



Made-in-Airdrie Housing Solutions

**Airdrie Housing Solutions
Working Group Summary Report**

DECEMBER 2024



POWERED BY



HELPSEEKER
TECHNOLOGIES

Rocky View
Foundation



**Project
Leaders**

Executive Summary

Introduction

Airdrie’s growing population offers opportunities to strengthen the city’s housing landscape, but rising costs and limited affordable options pose challenges for seniors, young families, newcomers, and essential workers. The Airdrie Housing Solutions Working Group (AHSWG) was established to develop actionable, forward-thinking recommendations rooted in Council-endorsed plans.

This report outlines strategies to improve affordability, availability, and inclusivity through a "Made-in-Airdrie" approach, fostering a sustainable housing environment for all residents.

Process Overview

From January to November 2024, the AHSWG engaged stakeholders—including industry leaders, non-profits, and members of City Administration—in workshops, planning sessions, and open dialogues. The process emphasized equity, collaboration, and shared ownership.



Key Recommendations & Actionable Steps



Collaborative Engagement

1. Establish a Collaborative Mechanism for Ongoing Engagement

Create a structured process for continuous collaboration among stakeholders.

- Launch the "Airdrie Housing Innovation Hub" for collaboration and innovation.
- Host quarterly "Housing Roundtables" to address systemic issues.
- Provide funding to sustain collaborative initiatives.

Strengthens partnerships, fosters transparency, and improves policy alignment.



Accelerate Action Plan

2. Accelerate Implementation of the 2024-2030 Affordable Housing Principled Action Plan

Reaffirm Council's commitment to prioritize key actions and financial support.

- Allocate 1% of the annual tax base to the Affordable Housing Reserve Fund (AHRF).
- Develop a "Rapid Response Process" for affordable housing approvals.
- Streamline approvals for multi-family and affordable housing projects.

Addresses urgent housing needs and maximizes funding opportunities.



Industry Partnerships

3. Facilitate Partnerships with Industry and Non-Profit Organizations

Strengthen partnerships and create a reliable land pipeline for affordable housing.

Actions:

- Establish a matchmaking program to pair developers with non-profits.
- Launch the "Mission-Driven Land Partnership" initiative for underutilized land.

- Provide capacity-building support for non-profits.

Leverages combined expertise and promotes sustainable growth.



Evidence-Based Building

4. Adopt an Evidence-Based Approach to Community Building

Use evidence-based strategies to create inclusive, vibrant neighborhoods.

- Develop tools to evaluate housing proposals based on outcomes.
- Implement flexible zoning regulations for diverse housing types.
- Launch a "Community Champions" program to amplify underrepresented voices.

Enhances inclusivity, strengthens community bonds, and improves policy outcomes.



Government Advocacy

5. Advocate for Airdrie's Interests with Other Orders of Government

Advance Airdrie's housing and infrastructure priorities through unified advocacy.

- Establish the "Airdrie Housing Advocacy Alliance."
- Present a comprehensive "Airdrie Housing Needs Prospectus" to governments.
- Organize an annual "Regional Housing Solutions Summit."

Secures critical resources, fosters intergovernmental relationships, and supports sustainable growth.

Moving Forward

The AHSWG's recommendations provide a roadmap to address housing challenges while fostering collaboration and innovation. By adopting these strategies, Council can lead transformative efforts that align with Airdrie's values and ensure sustainable growth for generations.

This "**Made-in-Airdrie**" approach represents a collective commitment to housing solutions that reflect the city's identity and set a new standard for municipal collaboration.

Acknowledgments

The City of Airdrie and the Airdrie Housing Solutions Working Group acknowledges that our work takes place on Treaty 7 territory, the traditional lands of the Blackfoot Confederacy (Siksika, Piikani, Kainai), Tsuut’ina Nation, Stoney-Nakoda Nations (Chiniki, Bearspaw, Goodstoney), and the Métis Nation of Alberta, Region 3.

We honor the history, contributions, and enduring presence of Indigenous Peoples on these lands and commit to fostering equity, inclusivity, and reconciliation in our efforts to create housing solutions that serve all members of the community.

City of Airdrie’s Heartfelt Thanks for AHSWG Participants’ Dedication to Housing Solutions

The City of Airdrie extends its deepest gratitude to each of you for your time, effort, and invaluable insights in advancing our shared mission of improving housing affordability. Your dedication—whether representing your organization or contributing your personal expertise—has been instrumental in shaping thoughtful, actionable recommendations that truly reflect Airdrie’s needs and aspirations.

Affordable Housing Working Group Leadership

Role	Name	Organization
Industry Chair	Ken Toews	Strategic Group, Soltron Corporation
Industry Chair	Kimber Higa	BILD Calgary Region
Non-Market Chair	Chris Rowe	Rocky View Foundation
City Admin Co-Chair	Kevin Weinberger	City of Airdrie
City Admin Co-Chair	Stephen Utz	City of Airdrie
Process Facilitator & Affordable Housing Expert	Shaun Jones	Colliers Project Leaders
City Project Lead	Jessica DeVreeze	City of Airdrie
Technology & Subject Matter Expert	Alina Turner	HelpSeeker Technologies

Your leadership, expertise, and collaborative spirit have laid a strong foundation for tackling housing challenges and ensuring a brighter future for all residents of Airdrie. We look forward to continuing this important work together.

