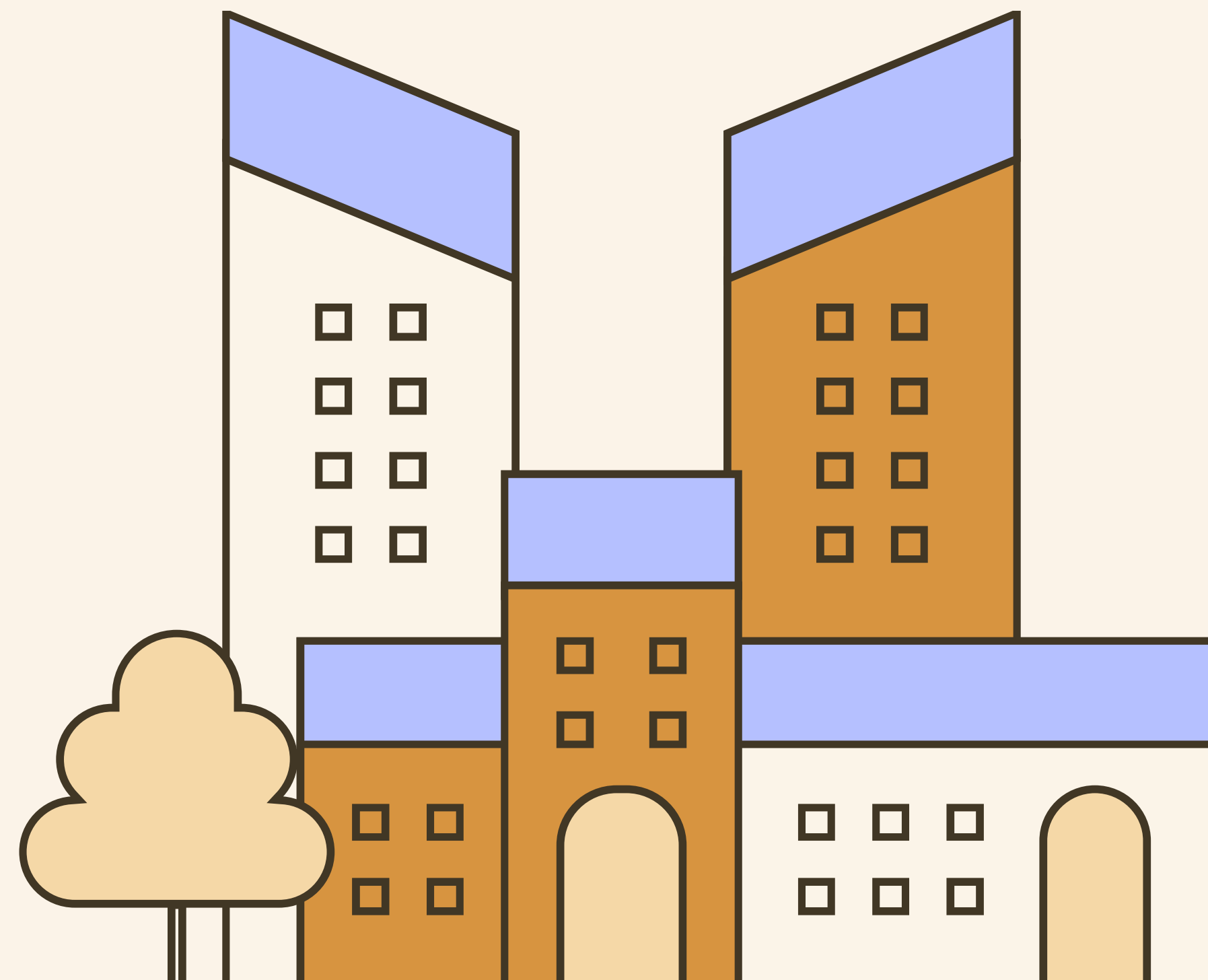


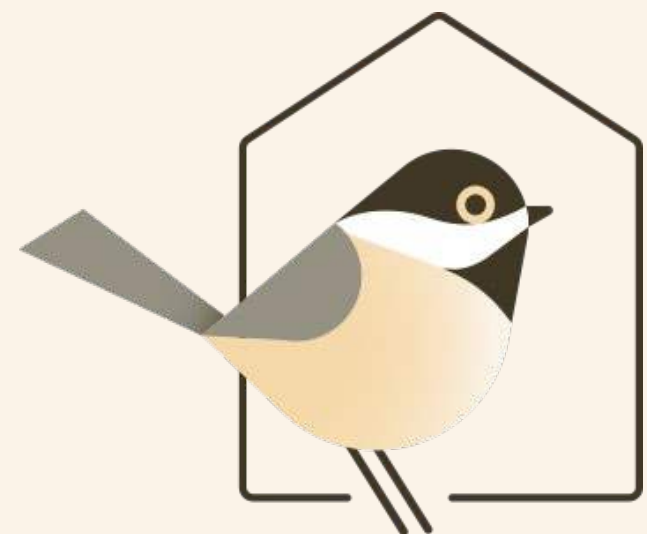


The Goldilocks Fix

Using Unit Swaps To Solve The Housing Bottleneck, Without Building New Walls

May 2026





CALGARY HOUSING

