

## Attachment 2

# Airdrie Housing Solutions Working Group Terms of Reference

*Revised January 29, 2024*

### 1. Background

Airdrie is at a pivotal point in a worsening housing crisis, with a growing gap between housing supply and demand. Rapidly increasing housing insecurity, driven by market factors and insufficient affordable options, threatens both residents' well-being and the city's economic health. Most housing is provided by the private sector, with less than 1% as non-market housing. The City's role is crucial in shaping housing delivery through regulations and policies to encourage diverse, affordable housing types.

Affordable housing, costing less than 30% of pre-tax income, is essential for those earning below the median household income. Addressing this requires policy changes and investments from both public and private sectors to ensure safe, appropriate housing for all residents. With Airdrie's population nearing 100,000, collaboration between the city, non-profit operators, and private industry is vital for timely and effective housing solutions.

The Working Group's purpose is to generate actionable recommendations for both short-term and long-term housing targets. These recommendations, formed through consensus, will aim to increase both market and non-market housing stock, ensuring affordability and addressing core housing needs.

### 2. Purpose/Position:

The Working Group is committed to developing consensus-based, non-binding recommendations for short-term and long-term housing solutions in Airdrie. These recommendations will represent a collective commitment from all members and will be proposed to Airdrie City Council for endorsement. Additionally, they will be communicated to the public and relevant government bodies.

The group's report will outline actionable steps for the industry, non-profits, and municipal policies, emphasizing their potential impact and feasibility.

#### ***Short-Term Targets:***

- Achieve 673 missing middle and multi-family permitted units than would have happened anyway by September 2026.
- Create at least 100 homes that are priced at a maximum of 90% of the Median Market Rent (MMR) by September 2026
- Create at least 100 new permitted non-market homes serving the most vulnerable by September 2026.

### ***Long-Term Targets:***

- Increase market rental homes to raise vacancy rates from 1.5% to 3%.
- Boost non-market housing from less than 1% to 3.5% of Airdrie's housing supply.

These targets aim to address immediate housing needs and establish a healthier, more balanced housing market in the long term. This approach ensures a structured and collaborative effort towards improving housing availability and affordability in Airdrie.

### **3. Scope:**

The Working Group's recommendations will primarily focus on municipal-level actions permitted under the Municipal Governance Act, while also considering relevant provincial and federal inputs. The group will base its recommendations for the industry and non-profit sectors on existing development conditions. The document "Proposed City Actions to Achieve More Missing Middle Housing" will be a key reference for initiating discussions.

### **4. Term:**

The intensive phase of the Working Group's activities is scheduled from January to April 2024. There is a possibility of extending engagement with Airdrie City Council until June 2024, depending on the progress and needs of the project.

### **5. Guiding Principles:**

- **Outcome-Based Orientation:** Members should aim beyond current constraints, exploring innovative methods and partnerships to address the housing crisis.
- **Collaborative Positioning:** The group is a platform for collaboration and creativity, valuing professional insights and embracing creative optimism.
- **Equal Representation:** All interest-holder groups (Industry, Non-Profit Housing Providers, City of Airdrie) are equal contributors.

- **Psychological Safety:** Foster an environment of respect, inclusivity, and support for principles like Truth and Reconciliation and ending systemic racism.
- **Openness:** Promote open-minded discussions, including embracing healthy debates and differing viewpoints.
- **Equity:** Ensure equitable participation, removing barriers and providing necessary accommodations.
- **Community Centric:** Prioritize Airdrie's citizens in discussions and solutions.
- **Accountability:** Commit to delivering agreed-upon recommendations and outcomes.
- **Responsiveness and Commitment:** Active participation in meetings and group activities.
- **Confidentiality:** Respect confidentiality and personal information.

These principles guide the Working Group towards effective, inclusive, and respectful collaboration, focusing on impactful housing solutions.

## 6. **Working Group Members:**

- **Industry interest-holders:** Developers and builders with experience in Airdrie, known for their innovative solutions in community housing.
- **Non-Profit Housing Provider interest-holders:** Including Airdrie Housing Limited and Rocky View Foundation, plus others with successful partnership experiences.
- **City of Airdrie Members:** City Administration representatives, capable of advancing policy changes and representing municipal housing affordability interests.
- **Additional interest-holders:** May include government bodies like CMHC, financial institutions, and housing experts.
- **Moderator:** An impartial industry expert to guide discussions and offer unbiased insights on housing solutions.

## 7. **Roles and Responsibilities:**

- **All Members:** Adhere to guiding principles, contribute expertise, provide timely feedback, and maintain transparency as per the Freedom of Information and Protection of Privacy Act.
- **Industry and Non-Profit Members:** Serve as liaisons for their respective sectors.
- **City of Airdrie Members:** Present recommendations to the Council or Committees.
- **Interest-holder Group Chairs:** Lead meetings, ensure adherence to TOR, and facilitate interest-holder coordination.
- **Moderator:** Provide industry knowledge, unbiased perspectives, and assist in formulating housing solutions.
- **Dedicated Professional Administrative Resource:** Support the group with meeting facilitation, documentation, and report preparation for Council presentations.

## 8. Working Group Structure / Conditions:

Terms of Reference (TOR):

The TORs, established through consensus, will ensure equal representation from each interest-holder group.

### Structure:

Each group (Industry, Non-Profit, City of Airdrie) will have separate meetings facilitated by the Moderator, with a City rep for continuity and a Professional Administrative Resource. These meetings will focus on reviewing the "Proposed City Actions to Achieve More Missing Middle Housing" and other important topics. Chairs from each group will then convene to refine recommendations, which will be presented to the full group and, for the City, to Airdrie City Council for endorsement.

### Logistics Plan:

Approximately 6 meetings are scheduled between January and April 2024. Additional engagements may be organized as needed but are outside the official plan.

### Schedule:

Meetings are from 10:30 am to 12 pm on specified dates, with flexibility to change within standard working hours if necessary.

The list of meetings for the Working Group is as follows:

- January 23: TOR Inception Meeting (all members)
- February : Industry interest-holder Meeting
- February 21: Non-Market Housing Provider Meeting
- March 5: City of Airdrie Administration Meeting
- March 19: Group Chairs Meeting (only the Chairs from each interest-holder group)
- April: Final Meeting and presentation of recommendations to Airdrie City Council

Note: Meeting dates and times may be adjusted within standard working hours if needed.

### **Location:**

Meetings will have a hybrid format for in-person and online participation, primarily at Airdrie City Hall, or another location as decided by the groups.

### **General Terms & Code of Conduct:**

- **Recommendations and Decision-making:** A consensus model will be used, aiming for decisions that reflect group coherence.
- **Communication Channels:** Chairs will represent the Working Group, with other members managing communication within their agencies.
- **Authority and Reporting:** Members have authority only as delegated in the TOR.
- **Conflict of Interest:** Members must declare personal interests and avoid decisions that could result in a conflict.
- **Confidentiality:** Confidential information obtained through the group must not be used for personal gain.

### **Foundational Documents**

- *“Proposed City Actions to Achieve More Missing Middle Housing”* – for discussion (attached)
- Summary *“Housing Need in Airdrie”* (attached)

- 2023 Airdrie Residential Sales Activity Report (BILD) (if you need a copy, ask Jessica)
- Canadian Housing and Renewal Association, 2023: [\*Economic Study: The Impact of Community Housing on Productivity\*](#)