

Developing Affordable Rural Housing as a Standard

CPAA 2019

Monday, April 29th 2019

Session 2A -- 4:15pm to 5:00 pm



SUSTAINABLE
HOUSING
INITIATIVE



Alberta
Rural
Development
Network

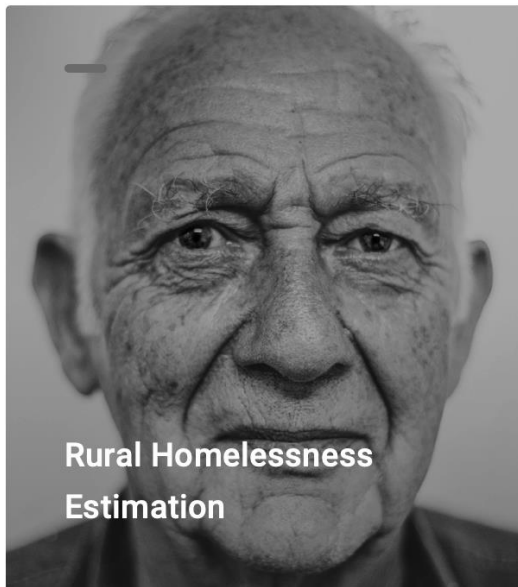
THE ALBERTA RURAL DEVELOPMENT NETWORK (ARDN)

The ARDN uses the combined expertise of Alberta's post-secondary institutions to support rural development in Alberta and to help communities grow through research & learning

We act as a project facilitator by:

- Providing innovative solutions
- Supporting new partnerships
- Leveraging existing resources

ARDN'S PROGRAMS



SOME OF OUR PARTNERS & COLLABORATORS



Energy
Efficiency
Alberta



ALBERTA
REAL ESTATE
FOUNDATION

Canada

Funded in part by the Government of Canada's
Homelessness Partnering Strategy



CMHC SCHL

Alberta



Ontario
Aboriginal
Housing Services



Lac La Biche County
welcoming by nature.



Mountain View
Emergency Shelter Society

INTERACTION WITH RURAL COMMUNITIES

"We can't do this alone."

"We need affordable housing. We are ready and willing. We just need to know how."

What are the steps?"

"It's nearly impossible to build affordable housing in rural communities."

"How do we engage governments effectively?"



SUSTAINABLE
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SUSTAINABLE HOUSING INITIATIVE (SHI)

Create a model for developing affordable housing

Redefining how people think, feel about, and create affordable housing

Supporting communities in **their effort to** build affordable housing that will be financially sustainable

