



## **Housing and Affordability Task Force**

### **Terms of Reference**

#### **1. Background**

Affordable market and non-market housing along the housing continuum is in increasingly short supply. The incidence of housing need is elevated for urban Indigenous Calgarians, recent immigrants, youth, seniors, singles, single parents, and households with disabilities or activity limitations<sup>1</sup>. In 2018, 81,240 households were identified to be in need of affordable housing in Calgary, and this number is expected to exceed 100,000 households by 2026<sup>2</sup>. Beyond providing shelter, housing is foundational to community prosperity by creating local jobs; strengthening residents' purchasing power; attracting employers with a stable workforce; and reducing demand for emergency services, saving \$34,000 per unhoused person housed<sup>3</sup>.

According to The City's definition, a household is in need of affordable housing when it earns less than \$60,000/year and pays more than 30 per cent of gross income on shelter costs<sup>4</sup> and according to the Canadian Definition of Homelessness, homelessness is "the situation of an individual, family, or community without stable, safe, permanent, appropriate housing, or the immediate prospect means and ability of acquiring it."<sup>5</sup>.

The City of Calgary has made significant progress in increasing the supply of affordable housing in Calgary, primarily through *Foundations for Home*, Calgary's Corporate Affordable Housing Strategy. For example, 17% of the entire non-market housing inventory has been constructed or acquired since the strategy was approved by Council in 2016. Recognizing that the housing landscape is significantly different now than it was in 2016, at the 2022 May 10 Combined Meeting of Council, Administration was directed to develop a refreshed Corporate Affordable Housing Strategy to be brought to the Community Development Committee by 2023 Q3.

#### **2. Purpose:**

At the 2022 June 7 Combined Meeting of Council, Administration was directed to develop a Housing and Affordability Task Force as per Notice of Motion EC2022-0638 to "report to Council with advice and policy recommendations relating to increasing, measuring, and managing housing affordability and Affordable housing along the entire housing continuum, including a survey/review of existing programs, policies, and solutions both locally and in other relevant jurisdictions". This Terms of Reference establishes the scope, expectations, commitments and role of the Housing and Affordability Task Force.

#### **3. Scope:**

The scope of the Task Force will be:

- Surveys/reviews of existing programs, policies, and solutions both locally and in other relevant jurisdictions.
- Advice and policy recommendations relating to increasing, measuring, and managing Housing Affordability and Affordable Housing along the entire housing continuum.
- Inform the refresh of the Corporate Affordable Housing Strategy that will be brought forward in 2023 Q3.
- City of Calgary organizational structure changes will be out of scope for the Task Force. Recommendations made are intended to leverage the new organizational arrangements for the delivery of housing in The City.

#### **4. Term**

The Housing and Affordability Task Force recommendations and findings are expected to report back to Council by Q3, 2023 as per the Housing and Affordability Task Force Notice of Motion (EC2022-0638). Public members recruited during Q3 2022 will serve until the Task Force has fulfilled its mandate. The Task Force will be disbanded no later than Q4 2023.

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<sup>1</sup> City of Calgary, Housing Needs Assessment 2018

<sup>2</sup> Ibid

<sup>3</sup> <https://enoughforall.ca/action/poverty-snapshot-2021>

<sup>4</sup> <https://www.calgary.ca/cs/olsh/affordable-housing/affordable-housing-facts.html>

<sup>5</sup> <https://www.homelesshub.ca/sites/default/files/COHhomelessdefinition-1pager.pdf>

## 5. Guiding Principles

Members of the Task Force will be expected to work in good faith and abide by the following guiding principles:

- **Psychological safety.** Creating an environment where everyone can contribute and share their expertise. This includes respect for equity, diversity and inclusion and for the principles of Truth and Reconciliation and supporting the commitment to end systemic racism.
- **Confidentiality.** Maintaining appropriate levels of confidentiality and respecting personal and/or confidential information.
- **Openness.** Creating an open and shared space for listening and learning on the topics being discussed. Approaching issues, topics, and solutions with an open mind. This also means normalizing healthy tense conversations, as not all members will always agree.
- **Equity.** An equitable space where all individuals are supported to contribute, including the removal of barriers and making reasonable accommodations where needed.
- **Community Centric.** The Task Force will ensure that the issues, topics, and possible solutions put Calgary's citizens at the forefront.
- **Accountability.** Members will be accountable to meeting the deliverables and deadlines of the Task Force.
- **Responsive and committed.** Task Force members will be active and committed participants throughout the duration, until disbandment.
- **Active Listening.** Members will ensure to listening actively and honour other members and guests' perspectives to ensure collaboration and leveraging unique perspectives.