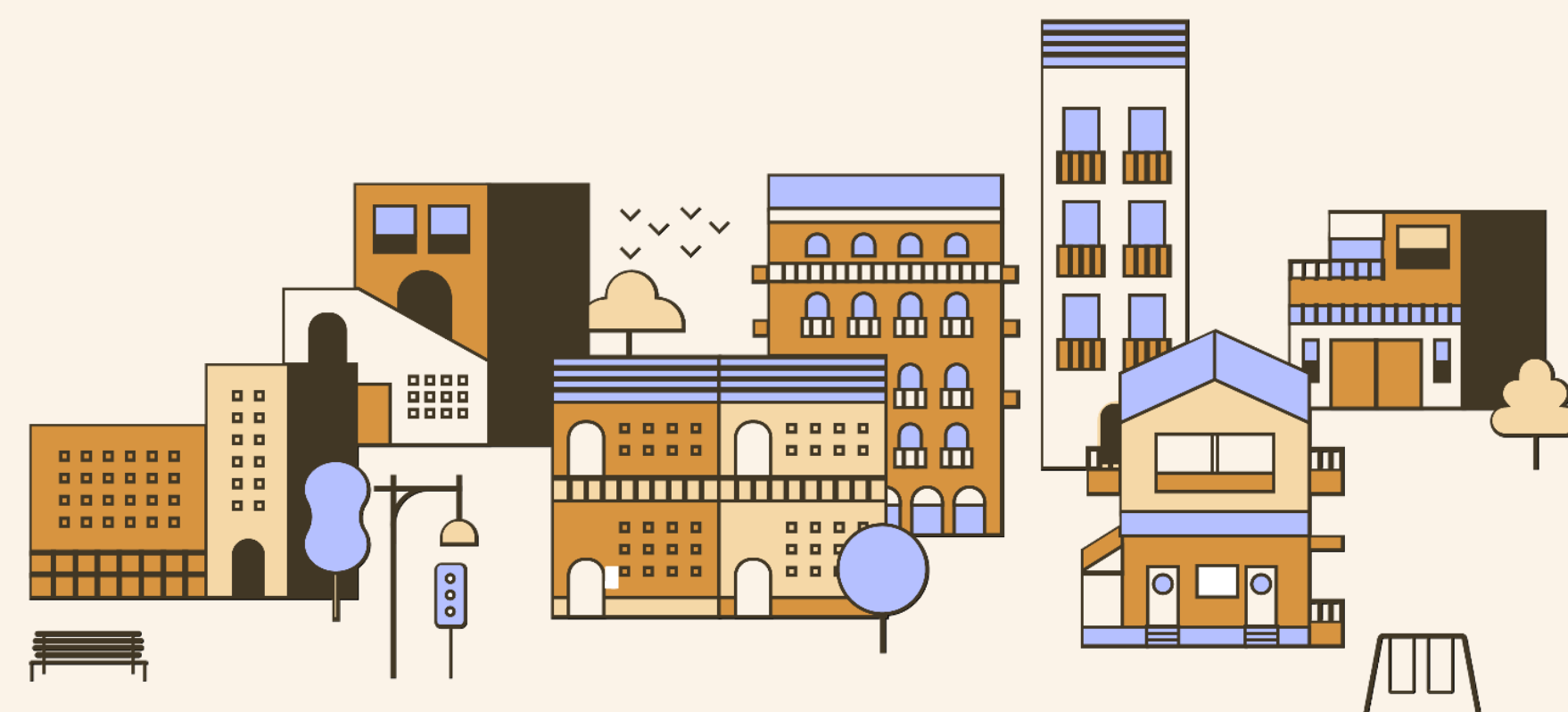
Home is what we do

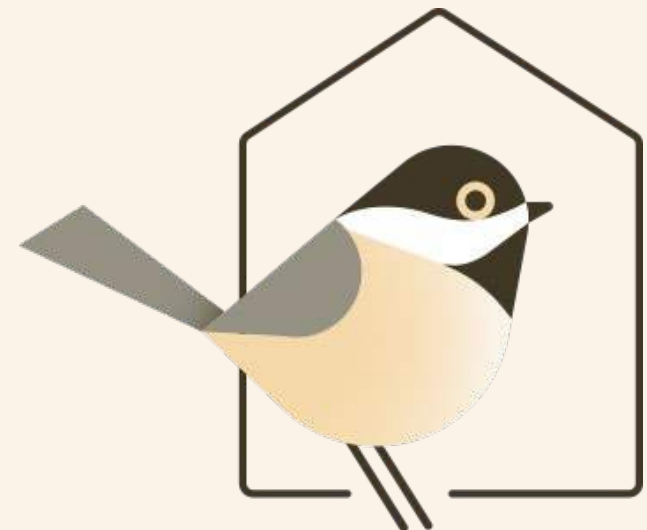
Our Mission

Make life better for Calgarians by providing safe and affordable housing that enables positive social outcomes.

