

**Community Housing Affordability Collective:
Steering Committee Terms of Reference**

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The Community Housing Affordability Collective (CHAC) is the collective engine for improving housing affordability in Calgary through cross-sector collaboration and community-based advocacy.

Note that these Terms of Reference are for the Steering Committee for the term of the initial pilot of the Community Housing Affordability Collective of two years. These terms will be revisited at the end of the two year period, along with CHAC, to assess effectiveness and make changes, if required.

Vision

CHAC is a network of organizations and individuals that recognize a need to improve housing affordability in Calgary through collaboration and advocacy. CHAC uses a collective impact model that coordinates efforts and builds a common agenda, to advance the affordable housing outcomes of plans across Calgary that cannot be accomplished individually by any member organization. It will not replace or supersede current community initiatives or plans of individual organizations; rather it will provide alignment between plans and initiatives and allow advancement of actions that individual organizations do not have the capacity to tackle on their own, or that require coordination of multiple organizations.

Their vision, approved by the original Advisory Group organizations and City Council, is that in the future, Calgary will have housing that:

- Supports choice along the entire housing spectrum
- Is safe, appropriate and in suitable locations
- Allows Calgarians to meet their lifetime needs
- Is affordable to all Calgarians across all income levels

Roles and responsibilities

- Define the CHAC priorities and action plan, including measurable outcomes.
- Determine the resourcing requirements and staffing plan for CHAC project facilitators and its action plan.
- Develop a communications plan, including tools for sharing information among participants and targeted public engagement.
- Champion and advocate for the CHAC vision and action plan.
- Engage housing stakeholders to participate in CHAC, and coordinate connections between CHAC participants, as appropriate.
- Provide strategic direction and oversight to CHAC actions and activities, overseeing CHAC facilitators through ongoing performance feedback and assessing impact against outcomes.
- Provide progress updates on the action plan, making appropriate alterations to the plan as needed.
- Attend regular meetings and stay engaged in CHAC activities.

Accountability

The Steering Committee will be accountable to the participants in the broader Collective for progress made against the measurable outcomes defined in the action plan, aligned to the broad strategic outcomes that will be advocated for:

- Integrated approach to housing
- Stable and diverse housing mix

- Predictable and stable funding

Progress updates will be provided quarterly to CHAC, funding organizations, and the general public. The Steering Committee will work with present and future funders to determine any additional specific reporting requirements.

Decision-making

The Steering Committee will follow a consensus decision-making model in which all members have the opportunity to express their opinions. For any given decision, all attempts will be made to reach a consensus. Should the Steering Committee reach a decision that an individual member is unable to support, this member may respectfully disagree through formal documentation while continuing to participate in CHAC activities.

Membership

Membership of the Steering Committee must consist of representation of key areas of skills, knowledge and expertise, and must consist of individuals both within and outside of the housing system. Membership will be based on the individual, rather than the organization.

The following representation both across the housing system and outside of it will make up the 12-15 member Steering Committee:

- Non-Market Housing (3-5 members): Representation ranging from shelters to attainable home ownership, funders to providers, as well as social services and supports.
- Market Housing (2-4 members): Representation inclusive of various aspects of private market housing.
- Government (3-5 members): Representation of both political and administrative functions from the Municipal government and one provincial and federal representative.
- Subject Matter Experts (2-4 members): Representation of interested individuals with expertise within one of the knowledge areas, who are not a part of the housing system directly.

Not only will the makeup of the Steering Committee consist of the above representation, there is a responsibility of the Steering Committee to ensure that it contains a diverse and broad range of knowledge and expertise. Additionally, representation with research and/or marketing and communication skills will be an asset. Specifically, the Steering Committee will ensure that the following areas of knowledge will be represented:

- Demographics –representation of demographics related to housing, particularly regarding those groups that are overrepresented in affordable housing. This includes people with lived experience.
- Built Form – expertise related to the urban planning, architecture, design and construction of physical housing.
- Economics/Financial Innovation – expertise in finance, economics, and/or business, that may or may not be related specifically to housing.
- Policy – expertise in housing related policies, as well as representation of all orders of government.
- Service Delivery – expertise in the delivery of social services related to housing across the system, ranging from emergency/transitional shelters to housing providers.