OUR PROCESS

Phase 1

Pre-Development Feasibility Module

Phase 2

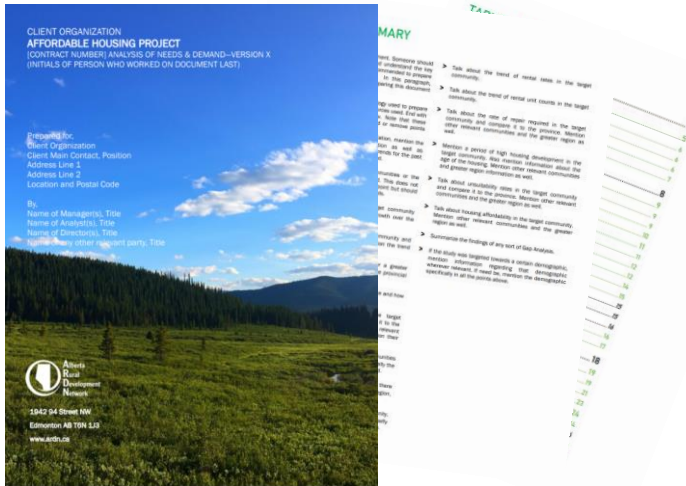
Design Module

Phase 3

Securing Funding & Financing

EXAMPLES

Phase 1



Phase 2

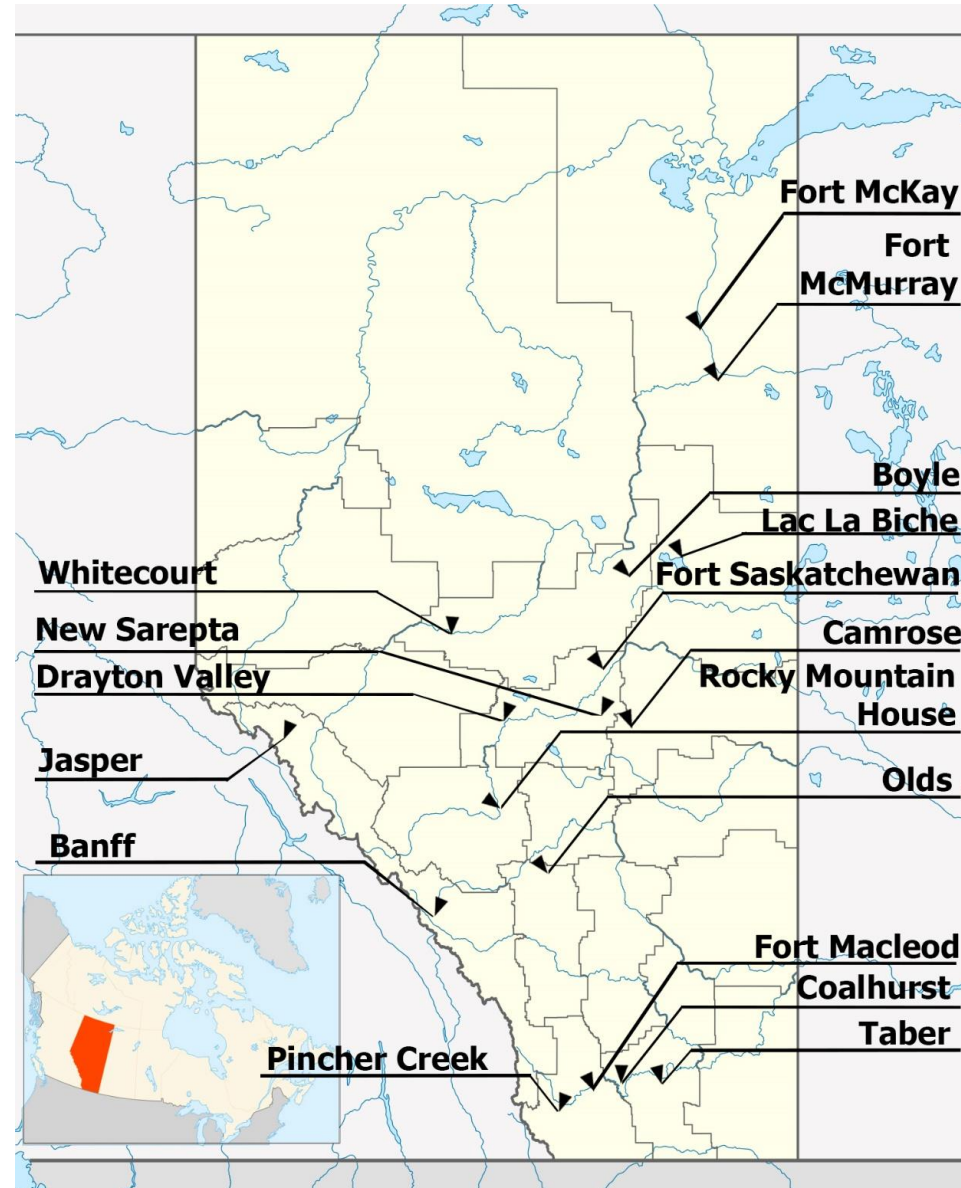


Phase 3

[illegible]

Figure 1 shows five examples of data collection forms used in the study. The forms are titled 'Patient History Sheet' and contain various fields for patient information and medical history. The forms are arranged in a stack, with the top form being the most visible. The forms include fields for patient name, date of birth, sex, and various medical history questions. The bottom form has a 'Notes' section at the bottom.