Our Vision

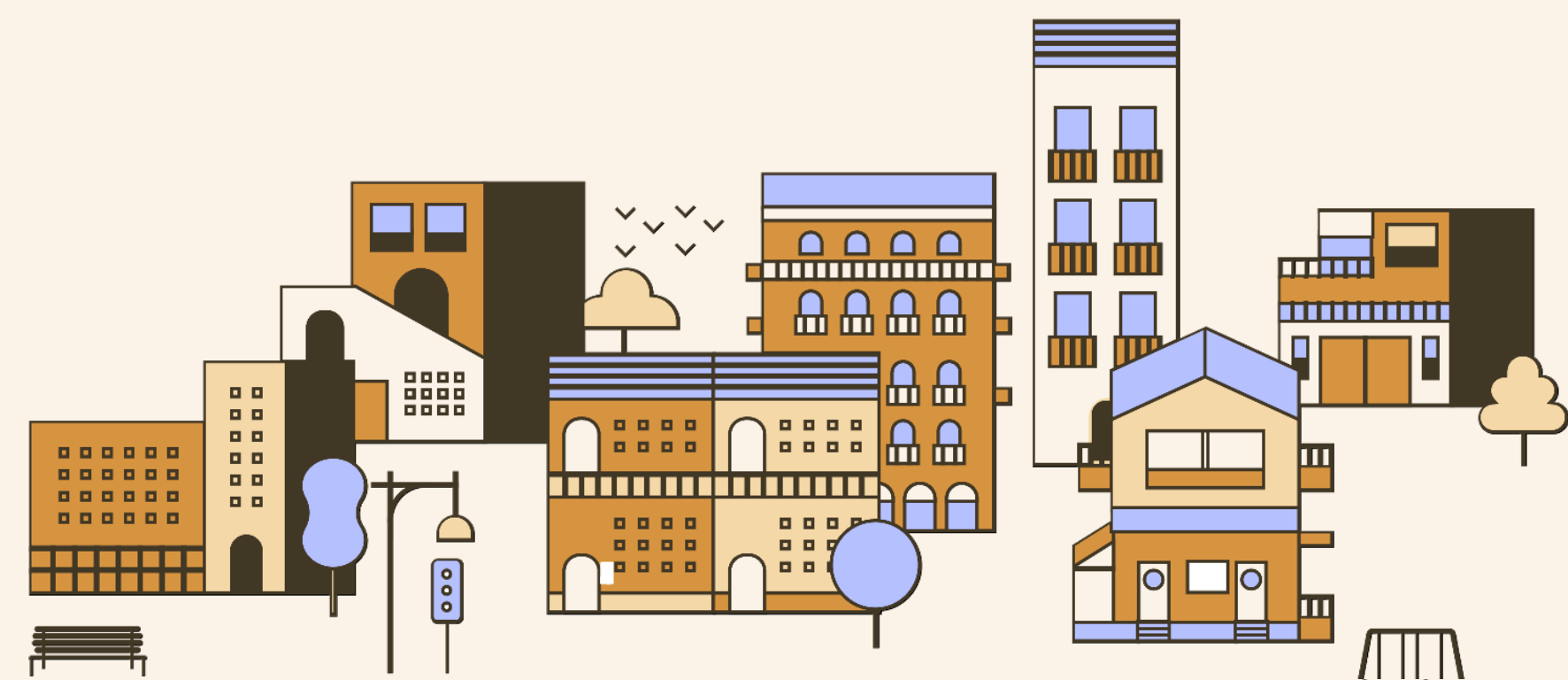
To be the leading affordable housing provider in Canada, supporting individual well-being and inclusive community building.