Organizations Involved in the Course of the Process

We recognize that participation levels and contributions may have varied, and we appreciate all involved for their efforts in advancing this important work. Your collaboration and commitment set a powerful example of what can be achieved when industry, non-profits, and city administration work together.

The following organizations have contributed to this journey, each playing a role in shaping the discussions and outcomes:

Altus Group	Excel Homes	Norfolk Housing
Airdrie Housing Ltd.	Habitat for Humanity Southern Alberta	Peak Housing Solutions
Apex Land	Homes by Avi	Qualico
Avalon Master Builder	Hopewell Residential	Rocky View Foundation
BILD Calgary Region	Liberty Foundation	Slokker
Coldwell Banker Richard Ellis (CBRE)	McKee Homes	Soltron Corporation
Canada Mortgage and Housing Corporation (CMHC)	Melcor Developments Ltd.	Strategic Group
City of Airdrie	Metafor Studio	The Mustard Seed
Colliers	Minto	Trico Homes

Together, we've taken meaningful steps toward creating a more inclusive and accessible housing environment for all residents of Airdrie.

Table of Contents

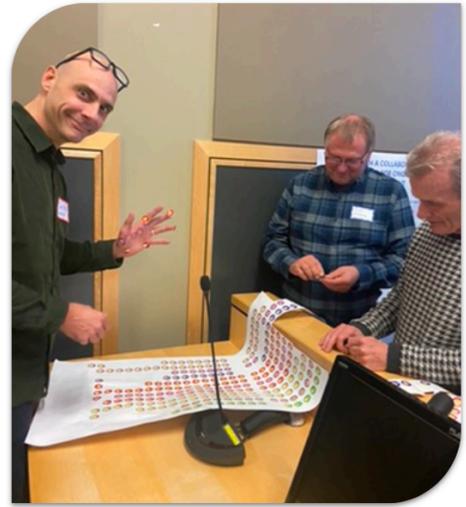
Introduction	7
Airdrie’s Affordability Challenges	9
Process Overview	13
Core Concepts	15
Key Opportunities and Strategic Focus Areas	16
1. Land Use Frameworks	16
2. Infrastructure Capacity	17
3. Financial Frameworks	17
4. Public Perception of Affordable Housing	18
5. Non-Profit Capacity Building	18
6. Process Predictability and Regulatory Innovation	19
7. Collaborative Advocacy and Funding	20
Key Consensus-Based Airdrie Housing Solutions Working Group Recommendations	21
1: Establish a Collaborative Mechanism for Ongoing Interest Holder Engagement	21
Actionable Steps	21
2: Accelerate the Implementation of the 2024-2030 Affordable Housing Principled Action Plan	23
Actionable Steps	23
3: Facilitate Partnerships with Industry and Non-Profit Organizations	24
Actionable Steps	24
4: Adopt an Evidence-Based Approach to Community Building	25
Actionable Steps	26
5: Advocate for Airdrie's Interests with Other Orders of Government	27
Actionable Steps	27

Introduction

Airdrie is grappling with significant housing challenges that impact many residents, including seniors on fixed incomes, young families starting out, and newcomers building their lives. Rising housing costs, driven by inflation and wage disparities, make it increasingly difficult for many to secure affordable housing. While some benefit from early market entry or generational wealth, many low to moderate-income earners in the workforce struggle to keep up.

In response, the City of Airdrie has convened the Airdrie Housing Solutions Working Group, a unique partnership of industry leaders and non-profit housing providers, to address these challenges collaboratively. This consensus-based platform fosters a shared narrative among interest-holders, generating non-binding recommendations for Council that reflect a collective commitment to action while recognizing that solutions require a coordinated effort.

Building on plans aimed at addressing housing challenges that Council has previously endorsed, Administration struck the **Airdrie Housing Solutions Working Group (AHSWG)** in January 2024 to develop “consensus-based non-binding recommendations for short-term and long-term housing solutions in Airdrie.



Airdrie Housing Solutions Working Group:
Because solutions need all voices at the table.

Airdrie's Affordability Challenges

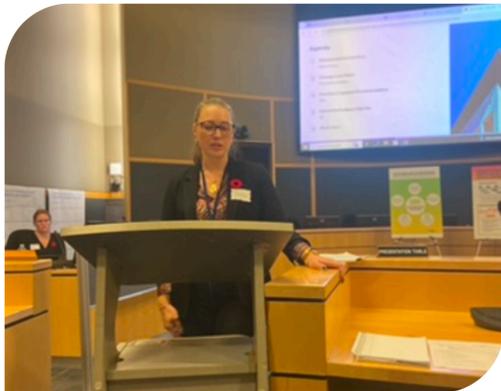
Core Housing Need

Our community currently has an estimated 2,000 households experiencing core housing need, meaning they spend more than 30% of their income on housing costs. This number is projected to increase by nearly 44% to 2,875 households by 2031, indicating a growing challenge that requires proactive solutions.