COMMUNITIES WE HAVE WORKED





PHASE 1

PRE-DEVELOPMENT FEASIBILITY MODULE

SHI PHASE 1 ACTIVITIES

- Assist with developing an **affordable housing project strategy**
- Conduct a project-specific **analysis of need and demand**
- Conduct a **community consultation** on the challenges & opportunities regarding affordable housing
- Conduct a **financial feasibility study** which includes:
 - A preliminary market analysis to understand the revenue
 - Preliminary soft and hard costs and proforma
- Develop a **business case**

Year 1 to 10 Proforma										
Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Residential Revenues	\$ 437,660.67	\$ 448,602.19	\$ 459,817.24	\$ 471,312.67	\$ 483,095.49	\$ 495,172.88	\$ 507,552.20	\$ 520,241.00	\$ 533,247.03	\$ 546,578.20
Potential Gross Income (PGI)	\$ 437,660.67	\$ 448,602.19	\$ 459,817.24	\$ 471,312.67	\$ 483,095.49	\$ 495,172.88	\$ 507,552.20	\$ 520,241.00	\$ 533,247.03	\$ 546,578.20
Vacancy Loss : Res. Revenues	\$ (20,289.95)	\$ (20,797.20)	\$ (21,317.13)	\$ (21,850.06)	\$ (22,396.31)	\$ (22,956.21)	\$ (23,530.12)	\$ (24,118.37)	\$ (24,721.33)	\$ (25,339.37)
Vacancy Loss : Bad Debts	\$ (6,564.91)	\$ (6,729.03)	\$ (6,897.26)	\$ (7,069.69)	\$ (7,246.43)	\$ (7,427.59)	\$ (7,613.28)	\$ (7,803.62)	\$ (7,998.71)	\$ (8,198.67)
Total Vacancy Loss	\$ (26,854.86)	\$ (27,526.23)	\$ (28,214.39)	\$ (28,919.75)	\$ (29,642.74)	\$ (30,383.81)	\$ (31,143.40)	\$ (31,921.99)	\$ (32,720.04)	\$ (33,538.04)
Effective Gross Income (EGI)	\$ 410,805.81	\$ 421,075.96	\$ 431,602.85	\$ 442,392.93	\$ 453,452.75	\$ 464,789.07	\$ 476,408.79	\$ 488,319.01	\$ 500,526.99	\$ 513,040.16
Operating Expense	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 8,880.00	\$ 9,102.00	\$ 9,329.55	\$ 9,562.79	\$ 9,801.86	\$ 10,046.90	\$ 10,298.08	\$ 10,555.53	\$ 10,819.42	\$ 11,089.90
Utilities	\$ 22,200.00	\$ 22,755.00	\$ 23,323.88	\$ 23,906.97	\$ 24,504.65	\$ 25,117.26	\$ 25,745.19	\$ 26,388.82	\$ 27,048.54	\$ 27,724.76
Maintenance & Repairs	\$ 38,000.00	\$ 38,950.00	\$ 39,923.75	\$ 40,921.84	\$ 41,944.89	\$ 42,993.51	\$ 44,068.35	\$ 45,170.06	\$ 46,299.31	\$ 47,456.79
Superintendent	\$ 24,000.00	\$ 24,600.00	\$ 25,215.00	\$ 25,845.38	\$ 26,491.51	\$ 27,153.80	\$ 27,832.64	\$ 28,528.46	\$ 29,241.67	\$ 29,972.71
Management Fees	\$ 16,432.23	\$ 16,843.04	\$ 17,264.11	\$ 17,695.72	\$ 18,138.11	\$ 18,591.56	\$ 19,056.35	\$ 19,532.76	\$ 20,021.08	\$ 20,521.61
General & Admin.	\$ 4,108.06	\$ 4,210.76	\$ 4,316.03	\$ 4,423.93	\$ 4,534.53	\$ 4,647.89	\$ 4,764.09	\$ 4,883.19	\$ 5,005.27	\$ 5,130.40
Replacement Reserve	\$ 8,216.12	\$ 8,421.52	\$ 8,632.06	\$ 8,847.86	\$ 9,069.05	\$ 9,295.78	\$ 9,528.18	\$ 9,766.38	\$ 10,010.54	\$ 10,260.80
Housekeeping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising & Promotion	\$ 2,000.00	\$ 2,050.00	\$ 2,101.25	\$ 2,153.78	\$ 2,207.63	\$ 2,262.82	\$ 2,319.39	\$ 2,377.37	\$ 2,436.81	\$ 2,497.73
Garbage / Snow / Landscaping	\$ 4,000.00	\$ 4,100.00	\$ 4,202.50	\$ 4,307.56	\$ 4,415.25	\$ 4,525.63	\$ 4,638.77	\$ 4,754.74	\$ 4,873.61	\$ 4,995.45
Property Manager	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 127,836.41	\$ 131,032.32	\$ 134,308.12	\$ 137,665.83	\$ 141,107.47	\$ 144,635.16	\$ 148,251.04	\$ 151,957.32	\$ 155,756.25	\$ 159,650.15
Total Expenses as % of EGI	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%
Total Expenses as % of PGI	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%
Res. Net Operating Income (NOI)	\$ 282,969.40	\$ 290,043.64	\$ 297,294.73	\$ 304,727.10	\$ 312,345.28	\$ 320,153.91	\$ 328,157.76	\$ 336,361.70	\$ 344,770.74	\$ 353,390.01
Annual Debt Payment	\$ 226,585.47	\$ 226,585.47	\$ 226,585.47	\$ 226,585.47	\$ 226,585.47	\$ 226,585.47	\$ 226,585.47	\$ 226,585.47	\$ 226,585.47	\$ 226,585.47
Debt Coverage Ratio (DCR)	1.25	1.28	1.31	1.34	1.38	1.41	1.45	1.48	1.52	1.56
Cash Flow	\$ 56,383.94	\$ 63,458.17	\$ 70,709.26	\$ 78,141.63	\$ 85,759.81	\$ 93,568.44	\$ 101,572.29	\$ 109,776.23	\$ 118,185.27	\$ 126,804.54
Asset Value	\$ 4,921,207.02	\$ 5,044,237.20	\$ 5,170,343.13	\$ 5,299,601.71	\$ 5,432,091.75	\$ 5,567,894.04	\$ 5,707,091.39	\$ 5,849,768.68	\$ 5,996,012.90	\$ 6,145,913.22