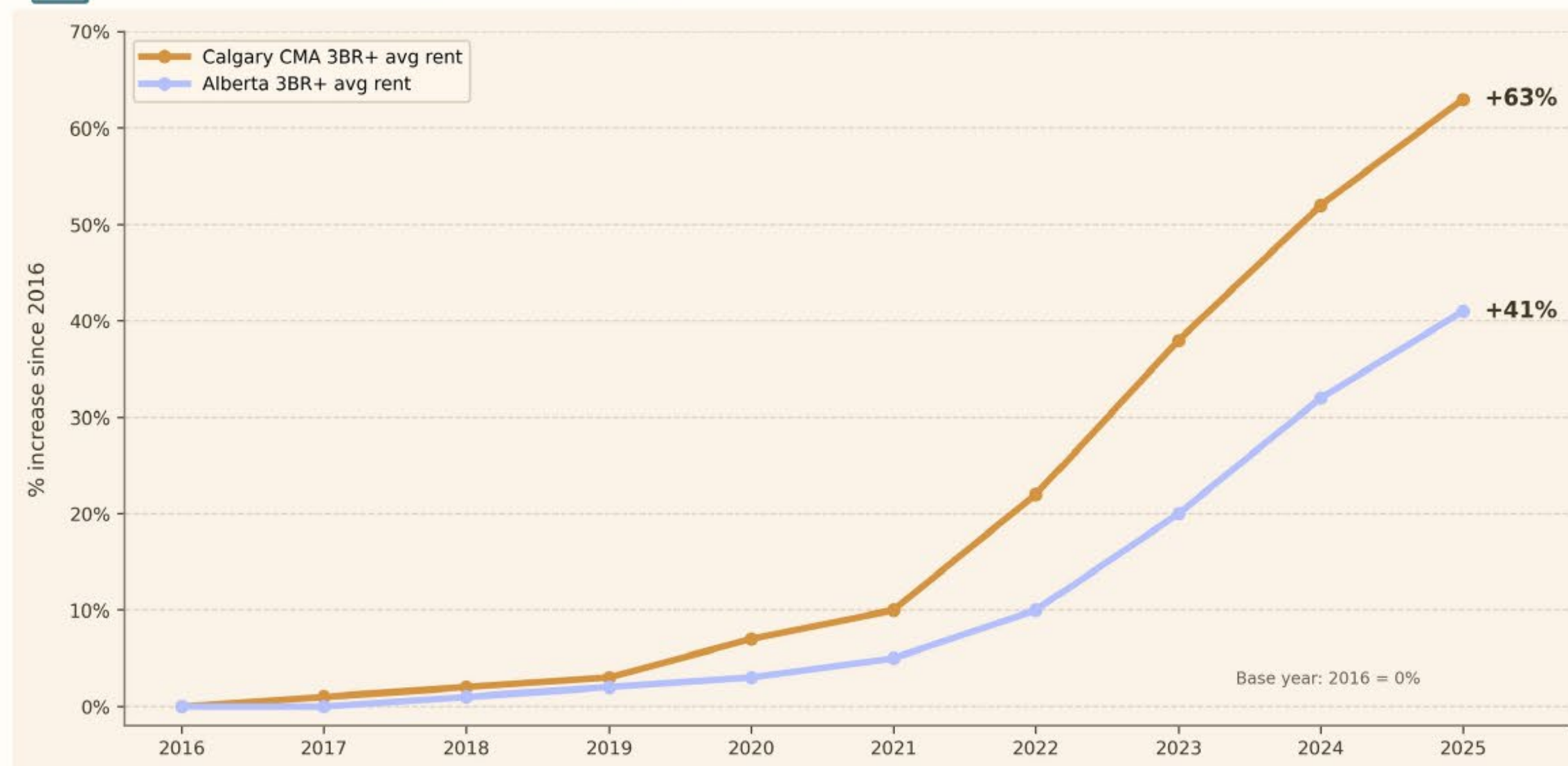
THE BOTTLENECK

The Porridge Is Too Cold / Too Hot



3+ BEDROOM RENT PRESSURE IN CALGARY

3 Bedroom+ avg rent | Calgary CMA vs Alberta | indexed to 2016



Family-sized market rents are rising faster in Calgary than Alberta overall.



57%

% Decline in Residents Housed

Fewer residents housed compared to previous years.



16%

% Drop in Move-Outs Since 2022

Fewer units are turning over, tightening availability.



52%

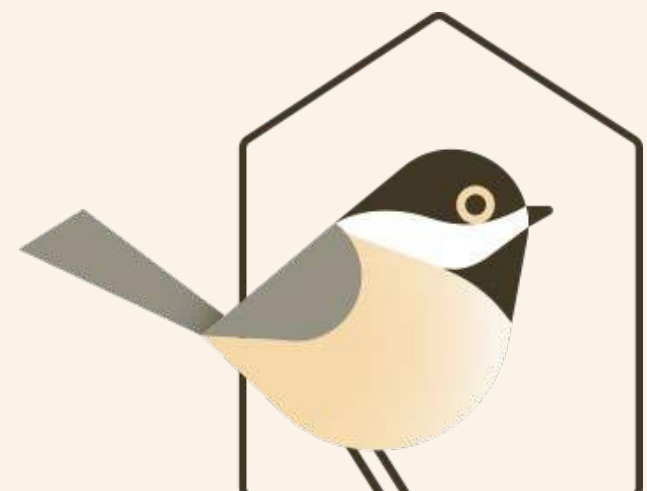
% Increase in Applicants on the Waitlist

More Calgarians, especially larger households, are waiting.



Larger households are waiting for units that rarely turn over.

Low turnover + rising demand = growing pressure on family-sized homes.



THE PROBLEM

1

System Pressure

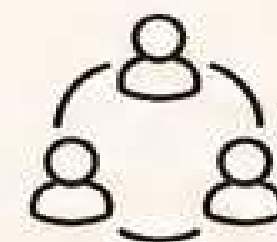


- Rising rents
- Limited inventory
- Growing waitlists
- Constrained resources



2

Why Housing Matters

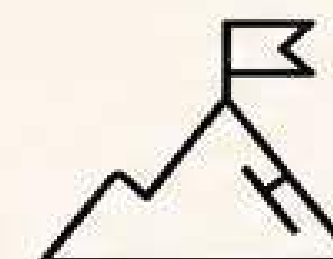


- Identity and belonging
- Proximity to work and schools
- Childcare and medical care
- Faith, cultural communities, and transportation access



3

The Challenge



- Overhoused residents exist, but relocation is difficult
- Fewer households can afford to move
- Moves can disrupt support systems and community ties
- Seniors and long-term residents may be disproportionately affected



“ One-Size-Fits-All Housing Responses Are No Longer Enough. ”