## 6. Roles and Responsibilities

All:

- All information about members of the Task Force is subject to the *Freedom of Information and Protection of Privacy Act*. The list of members and their organization affiliations will be made public in the spirit of openness and transparency.

### Task Force Public Members

- Contribute expertise and experience to the work of the Task Force.
- At all times adhere to the guiding principles of the Task Force.
- Will make every effort to attend most meetings. If members are missing consecutive meetings, the Chair will discuss this with them and attempt to find a resolution.
- Review information provided by The City, including email correspondence, and provide timely feedback and input on components of the project.
- Act as a liaison to stakeholder groups and associations that the members belong to.

### City of Calgary Administrative Members

- Bringing forward the recommendations and findings from the Task Force to Council and Committee.
- At all times adhere to the guiding principles of the Task Force.

### Task Force Chair

- Chair all meetings of the Task Force and ensure adherence to this Terms of Reference, including Guiding Principles.
- Lead the development of the Task Force work plan and be accountable for delivery according to Council's deadlines.
- Ensure resources are available to ensure prompt coordination and administration of the Task Force.
- Act as the designated media spokesperson for the Task Force.

## 7. Resources

Supports from Administration provided to the Task Force may include but not limited to, providing meeting space, scheduling meetings, providing agendas and supporting materials for meetings, organizing external speakers and recording minutes

## 8. Composition of the Group

The Task Force shall comprise:

- Manager, Housing Solutions (Chair)
- Director, Partnerships (or delegate)
- Director, Community Strategies (or delegate)
- Director, City and Regional Planning (or delegate)
- Director, Community Planning (or delegate)

- Up to two (2) Citizens-at-large with experience working with organizations related to housing and homelessness
- Up to two (2) Citizens with lived experiences of homelessness and/or social housing
- Up to two (2) Citizens with experience working with or for social serving agencies
- Up to two (2) Citizens with experience working in the housing development industry
- Up to two (2) Citizens with experience working in academia and currently involved in research in housing, homelessness, and housing affordability.

Two administrative support members as follows:

- Task Force Coordinator
- Scribe

External members will be recruited through an open process to ensure fairness, equity, and inclusion.

## 9. Meeting Schedule

The Task Force will meet as required at the call of the Chair. Task Force meetings will generally be held in public, with citizens welcome to attend and observe. On occasion, the Task Force may decide that it is appropriate to meet in-camera and shall give reasons for doing so in accordance with the *Freedom of Information and Protection of Privacy Act*.

## 10. Quorum

Quorum is established as greater than 50% of Task Force members.

## 11. General Terms & Code of Conduct

- Decorum and Debate**  
Housing and Affordability Task Force members are expected to prepare for meetings by reading through their agenda materials ahead of time, arriving to the meeting on time and being respectful of others' thoughts and opinions.
- Recommendations and Decision-making**  
A consensus decision-making model will be used to determine the recommendations of the Task Force. Consensus will be defined as a process whereby members participate in finding a decision together in alignment with the purpose of the Task Force. *A consensus decision does not necessarily reflect complete unanimity. However, decisions reached by consensus do reflect the thoughts and feelings of the group as a whole, rather than just the majority. Effective consensus building results in decisions that have been thoughtfully deliberated, incorporate diverse experience and views, and may produce the best possible decision given the configuration of interests that have come together for a given purpose<sup>6</sup>.* The Task Force and Administration will work together to document unanimous recommendations, ideas with some support, and the thought behind all Task Force decisions.
- Communication Channels**  
Some Housing and Affordability Task Force members will be the primary point of contact for their respective agencies and will manage questions, consultation, and requests for information. As described above, the Chair will be the primary spokesperson for the Task Force.
- Attendance and Participation**  
Members are expected to devote the necessary time and effort to prepare for meetings and provide feedback in keeping with the Housing and Affordability Task Force mandate.
- Authority and Reporting**  
The Housing and Affordability Task Force members will not represent themselves as having any authority beyond what is delegated in this Terms of Reference.
- Conflict of Interest**  
The Housing and Affordability Task Force members are expected to provide objective perspectives and perform functions that will not place or be seen to place them in real or perceived conflict with the mandate and scope of the Task Force. Members must declare any private interests they have and recuse themselves from making recommendations or decisions that would impact those private interests.
- Confidentiality**

<sup>6</sup> <https://www.tamarackcommunity.ca/hubfs/Resources/Tools/Practical%20Guide%20for%20Consensus-Based%20Decision%20Making.pdf>

Housing and Affordability Task Force members will not release personal and/or confidential information obtained through their membership of the Task Force and/or or use it to further private interest or those of friends, relatives, or colleagues.

## 12. Group Member's Agreement to the Terms of Reference

This space will be used for a paper (hardcopy) for all group members to sign as agreement to the Housing Affordability Task Force Terms of Reference.

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