Rental Market Pressures

The current vacancy rate of 1.1% is significantly below a healthy market rate of 3-5%. This low vacancy rate creates several challenges¹:

- Limited choice for renters
- Upward pressure on rental prices
- Increased competition for available units
- Reduced mobility within the housing market



 CORE HOUSING NEED

2,000

Current households in need

 2031 PROJECTION

2,875

Expected households in need

 VACANCY RATE

1.1%

Current rental availability

¹ Canada Mortgage and Housing Corporation. *Housing market information portal: Calgary*. Retrieved from <https://www03.cmhc-schl.gc.ca>

Affordability Gaps

The data reveals two key affordability challenges using data available in 2024:

Affordability Analysis

\$ Rental Income Requirements

Median rents require annual income of \$53,400

🏠 Homeownership Gap

Required income 16% above median

Rental Threshold: A household needs to earn at least \$53,400 annually to affordably rent a median-priced unit in Airdrie (spending no more than 30% of income on housing costs).

Homeownership Gap: The income required to purchase an entry-level home is 16% above Airdrie's median household income, placing homeownership out of reach for many working families.

What Makes Housing "Affordable"?

The affordability thresholds shown in the dashboard (30% for renters, 32% for homeowners) are based on widely accepted housing standards. These thresholds ensure households have sufficient income remaining for other essential needs such as:

- Food and groceries
- Transportation
- Healthcare
- Education
- Savings and emergency funds
- Utilities and home maintenance



Renter Threshold

30%

Maximum recommended before-tax income spent on rent and utilities



Homeowner Threshold

32%

Maximum recommended before-tax income spent on mortgage and related costs



Impacted Groups

The housing challenges particularly affect:

- **Seniors:** Often living on fixed incomes and requiring accessible housing options
- **Young Families:** Typically early in their careers and facing high housing costs relative to their incomes
- **Newcomers:** Building their lives in Airdrie and establishing themselves in the housing market

Impacted Demographics



Seniors



Young Families



Newcomers

Housing Spectrum

The housing options shown represent a continuum of housing choices needed to serve diverse community needs:

Housing Spectrum



Deeply Subsidized Rentals



Market Rate Rentals



Entry-Level Homeownership

Deeply Subsidized Rentals: Essential for households with very low incomes or fixed incomes

Market Rate Rentals: Serving moderate-income households and those not ready or choosing not to purchase

Entry-Level Homeownership: Providing opportunities for households to build equity and stable housing costs

This data underscores the need for a [comprehensive approach to housing solutions](#) that address both immediate needs and long-term affordability challenges in Airdrie.

Purpose of the Report

This report seeks Council's support for non-binding recommendations to address short- and long-term housing challenges. Building on existing Council-endorsed plans, the recommendations provide clear, bold, and measurable steps to achieve housing goals.

Key Points:

- **Actionable Steps:** Designed for immediate impact while allowing flexibility for implementation.
- **Shared Ownership:** Some actions will require specific leaders (e.g., the City for regulatory changes) and additional planning to allocate resources and timelines.
- **Validation of Current Efforts:** Many recommended actions build on initiatives already underway, underscoring the need to scale these efforts.

By adopting these recommendations, Council can demonstrate its commitment to addressing housing challenges collaboratively and strategically. This "Made-in-Airdrie" solution leverages the collective efforts of the City, industry, and non-profits to create a sustainable, inclusive housing future.

The City of Airdrie formed the AHSWG in January 2024 to address these challenges. This partnership of industry leaders, non-profits, and City Administration developed consensus-based, non-binding recommendations for Council.

Membership Includes:

- **Industry Stakeholders:** Developers, builders, and landowners, led by an industry chair.
- **Non-Profit Housing Providers:** Organizations such as Airdrie Housing Limited and Habitat for Humanity, led by a non-profit chair.
- **City of Airdrie:** Represented by Administration, participating equally alongside other stakeholders to advance policy changes and advocate for affordability.

This collaborative approach resulted in tailored, actionable strategies that reflect Airdrie's needs and values.

Process Overview

The Airdrie Housing Solutions Working Group undertook a structured, collaborative engagement process from January to November 2024 to address the city’s pressing housing challenges. This process facilitated open dialogue among key interest holders—City Administration, industry representatives, and non-profit housing providers—within a consensus-based, co-ownership platform. This structure ensured all parties contributed as equal collaborators in identifying key issues and developing actionable, non-binding recommendations for Council.

The Working Group’s efforts were grounded in shared ownership of the process, meaning no single entity controlled the narrative or outcomes. This approach emphasized collaboration and joint responsibility for presenting practical solutions aligned with the community’s needs. The Terms of Reference attachment provide further details on the consensus model underpinning this work.