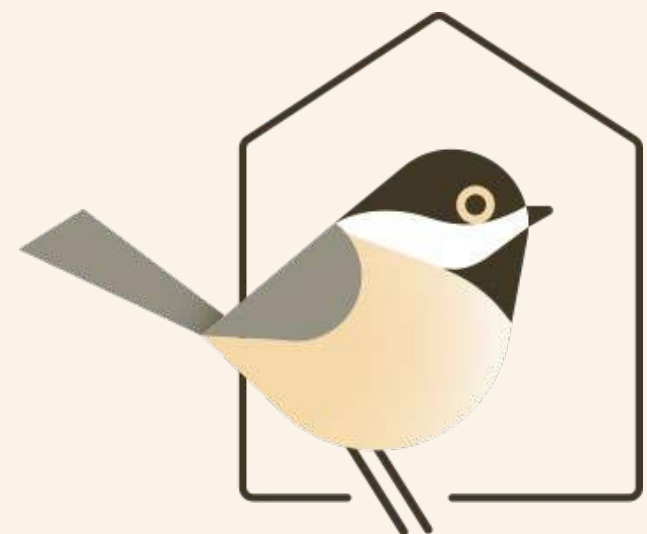


What We Must Protect

- Community ties and connections
- Support systems
- Accessibility needs
- Geography preferences
- Resident stability



Any strategy to improve unit availability must avoid disrupting support systems, increasing vulnerability, creating instability, or deepening inequities.



WRONG CHAIRS, WRONG BEDS



**Underhoused —
Too Hot**



Too little space for household needs.



**Overhoused —
Too Cold**



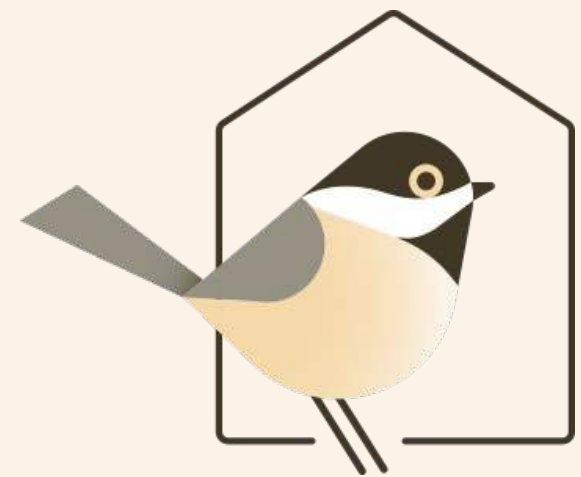
More space than the household now needs.



**Right Sized —
Just Right**

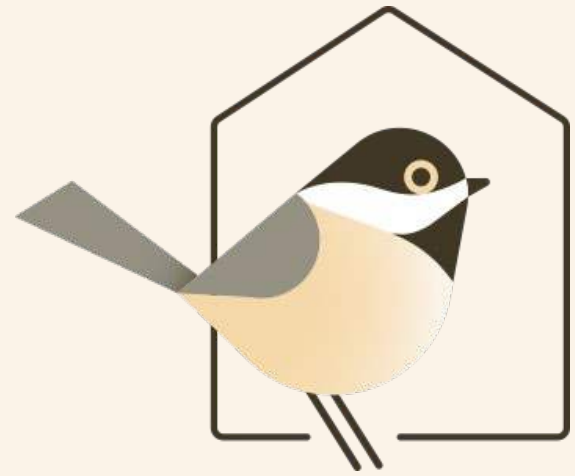


A home that fits the household just right.



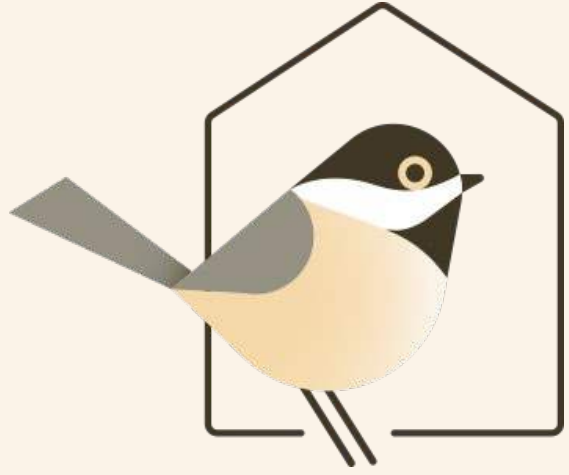
The 'just right' home doesn't always require pouring new concrete. It requires moving the people who are drowning in space into the lives of those who are suffocating without it.





CALGARY HOUSING
Where We Started

Q: *Can we match household composition data to current stock as a quick zero construction tool for stabilizing resident tenancy, leveraging existing assets.*



WHAT THE NUMBERS REVEALED

The Data Behind The Story

1

Individual Housed

Individual housed in a 4-bedroom waitlist in 2024

~100

Residents Overhoused

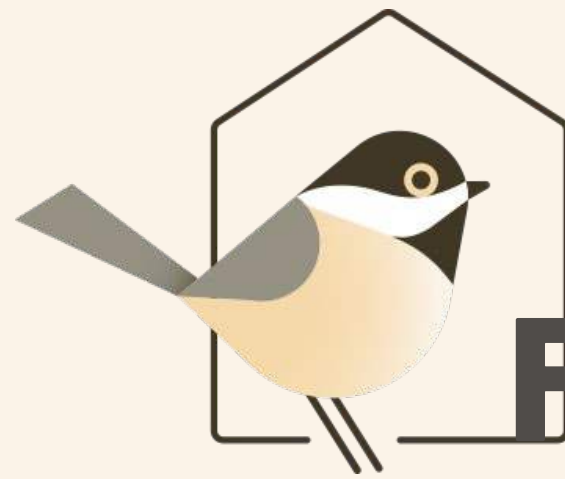
Portfolio-wide scan currently in units larger than their present needs