This is a detailed breakdown of financials from the 1st year of operations to the 10th year. The revenues and expenses are are projected to grow at 2.5% per year.

Growth in Resdential Revenue (Per Yr)	2.50%
Growth in Expenses (Per Yr)	2.50%

Total Ending Cash Flow	\$ 56,383.94	\$ 119,842.11	\$ 190,551.37	\$ 268,693.00	\$ 354,452.81	\$ 448,021.25	\$ 549,593.54	\$ 659,369.77	\$ 777,555.05	\$ 904,359.59
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Year 11 to 21 Proforma											
Revenue	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
Residential Revenues	\$ 560,242.66	\$ 574,248.72	\$ 588,604.94	\$ 603,320.07	\$ 618,403.07	\$ 633,863.14	\$ 649,709.72	\$ 665,952.47	\$ 682,601.28	\$ 699,666.31	\$ 717,157.97
Potential Gross Income (PGI)	\$ 560,242.66	\$ 574,248.72	\$ 588,604.94	\$ 603,320.07	\$ 618,403.07	\$ 633,863.14	\$ 649,709.72	\$ 665,952.47	\$ 682,601.28	\$ 699,666.31	\$ 717,157.97
Vacancy Loss : Res. Revenues	\$ (25,972.85)	\$ (26,622.17)	\$ (27,287.73)	\$ (27,969.92)	\$ (28,669.17)	\$ (29,385.90)	\$ (30,120.54)	\$ (30,873.56)	\$ (31,645.40)	\$ (32,436.53)	\$ (33,247.44)
Vacancy Loss : Bad Debts	\$ (8,403.64)	\$ (8,613.73)	\$ (8,829.07)	\$ (9,049.80)	\$ (9,276.05)	\$ (9,507.95)	\$ (9,745.65)	\$ (9,989.29)	\$ (10,239.02)	\$ (10,494.99)	\$ (10,757.37)
Total Vacancy Loss	\$ (34,376.49)	\$ (35,235.90)	\$ (36,116.80)	\$ (37,019.72)	\$ (37,945.21)	\$ (38,893.84)	\$ (39,866.19)	\$ (40,862.84)	\$ (41,884.41)	\$ (42,931.52)	\$ (44,004.81)
Effective Gross Income (EGI)	\$ 525,866.17	\$ 539,012.82	\$ 552,488.14	\$ 566,300.35	\$ 580,457.86	\$ 594,969.30	\$ 609,843.53	\$ 625,089.62	\$ 640,716.86	\$ 656,734.79	\$ 673,153.15
Operating Expense	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 11,367.15	\$ 11,651.33	\$ 11,942.61	\$ 12,241.18	\$ 12,547.21	\$ 12,860.89	\$ 13,182.41	\$ 13,511.97	\$ 13,849.77	\$ 14,196.01	\$ 14,550.91
Utilities	\$ 28,417.88	\$ 29,128.32	\$ 29,856.53	\$ 30,602.95	\$ 31,368.02	\$ 32,152.22	\$ 32,956.02	\$ 33,779.93	\$ 34,624.42	\$ 35,490.03	\$ 36,377.28
Maintenance & Repairs	\$ 48,643.21	\$ 49,859.29	\$ 51,105.78	\$ 52,383.42	\$ 53,693.01	\$ 55,035.33	\$ 56,411.21	\$ 57,821.49	\$ 59,267.03	\$ 60,748.71	\$ 62,267.42
Superintendent	\$ 30,722.03	\$ 31,490.08	\$ 32,277.33	\$ 33,084.27	\$ 33,911.37	\$ 34,759.16	\$ 35,628.13	\$ 36,518.84	\$ 37,431.81	\$ 38,367.60	\$ 39,326.79