Activities included a series of meetings, workshops, and strategic planning sessions designed to foster alignment and generate practical, consensus-driven recommendations. While the Working Group did not include an independent assessment of interest-holder contributions, the process prioritized transparency and mutual accountability among participants.

This collaborative model reflects a commitment to inclusive decision-making and underscores the shared goal of advancing housing solutions through collective expertise and effort.

Please see the Terms of References and the Process Overview attachment for additional information.



Guiding Principles

This collaborative and inclusive process allowed the Working Group to develop comprehensive recommendations aimed at improving housing affordability and availability in Airdrie. By bringing together diverse perspectives and expertise, the group was able to address complex challenges and propose strategies that reflect the needs and priorities of all interest-holders involved.

The Working Group operated under a set of guiding principles to ensure effective and respectful collaboration:

Outcome-Based Orientation

Focused on exploring innovative methods and partnerships to address the housing crisis beyond current constraints.

Collaborative Positioning

Valued professional insights and embraced creativity and optimism in developing solutions.

Equal Representation

Ensured that all interest-holder groups were equal contributors in the process.

Psychological Safety

Fostered an environment of respect, inclusivity, and support, upholding principles like Truth and Reconciliation and ending systemic racism.

Openness and Equity

Promoted open-minded discussions and equitable participation, removing barriers and providing necessary accommodations.

Community-Centric Approach

Prioritized the needs of Airdrie's citizens in discussions and solutions.

Accountability and Commitment

Members were committed to delivering agreed-upon recommendations and outcomes.

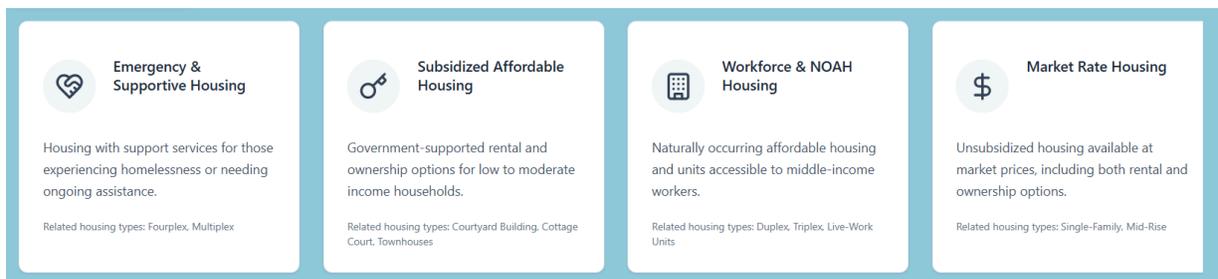
Core Concepts

The housing continuum and missing middle housing are complementary frameworks that provide a complete picture of housing needs and solutions. Missing middle housing types can appear at multiple points along the housing continuum, serving both subsidized affordable housing and market-rate needs. This flexibility makes missing middle housing types crucial for creating diverse, inclusive communities that serve various household types and income levels.

Housing Continuum

The **Housing Continuum** visually outlines the range of housing options available to individuals and households, from emergency responses to permanent, market-based solutions.

The continuum typically starts with homelessness and emergency shelter, progressing through supportive and affordable housing options, and ending with market-based rental and ownership housing.



Missing Middle

Missing Middle Housing includes housing types that bridge the gap between single-family homes and larger apartment complexes. These housing options are often more affordable and promote neighbourhood density without needing high-rise developments.



Key Opportunities and Strategic Focus Areas

As Airdrie continues to grow, addressing housing challenges requires a forward-thinking and collaborative approach. The following key opportunities and strategic focus areas highlight pathways to create a more inclusive, sustainable, and efficient housing landscape.

By aligning efforts across stakeholders—City officials, developers, non-profits, and the community—**Airdrie can unlock innovative solutions that address pressing housing needs while ensuring a vibrant and resilient future for all residents.** These focus areas emphasize opportunities to streamline processes, enhance infrastructure and financial frameworks, foster public trust, and strengthen the capacity of housing providers, ultimately driving progress toward shared housing goals.



Land Use Frameworks



Infrastructure Capacity



Financial Frameworks



Public Perception



Non-Profit Capacity



Process Innovation



Collaborative Advocacy

1. Land Use Frameworks

The complexity of Airdrie’s land use and approval processes creates opportunities for enhanced alignment and efficiency among stakeholders.

Opportunities:

- Streamline multi-family and mixed-use housing approvals to ensure more predictable timelines for developers and non-profits.
- Simplify the process for secondary suites and discretionary applications, making housing more accessible for residents while maintaining regulatory standards.

- Enhance coordination and consistency in building inspections to reduce delays and improve outcomes for innovative and multi-family projects.

Path Forward: Collaborative efforts between the City, developers, and non-profits can align land use policies with community needs, creating a more transparent and efficient process that benefits all parties.