Members of the Steering Committee may appoint one standing alternate in case they are unable to attend a meeting. Use of alternates will be reviewed by the Steering Committee from time to time to ensure the alternates system is being used appropriately.

Chairperson

The Steering Committee will elect a member to act as Chairperson or two members to act as Co-Chairs, based on the needs of the group. The Chair/Co-Chairs will have a term of one year, which may be extended by one further year with the continued support of the Steering Committee.

The Chairperson/Co-Chairs will be responsible for managing Steering Committee meetings and providing feedback to any Steering Committee member should they become inactive or unengaged in CHAC activities.

Appointment

The Steering Committee will be selected by the members of the existing Collective that participated in the development of the original CHAC document. An open call will be made to recruit members. The Steering Committee will consider gaps as required for skills, expertise and housing system representation based on the priorities and need of the CHAC, and elect new members as required.

Term

The term for a Steering Committee member will be two years, consistent with the duration of the CHAC trial period. Steering Committee members will complete an annual skills self-assessment to determine effectiveness and need for new or different membership. Should an individual choose to leave the Steering Committee, the organization that the individual represents will not automatically be provided a seat upon that individual leaving. The Committee will have discretion to remove a non-contributing member if their behaviour does not change following feedback.

Meetings

The CHAC Steering Committee will meet for two hours ten times a year. Logistical details such as location, time and the use of technology to participate may be determined by the Steering Committee. The presence of a majority of the members at each meeting is necessary to constitute a quorum. Minutes will be taken at all Steering Committee meetings.

Duration

CHAC will undertake a two year trial period, at which point the Steering Committee will assess progress against targets and determine the value of continued work.

Appendix

Advisory Group

The following individuals were involved in the development of the Community Housing Affordability Collective. These organizations will elect members to the initial Steering Committee and will make up the initial Collective.

- Kathy Christiansen, Alpha House
- John Harrop and Marissa Toohey, Attainable Homes Calgary
- Roberto Geremia, Boardwalk
- Martina Jileckova and Janice Chan, Calgary Homeless Foundation – *interim Steering Committee member*
- Sarah Woodgate and Judy Wilkins, Calgary Housing Company
- Anne-Marie Bruzga-Luchak, Calgary Real Estate Board
- David McIlveen, Calgary Residential Rental Association and Boardwalk
- Amie Blanchette (active until 29/02/16), Canadian Home Builders' Association – Calgary Region – *interim Steering Committee member*
- Sarah Woodgate and Jen Arntfield, City of Calgary, Calgary Housing – *interim Steering Committee member*
- Barry Davidson, Community member – *interim Steering Committee member*
- Archie Wells, Faith Evangelical Lutheran Church
- Mary-Ann Krahulic, Government of Canada (Canada Mortgage and Housing Corporation)
- Dan Godin, Federation of Calgary Communities
- Sharon Blackwell and Rachel Foley, Government of Alberta (Alberta Works, Seniors, Human Services)
- Kim O'Brien, Horizon Housing Society – *interim Steering Committee member*
- Vivien Lok, Immigrant Services Calgary
- Judy Hoad, InHouse Housing Society (Bridge Attainable Housing Society) – *interim Steering Committee member*
- Alma Fourie, The Mustard Seed
- Arlene Adamson, Silvera for Seniors
- Natasha Guillot, United Way – *interim Steering Committee member*
- Jyoti Gondek, University of Calgary – *interim Steering Committee member*
- Beverly Jarvis, Urban Development Institute – Calgary – *interim Steering Committee member*
- Franco Savoia, Vibrant Communities Calgary
- Elsbeth Mehrer, YWCA – *interim Steering Committee member*