Management Fees	\$ 21,034.65	\$ 21,560.51	\$ 22,099.53	\$ 22,652.01	\$ 23,218.31	\$ 23,798.77	\$ 24,393.74	\$ 25,003.58	\$ 25,628.67	\$ 26,269.39	\$ 26,926.13
General & Admin.	\$ 5,258.66	\$ 5,390.13	\$ 5,524.88	\$ 5,663.00	\$ 5,804.58	\$ 5,949.69	\$ 6,098.44	\$ 6,250.90	\$ 6,407.17	\$ 6,567.35	\$ 6,731.53
Replacement Reserve	\$ 10,517.32	\$ 10,780.26	\$ 11,049.76	\$ 11,326.01	\$ 11,609.16	\$ 11,899.39	\$ 12,196.87	\$ 12,501.79	\$ 12,814.34	\$ 13,134.70	\$ 13,463.06
Housekeeping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising & Promotion	\$ 2,560.17	\$ 2,624.17	\$ 2,689.78	\$ 2,757.02	\$ 2,825.95	\$ 2,896.60	\$ 2,969.01	\$ 3,043.24	\$ 3,119.32	\$ 3,197.30	\$ 3,277.23
Garbage / Snow / Landscaping	\$ 5,120.34	\$ 5,248.35	\$ 5,379.56	\$ 5,514.04	\$ 5,651.90	\$ 5,793.19	\$ 5,938.02	\$ 6,086.47	\$ 6,238.63	\$ 6,394.60	\$ 6,554.47
Property Manager	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 163,641.41	\$ 167,732.44	\$ 171,925.75	\$ 176,223.90	\$ 180,629.50	\$ 185,145.23	\$ 189,773.86	\$ 194,518.21	\$ 199,381.17	\$ 204,365.70	\$ 209,474.84
Total Expenses as %of EGI	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%	31.12%
Total Expenses as %of PGI	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%	29.21%
Res. Net Operating Income (NOI)	\$ 362,224.76	\$ 371,280.38	\$ 380,562.39	\$ 390,076.45	\$ 399,828.36	\$ 409,824.07	\$ 420,069.67	\$ 430,571.41	\$ 441,335.70	\$ 452,369.09	\$ 463,678.32
Annual Debt Payment	\$ 249,628.16	\$ 249,628.16	\$ 249,628.16	\$ 249,628.16	\$ 249,628.16	\$ 249,628.16	\$ 249,628.16	\$ 249,628.16	\$ 249,628.16	\$ 249,628.16	\$ 23,042.69
Debt Coverage Ratio (DCR)	1.45	1.49	1.52	1.56	1.60	1.64	1.68	1.72	1.77	1.81	20.12
Cash Flow	\$ 112,596.60	\$ 121,652.22	\$ 130,934.23	\$ 140,448.29	\$ 150,200.20	\$ 160,195.91	\$ 170,441.51	\$ 180,943.26	\$ 191,707.54	\$ 202,740.93	\$ 440,635.63
Asset Value	\$ 6,299,561.05	\$ 6,457,050.08	\$ 6,618,476.33	\$ 6,783,938.24	\$ 6,953,536.69	\$ 7,127,375.11	\$ 7,305,559.49	\$ 7,488,198.47	\$ 7,675,403.44	\$ 7,867,288.52	\$ 8,063,970.73
Growth in Resdential Revenue (Per Yr)	2.50%										
Growth in Expenses (Per Yr)	2.50%										
Total Ending Cash Flow	\$ 1,016,956.20	\$ 1,138,608.42	\$ 1,269,542.65	\$ 1,409,990.94	\$ 1,560,191.15	\$ 1,720,387.06	\$ 1,890,828.57	\$ 2,071,771.83	\$ 2,263,479.37	\$ 2,466,220.30	\$ 2,906,855.93