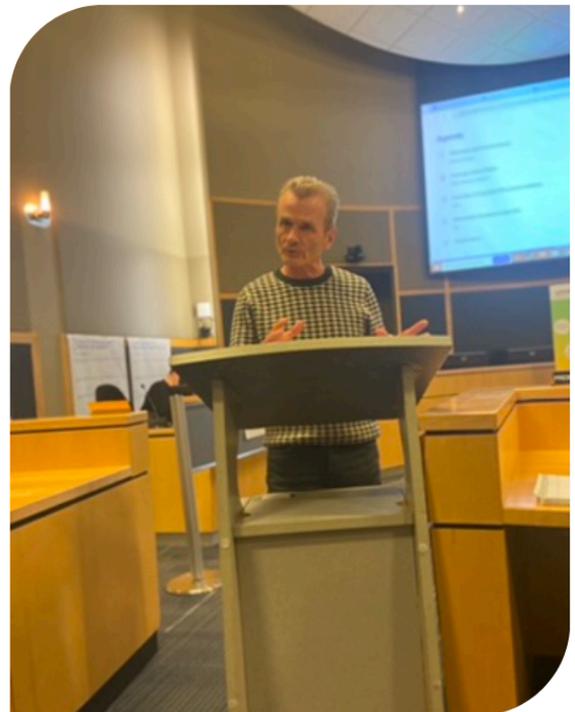
2. Infrastructure Capacity

Critical infrastructure planning offers an opportunity for proactive coordination to support Airdrie's growth and ensure housing affordability.

Opportunities:

- Align infrastructure investments with growth to reduce uncertainties and improve project feasibility.
- Prioritize upgrades to sanitary capacity and address water redundancy needs in partnership with developers and utility providers.
- Synchronize development timelines with infrastructure planning to minimize costly delays and ensure efficient resource allocation.

Path Forward: By working together to plan and advocate for strategic investments, Airdrie can address capacity constraints while fostering stakeholder trust and collaboration.



3. Financial Frameworks

The financial challenges facing both market and non-market housing in Airdrie present an opportunity to refine policies and explore innovative funding solutions.

Opportunities:

- Expand financial incentives, such as the Housing Incentive Program, to encourage diverse housing types that meet affordability goals.
- Reevaluate parking requirements and other development standards to reduce construction costs while maintaining community benefits.
- Support affordable housing providers with measures to manage inspection-related costs and ensure project financial sustainability.

Path Forward: Partnerships between the City, developers, and non-profits can optimize financial strategies, making housing more viable while balancing affordability and sustainability.

4. Public Perception of Affordable Housing

Engaging the community in a positive, evidence-based dialogue about affordable housing can build trust and foster support for housing diversity.

Opportunities:

- Address common misconceptions by emphasizing diverse housing options' economic and social benefits.
- Introduce innovative community engagement strategies that highlight successful projects and address concerns early.
- Expand education efforts to promote a shared understanding of how housing diversity strengthens neighbourhoods and the local economy.

Path Forward: By focusing on education and collaboration, the City and its partners can work to align public perception with the community's broader goals for inclusive and sustainable growth.



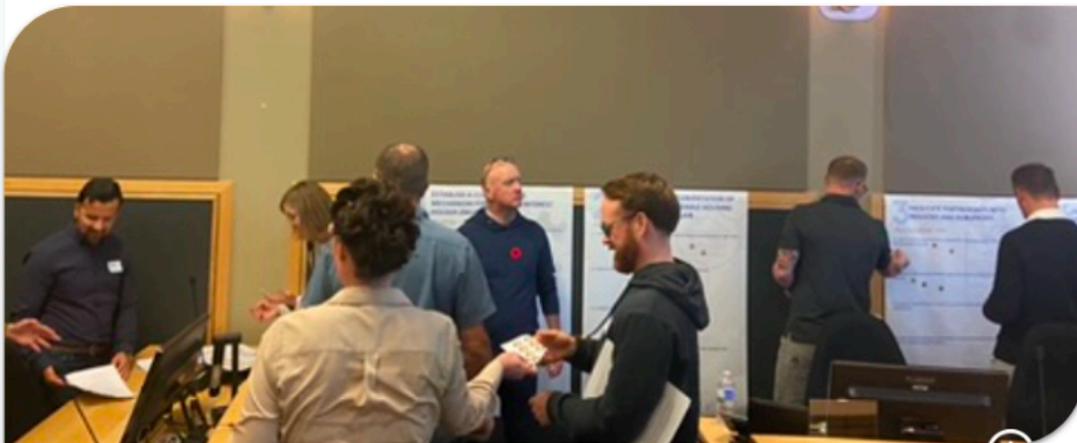
5. Non-Profit Capacity Building

Non-profit housing providers bring valuable expertise and passion to addressing Airdrie’s housing challenges. Enhancing their operational capacity ensures their continued success.