~30

High-Demand Units

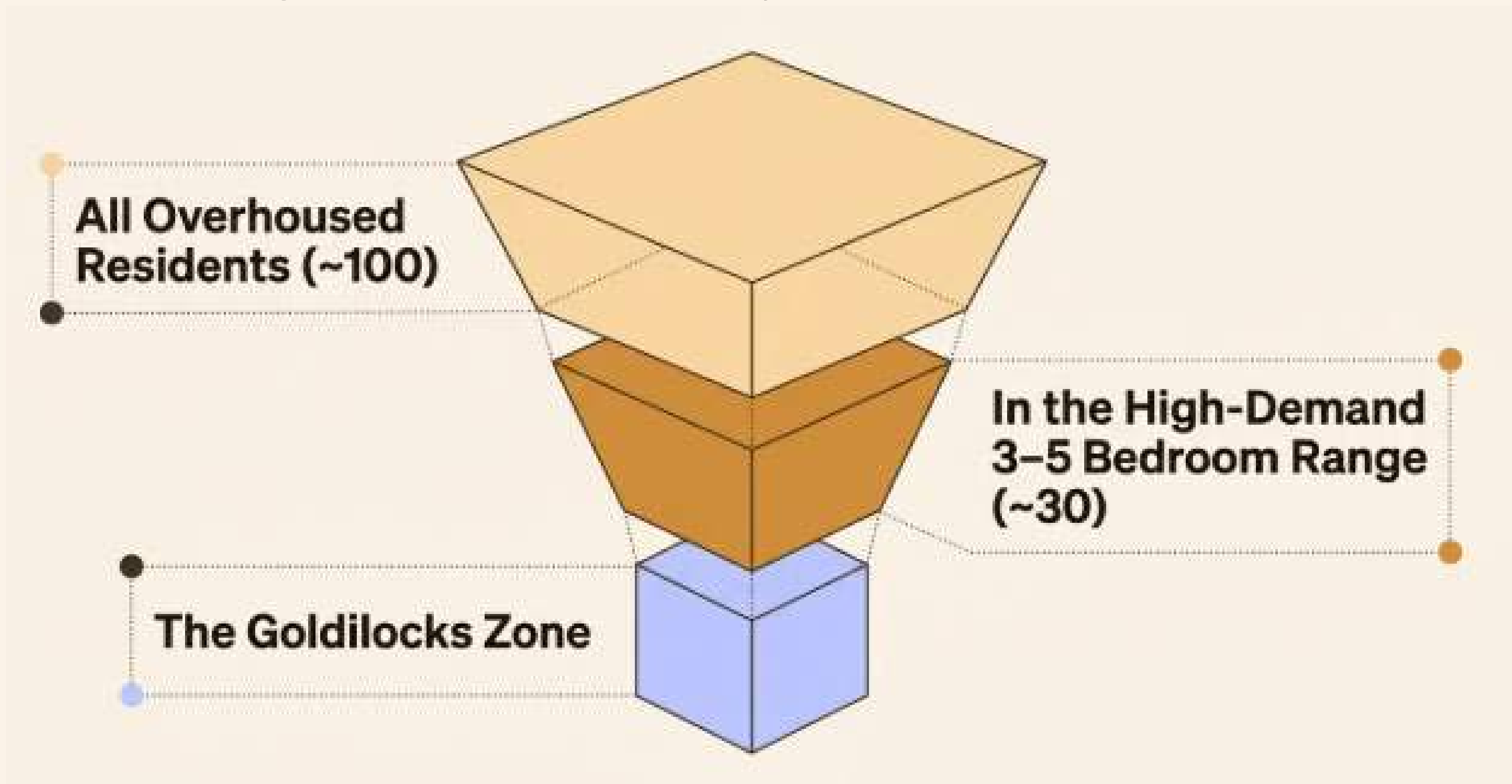
Of those are in the high-demand 3-5 bedroom range

