

**Community Affordable Housing Strategy**  
**Advisory Group**

**Terms of Reference**

**Community Affordable Housing Strategy Vision**

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; and
- is affordable to all Calgarians across all income levels.

**Advisory Group Mission**

To provide subject matter expertise into the development of an affordable housing strategy for Calgary, resulting in a strategy that is endorsed by stakeholder organisations.

**Objectives:**

- Actively engage the expertise of stakeholders across the entire housing system
- Collaboratively contribute to the development of a Community Affordable Housing Strategy
- Finalise the Community Affordable Housing Strategy with established goals, strategies, and supporting actions by the end of Q4 2014
- Develop an Implementation Plan during Q1 2015
- Identify and enable the implementation of early wins as appropriate, but also recognise the need for medium and long term achievement of objectives
- Encourage the development of creative solutions
- Make the most efficient and effective use of stakeholder resources

**Membership**

The Advisory Group consists of those stakeholders involved in the Community Capacity Research project, plus representatives from Canada Mortgage and Housing Corporation, Calgary Poverty Reduction Initiative, Federation of Calgary Communities, Canadian Home Builders Association – Calgary Region, and any others identified by the Advisory Group members. This ensures representation from all three orders of government, non-profit housing providers, community based organisations, service agencies that provide support services, affordable home ownership providers, rental and home ownership housing providers, industry associations and advocacy groups. A complete list is attached at Appendix 1.

**Frequency of meetings**

The Group will meet on a monthly basis as per an agreed schedule until the end of Q1 2015.

Correspondence will be by electronic mail, and supplemented by other methods of communication as determined by a communications strategy.

### **Member Responsibilities**

Members of the Advisory Group will support the development of a Community Affordable Housing Strategy in the following ways:

- Attend regular meetings of the Advisory Group
- Provide input into the strategic direction of a community affordable housing strategy
- Bring resources and knowledge of their organisations to the development of the strategy, supporting actions and tactics
- Broker contacts and resources that will support the strategy
- Advise and contribute to the broader engagement and collaboration of stakeholders as the strategy develops
- Keeping their individual organisation apprised of the direction of the strategy as it evolves.

### **City of Calgary Responsibilities (additional)**

- Facilitate, support and inform the Advisory Group
- Record outcomes for all meetings and distribute to members
- Develop an Engagement Strategy and Communications Plan to:
  - a) Support the work of the Advisory Group
  - b) engage with a broader range of stakeholders
- Develop the Community Affordable Housing Strategy by aggregating the input from the Advisory Group and broader engagement process.

### **How we work together**

- We will have open and respectful dialogue
- We support an environment that encourages collective and creative thinking
- We believe everyone brings valuable experience to the table
- We will honour and respect the opinions, issues, accomplishments, commitment and investments made by the Group members and the sectors/organisations they represent
- Contribute a broad strategic perspective rather than acting solely as a representative of their sector or organisation

### **Guiding Principles for the Strategy**

The following guiding principles were endorsed by Council:

1. Develop a system-based approach:  
*Understanding housing issues from a system-based perspective (why)*
2. Provide flexible programs and services to meet Calgary's evolving needs:  
*Providing affordable housing options that respond to Calgary's needs (what)*

3. Create complimentary and collaborative practices for stakeholders and citizens:  
*Collaborating with stakeholders to maximize resources and reduce overlap (who)*
4. Ensure financial sustainability and effective governance:  
*Finding stable funding sources and ensuring financial sustainability (how)*
5. Become policy entrepreneurs to initiate and maintain social leadership:  
*Demonstrating leadership by initiating change to the status quo (mission)*

**ADVISORY GROUP MEMBERS**

<b>Non-profit housing organisations, community based organisation &amp; service agencies</b>
Alpha House
Calgary Homeless Foundation
Calgary Housing Company
Horizon Housing Society
Silvera for Seniors
The Mustard Seed
YWCA Calgary
Faith Evangelical Lutheran Church
Federation of Calgary Communities
Immigrant Services Calgary
United Way
<b>Affordable home ownership providers</b>
Attainable Homes Calgary Corporation
InHouse Attainable Homes Society
<b>Rental and home ownership housing providers, and industry associations</b>
Boardwalk
Calgary Residential Rental Association
Calgary Real Estate Board
Canadian Home Builders Association – Calgary Region
Urban Development Institute
<b>Municipal, provincial and federal Government</b>
City of Calgary, Office of Land Servicing & Housing
Canada Mortgage and Housing Corporation
Government of Alberta (Alberta Works)
Government of Alberta (Municipal Affairs)
Government of Alberta (Human Services)
Government of Alberta (Interagency Council on Homelessness)
<b>Advocacy Groups</b>
Calgary Poverty Reduction Initiative
Calgary Action Committee on Housing and Homelessness