Opportunities:

- Provide targeted support, such as training and mentorship programs, to address technical and operational gaps in construction and property management.
- Facilitate partnerships with industry leaders to share expertise and resources, reducing barriers to project delivery.
- Explore new funding streams to support non-profits in expanding their services and meeting long-term goals.

Path Forward: Strengthening the capacity of non-profits through collaboration and resource-sharing will amplify their impact and contribute to Airdrie’s housing goals.



6. Process Predictability and Regulatory Innovation

Creating a more predictable and adaptive regulatory environment benefits all stakeholders by reducing uncertainty and encouraging investment.

Opportunities:

- Establish clear and consistent decision-making frameworks for discretionary applications and variance requests to minimize delays.
- Adopt streamlined approval processes with defined timelines, improving planning and resource allocation for developers and non-profits.

- Introduce flexible zoning regulations to accommodate diverse housing types and innovative projects.

Path Forward: Partnering with stakeholders to refine and modernize processes will reduce risks, promote innovation, and create a supportive environment for housing development.

7. Collaborative Advocacy and Funding

Securing external funding and policy reforms requires unified advocacy efforts, leveraging the collective voice of Airdrie’s housing stakeholders.

Opportunities:

- Advocate for streamlined government funding processes to ensure timely access to resources.
- Collaborate on joint lobbying efforts to highlight Airdrie’s unique needs and secure support for critical infrastructure and affordable housing projects.
- Explore innovative funding models, such as tax increment financing, to address resource gaps and enable project viability.

Path Forward: A coordinated advocacy strategy can amplify Airdrie’s voice at provincial and federal levels, ensuring the community’s housing priorities receive the necessary attention and investment.

🎯 Path Forward

Through collaborative partnerships between the City, developers, and non-profits, Airdrie can create an inclusive, sustainable housing ecosystem that meets the community's diverse needs.

Regulatory Excellence

Streamlined processes and clear frameworks

Community Alignment

Unified vision and stakeholder support

Resource Optimization

Efficient allocation and sustainable growth

Key Consensus-Based Airdrie Housing Solutions Working Group Recommendations



This is more than a set of actions—it is a collective commitment to progress. By establishing a culture of partnership, fostering innovation, and aligning efforts with the evolving needs of Airdrie, we can create a housing environment that serves the entire community, sets a standard for municipal collaboration, and ensures Airdrie remains a city of opportunity for generations to come.

Recommendation 1: Establish a Collaborative Mechanism for Ongoing Interest Holder Engagement

Proposal:

Council supports creating a structured process that enables continuous engagement with industry and non-profit housing interest-holders. This mechanism will facilitate regular dialogue, allowing interest-holders to inform and contribute to developing policies, regulations, and initiatives related to affordable housing.

- 💡 Improves Policy Development
- 🤝 Builds Community Trust
- 🏢 Fosters Stronger Partnerships
- 🎯 Supports Holistic Development
- ▶▶ Facilitates Implementation

Actionable Steps

- 1.1. Launching the "Airdrie Housing Innovation Hub" as a physical and virtual space for interest holders to collaborate and develop innovative housing solutions.
- 1.2. Implementing monthly "Housing Solutions Sprints" where diverse teams tackle specific housing challenges in intensive, solution-focused sessions.

1.3. Creating a **digital platform** for real-time sharing of housing data, project updates, and best practices among all interest holders.

1.4. Establishing a quarterly "**Housing Roundtable**" involving senior administrators, utility representatives, industry interest holders, and non-profit organizations to address systemic issues and ensure alignment with municipal goals.

1.5. Integrating a comprehensive housing analysis section within the annual **Airdrie State of Housing & Growth Report** to track progress, challenges, and future plans, ensuring housing initiatives receive focused attention while leveraging existing reporting structures.

1.6 Sustaining **operational funding** through the annual budget process for housing solutions, including resourcing the Housing Innovation Hub's programs, staffing, and technology. This builds on Council's commitment through HAF allocations and increased Mill rate funding.

Rationale:

- **Improves Policy Development:** Integrates hands-on insights from key stakeholders in housing delivery, resulting in policies that are more practical, effective, and responsive to real-world challenges.
- **Builds Community Trust:** Promotes transparency and inclusivity, strengthening trust among stakeholders and the wider community by demonstrating a commitment to collaborative decision-making.
- **Fosters Stronger Partnerships:** Enhances collaboration between the City, industry, and non-profits, aligning their efforts towards shared housing objectives and fostering unity in addressing community needs.
- **Supports Holistic Development:** Provides developers with a clearer framework to contribute to a complete community, addressing both commercial and residential needs with a balanced, forward-thinking approach.
- **Facilitates Smooth Implementation:** Streamlines communication channels, reducing delays and overcoming barriers, thereby accelerating project development and improving overall outcomes.

Recommendation 2: Accelerate the Implementation of the 2024-2030 Affordable Housing Principled Action Plan

Proposal:

Council reaffirms its commitment to the endorsed Action Plan and supports prioritizing its implementation by directing Administration to focus on key actions that increase affordable housing supply.