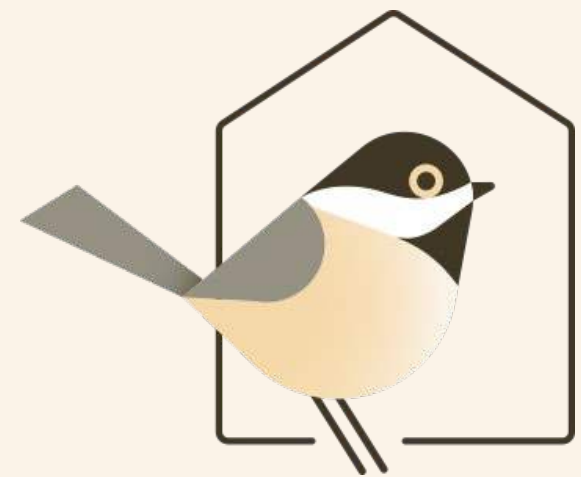




FINDING THE PERFECT FIT

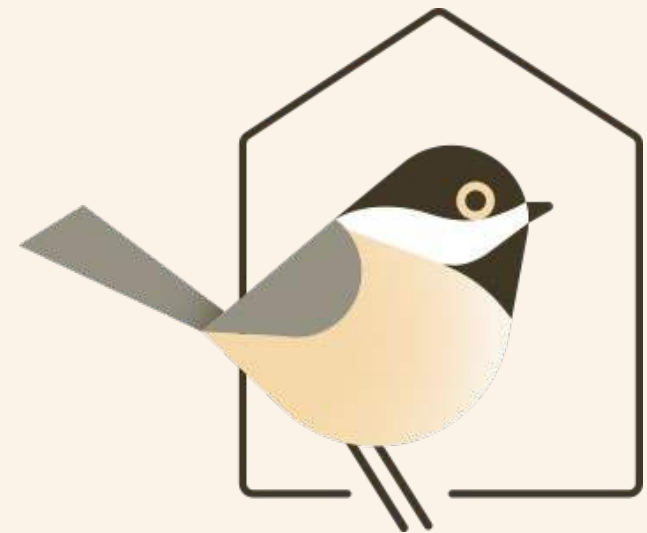
Using National Occupancy Standard





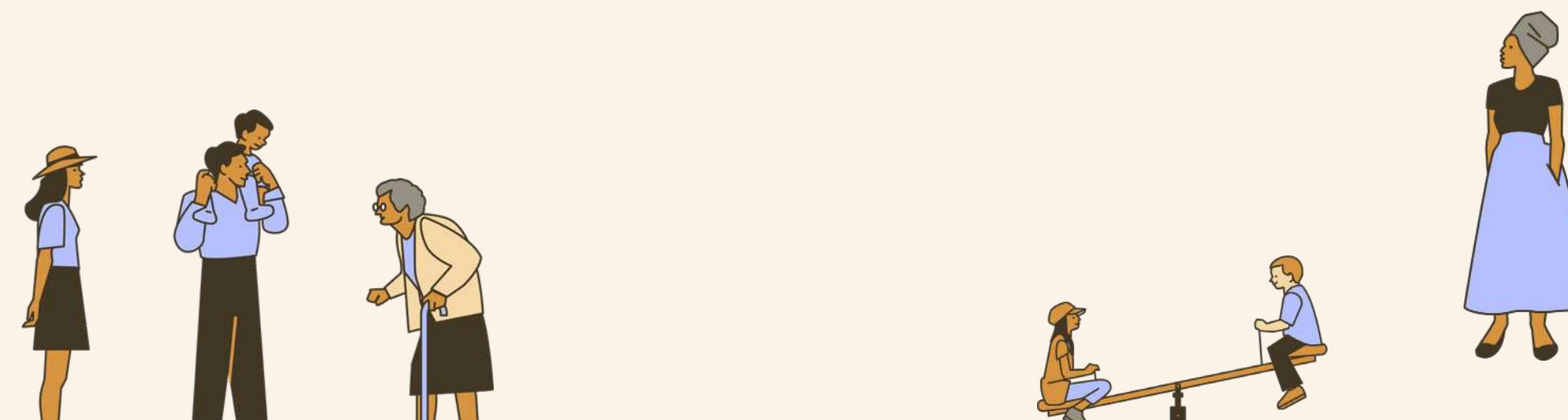
Behind Every Data Point, a Person. A Family. A Home.






DATA TRANSFORMATION

Linking Efforts To Outcomes



“

We're not just trying to free up units. We're trying to do it with dignity.”

How We Will Measure Success

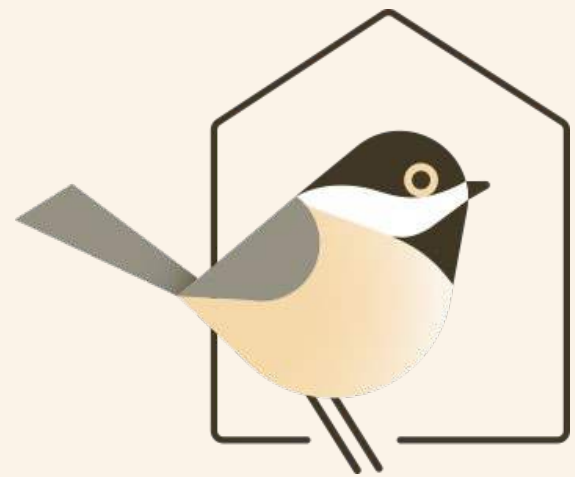
System Indicators

- Improved unit utilization
- Reduced waitlist pressures
- Reduced turnaround costs
- Unit vacancy rates
- Reduced unit turnaround timelines