🎯 **Addresses Urgent Needs**

⚖️ **Leverages Commitments**

📈 **Enhances Economic Vitality**

💰 **Maximizes Funding**

👑 **Demonstrates Leadership**

Actionable Steps

2.1. As has been achieved in 2024 and 2025 budget years, continue allocating **1%** of the annual tax base to the Affordable Housing Reserve Fund (AHRF) in future years. Allocations included \$750K in 2024 and \$830K in 2025. 2.2. Creating a dedicated "**Rapid Response Process**" within the Administration to fast-track approvals for affordable housing projects - both market and non-market, with defined service standards and performance metrics.

2.3. Optimizing the **Affordable Housing Reserve Fund (AHRF)** investment strategy to maximize returns while maintaining appropriate risk levels and ensuring funds are readily available for housing initiatives.

2.4. Developing and implementing a **streamlined approval process specifically for multi-family and affordable housing projects**, with clear timelines, predictable requirements, and dedicated municipal contacts throughout the application journey.

Rationale:

- **Addresses Urgent Needs:** Proactively tackles the immediate housing challenges faced by the community.
- **Leverages Existing Commitments:** Builds on strategies already approved by Council, ensuring alignment with ongoing priorities.

- **Enhances Economic Vitality:** Supports the local economy by enabling essential workers and families to live and thrive in Airdrie.
- **Maximizes Funding Opportunities:** Positions Airdrie to effectively capitalize on federal funding available through the HAF Action Plan.
- **Demonstrates Leadership:** Reinforces Council's proactive approach to addressing housing issues, boosting public confidence.
- **Ensures Future Support:** As additional actions based on the *2024-2030 Affordable Housing Principled Action Plan* will be forthcoming, securing Council's full commitment now is essential to ensure consistency and backing for future housing initiatives.

Recommendation 3: Facilitate Partnerships with Industry and Non-Profit Organizations

Proposal:

Non-profit organizations face significant gaps in specialized construction and property management expertise. Limited human and financial resources restrict their ability to expand operations. Organizations require targeted support for capability development, while managing complex partnership dependencies during capacity building efforts.

The Council recognizes the critical contributions of industry and nonprofit organizations in providing affordable housing and directs Administration to pursue and formalize partnerships. This includes creating a **reliable pipeline of land and resources** to support non-market housing projects for households underserved by the private sector.

 **Utilizes Combined Expertise**

 **Enables Project Development**

 **Promotes Innovative Solutions**

 **Supports Sustainable Growth**

 **Optimizes Resource Use**

 **Demonstrates Commitment**

Actionable Steps

- 3.1. Actively and continuously search for parcel purchase opportunities and present such opportunities to Council for funding comment - creating an alternate land pipeline for non-market affordable housing distinct from market-available properties.
- 3.2. Creating a **formalized matchmaking program** to pair developers with non-profit organizations for joint affordable housing projects across all housing types, with program details and implementation approach to be further investigated and developed.

3.3. Implementing a "**Partner Priority**" system that gives preferential treatment in the approval process to rental projects demonstrating strong industry-nonprofit collaboration, with clear criteria for qualification and benefits.

3.4. Developing a **capacity-building program** for non-profit housing providers, including identifying collaboration opportunities with experienced industry professionals and access to technical assistance funding to strengthen organizational capabilities.

3.5. Creating a "**Mission-Driven Land Partnership**" initiative to collaborate with religious institutions, educational organizations, and philanthropic entities for affordable housing development on underutilized land, focusing on innovative partnership models and shared community benefits.

Rationale:

- **Utilizes Combined Expertise:** Leverages the strengths and resources of all sectors—government, private, and non-profit—to improve housing outcomes.
- **Enables Project Development:** Provides essential support to initiate and sustain housing projects, especially for non-profits with limited capacity.
- **Promotes Innovative Solutions:** Encourages creative and collaborative approaches to housing development that address community-specific needs.
- **Supports Sustainable Growth:** Aligns housing development with the evolving needs of the community, ensuring balanced and long-term growth.
- **Optimizes Resource Use:** Maximizes the impact of municipal contributions by attracting and leveraging external investments and partnerships.
- **Demonstrates Commitment to Partnerships:** The municipality must show ongoing dedication to supporting private and non-profit partnerships, including active city participation and contributions wherever possible and appropriate. This commitment is key to fostering collaboration and ensuring the success of housing initiatives.

Recommendation 4: Adopt an Evidence-Based Approach to Community Building

Proposal

Council supports the integration of an evidence-based approach in addressing housing and community needs, emphasizing the development of complete communities where residential and non-residential uses exist in close proximity.

This approach prioritizes the symbiotic relationship between housing, employment, and amenities, encouraging early collaboration between City and Industry to identify economic development opportunities during the planning process. The framework focuses on quality of life indicators including financial sustainability, sustainable transportation, housing affordability, and social equity to create vibrant, inclusive neighborhoods.