Resident Indicators

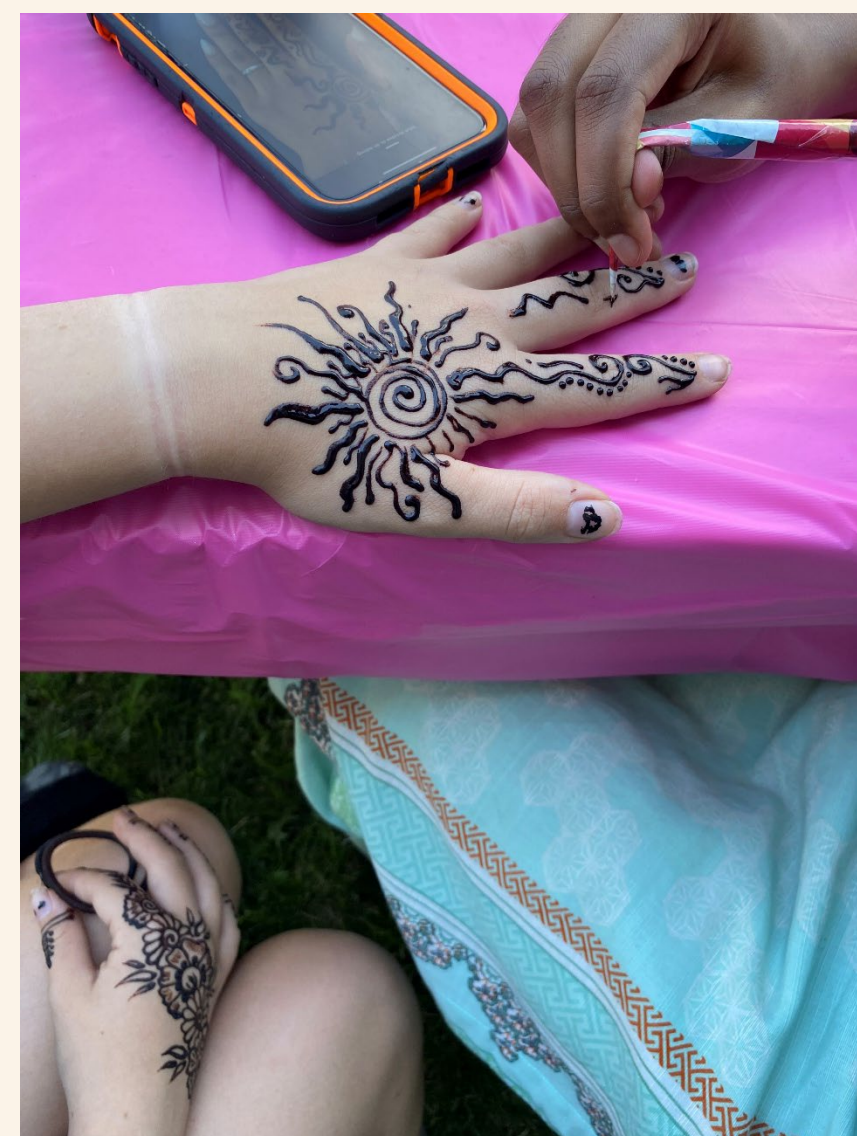
- Voluntary participation
- Resident stability
- Successful transitions
- Resident satisfaction

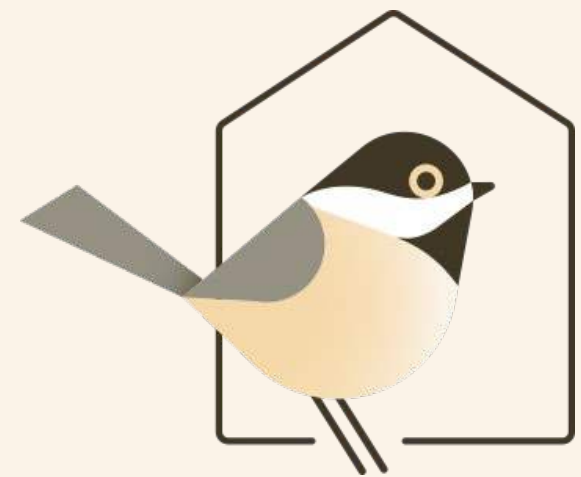
 Every action must preserve support systems, reduce vulnerability, avoid instability, and prevent deeper inequities.



Anticipated Outcomes

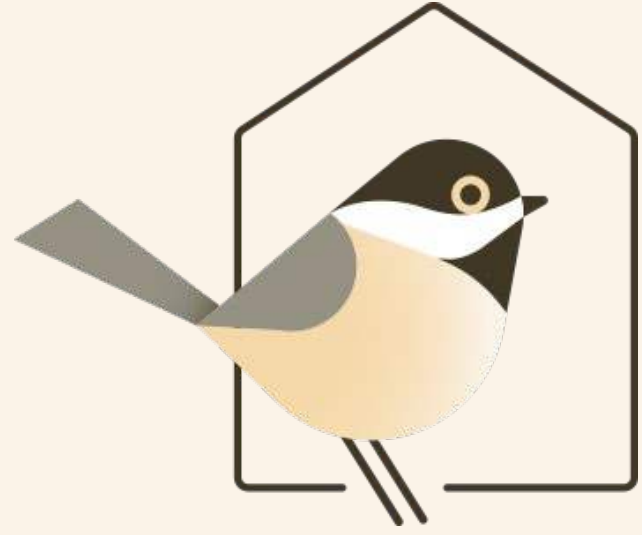
Resident





The right data, asked the right way, finds the right fit.







Wood Centre
200, 2535 3rd Avenue SE Calgary,
Alberta, T2A 7W5