Actionable Steps

- 4.1. Developing and adopting a **comprehensive evidence-based assessment tool** to evaluate housing and community development proposals, with specific metrics for measuring complete community outcomes and economic prosperity opportunities.
- 4.2. Implementing **flexible zoning regulations** within the same land use district to allow for a broader range of housing types, including multi-family units, townhouses, and mixed-use developments, particularly in areas near schools, transit hubs, and commercial centers, reducing the time and risk associated with Land Use Bylaw amendments.
- 4.3. Establishing an "**Evidence-Based Engagement Strategy**" that utilizes diverse communication channels and methods to ensure all community segments, especially typically underrepresented groups, can participate meaningfully in housing-related consultations and decision-making processes.
- 4.4. Launching a "**Community Champions**" program to train and empower representatives from underrepresented groups to actively participate in housing and planning decisions, pending resource investigation and program framework development.

Rationale:

- **Inclusive Decision-Making:** Reflects the needs of seniors, young families, newcomers, and groups typically underrepresented in traditional consultation processes.
- **Builds Broader Consensus:** Engages a wide range of residents, reducing opposition and fostering community support.
- **Enhances Policy Effectiveness:** Leads to solutions more responsive and tailored to actual community needs.
- **Strengthens Community Bonds:** Promotes shared ownership and responsibility for housing solutions.

- **Demonstrates Commitment to Equity:** Aligns with broader municipal goals of inclusivity and fairness.

Recommendation 5: Advocate for Airdrie's Interests with Other Orders of Government

Proposal:

Council commits to actively advocating for Airdrie's housing and infrastructure needs with provincial and federal governments. This includes seeking support for critical infrastructure development—particularly addressing water sanitation and supply issues—and advocating for reforms in funding programs that support affordable housing initiatives. This includes potential for regional collaboration as well.



Secures Resources



Supports Infrastructure



Enhances Community



Promotes Development



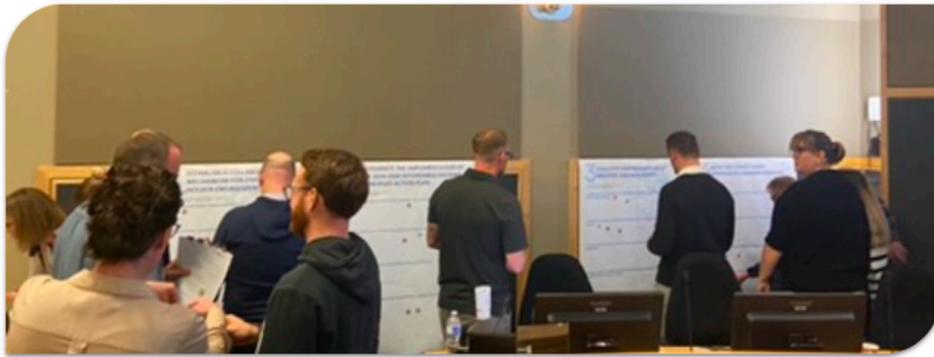
Ensures Sustainability

Actionable Steps

- 5.1. Establishing an advocacy function within the Airdrie Housing Innovation Hub to serve as the "**Airdrie Housing Advocacy Alliance**", creating a unified voice of local government, industry, and non-profit leaders for addressing Airdrie's housing needs.
- 5.2. Advancing a comprehensive "**Airdrie Housing Needs Prospectus**" to present to provincial and federal governments, clearly outlining required support and potential ROI, with specific focus on critical infrastructure needs and housing solutions.
- 5.3. Establishing a streamlined process for obtaining **industry and non-profit letters of support** to reinforce City advocacy efforts with higher levels of government, particularly for critical infrastructure needs including sanitary capacity and water supply.
- 5.4. Continue to invest in dedicated intergovernmental relations activities focused on housing and infrastructure advocacy, building and maintaining strategic relationships with key provincial and federal interest holders to advance Airdrie's priorities.
- 5.5. Organizing an annual "**Regional Housing Solutions Summit**" to foster collaboration and collective advocacy efforts with neighboring municipalities, focusing on shared challenges in infrastructure development and housing affordability.

Rationale:

- **Secures Necessary Resources:** Addresses limitations in municipal funding by leveraging external support.
- **Supports Infrastructure Development:** Ensures essential services like water sanitation and supply, and other critical infrastructure keep pace with housing growth.
- **Aligns with interest-holder Expectations:** Responds to industry and non-profit calls for advocacy to higher government levels.
- **Fosters Intergovernmental Relationships:** Builds stronger connections with other government levels, enhancing cooperation.
- **Promotes Economic Development:** Attracts investment by demonstrating commitment to infrastructure and housing needs.
- **Enhances Community Well-being:** Ensures sustainable growth by addressing critical infrastructure needs and improving funding mechanisms for affordable housing.



From deeply subsidized rentals to first-time buyers, Airdrie needs a full spectrum of housing solutions.