This is a detailed breakdown of financials from the 11th to 21st year of operations. The revenues and expenses are projected to grow at 2.5% per year.



PHASE 2 DESIGN MODULE

SHI PHASE 2 ACTIVITIES

Site Zoning Analysis for the Selected Site

- detailed site evaluation
- parking analysis and setbacks
- establishing site design objectives
- applicable policy & zoning by-law review

Functional Site Analysis

- site schematics
- proposed vehicular and pedestrian access points
- suggested building location
- allocate areas for landscape treatment

Recommendation of Building Form

- 3D representation of the suggested volumes reflecting the parameters from the analysis above

Additional stakeholder and public engagement

Introduce the details of the project to stakeholders and the public

Site Zoning Analysis for the Selected Site

This would consist of a report covering:

- detailed site evaluation
- parking analysis and setbacks
- establishing site design objectives
- public involvement framework plan
- engagement of sub-consultants
- identify stakeholders
- evaluation methodology for the identified site
- applicable policy review analysis
- zoning by-law review
- technical and infrastructure assessment
- physical context assessment

MUNICIPAL ADDRESS:	5027 Industrial Road	CURRENT ZONING:	(C1) Central Commercial District
LEGAL DESCRIPTION:	Lot 2, Block 11, Plan 5935HW	CURRENT ZONING IMPLICATIONS:	
COMMUNITY:	Downtown	SITE COVERAGE:	Not specified
AREA:	1631.3 sm (0.41 Acres)	LOT SIZE:	Minimum width 6m, minimum depth 30m
CURRENT USE:	Econorest Lodge	SETBACKS:	No setbacks req. except where space is needed at the rear for parking, loading, or garbage containers.
SITE CONTEXT:	North: General Commercial (currently grass and forested area) East: Central Commercial South: Manufactured Housing Park (Western Trailer Park). West: Central Commercial	PARKING REQs:	One bedroom apartments; 1.25 stalls per suite*, other apartments; 2 stalls per suite*
		LANDSCAPING:	Greenspace minimum for high density residential - 1m ² for each dwelling unit, which is considered part of the landscaped area.*
			*APPLIES TO ALL ZONES
		ASSESSED PROPERTY VALUE:	\$ 599,900
		OWNERSHIP:	Private



STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Close to wide variety of amenities, allowing for independence, ease of daily life and positive activities • Close to existing affordable housing allowing for transition into the same neighbourhood • Likely does not need to be rezoned 	<ul style="list-style-type: none"> • Accessible greenspace across street and ample space for street parking could save room on site for main program. • Adaptive Reuse of existing building for renovation or addition can lower costs.
WEAKNESSES	CHALLENGES
<ul style="list-style-type: none"> • Potential overcrowding or lack of space in facility for higher need users - convenience of location would encourage more interest in utilizing the facility • Surrounded by industrial type developments 	<ul style="list-style-type: none"> • Noisy because bordering on major road • Limited exterior amenity space on site • Limited space for parking



AMENITIES AND SERVICES

1. RBC Bank
2. BMO Bank
3. Drayton Valley Civic Centre
4. Jodelyne Independent Grocer and Pharmacy
5. Eldorado School
6. Canadian Tire
7. Thrift Shop Hospital Auxiliary
8. Life Church
9. Canada Post
10. Drayton Valley Municipal Library
11. Mulligan MS Registries
12. Anytime Fitness
13. Strip Mall
14. Park Valley Pool
15. Early Childhood Development Centre
16. Crisis Connection Society and Food Bank
17. Playground and Water Park
18. United Church of Canada
19. Church of God
20. Drayton Christian School
21. Walmart
22. TD Bank
23. Strip Mall
24. Landmark Cinema
25. RCMP

LEGEND

- Shopping Centre
- Place of Worship
- School
- Bank
- Civic Service
- Fitness and Recreation
- Existing Affordable housing

WALKABILITY SCORE: 66%

Somewhat walkable

(Some errands can be accomplished on foot)

*Sourced from www.walkscore.com



SITE 1

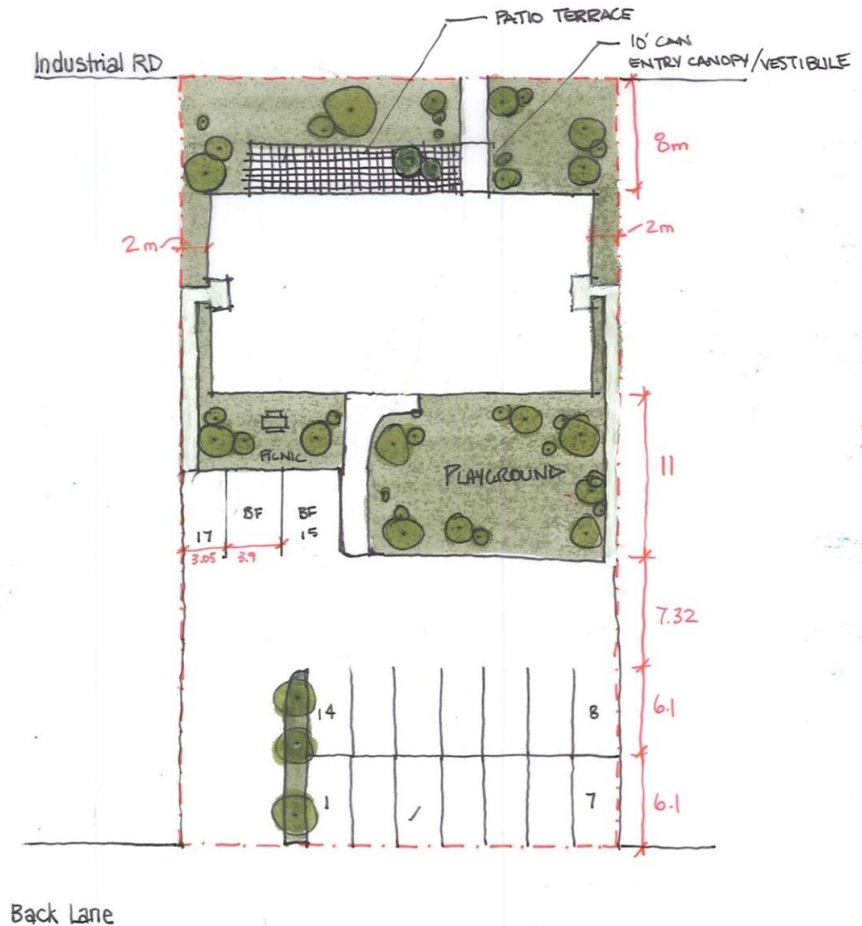


Functional Site Analysis

This would consist of a site plan layout with:

- site schematics
- proposed vehicular and pedestrian access points
- suggested building location
- indicate parking and setbacks
- allocate areas for landscape treatment

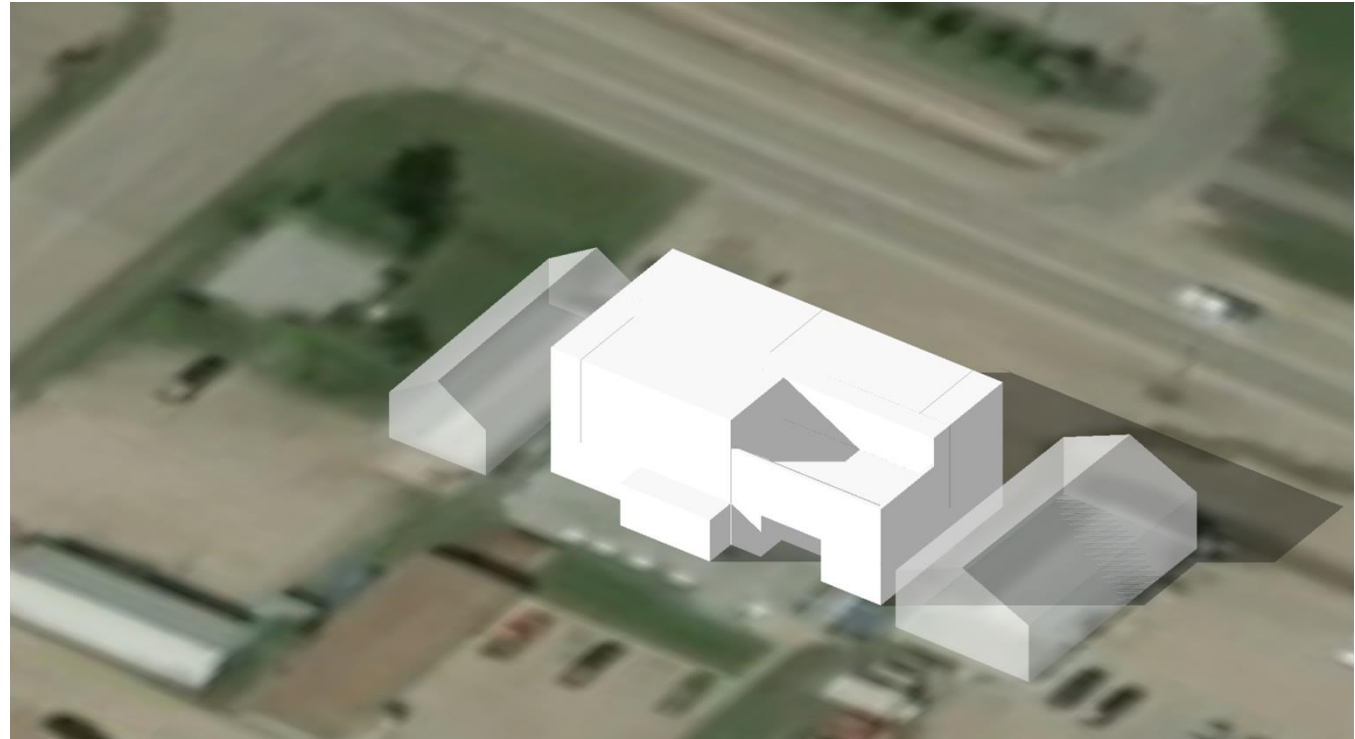
OPTION 2.



Recommendation of Building Form

This section would cover:

- 3D representation of the suggested volumes reflecting the parameters from the analysis above
- This would assist in visualizing the scale of the proposed development as well as making it easier for the stakeholders to decide on the final design direction

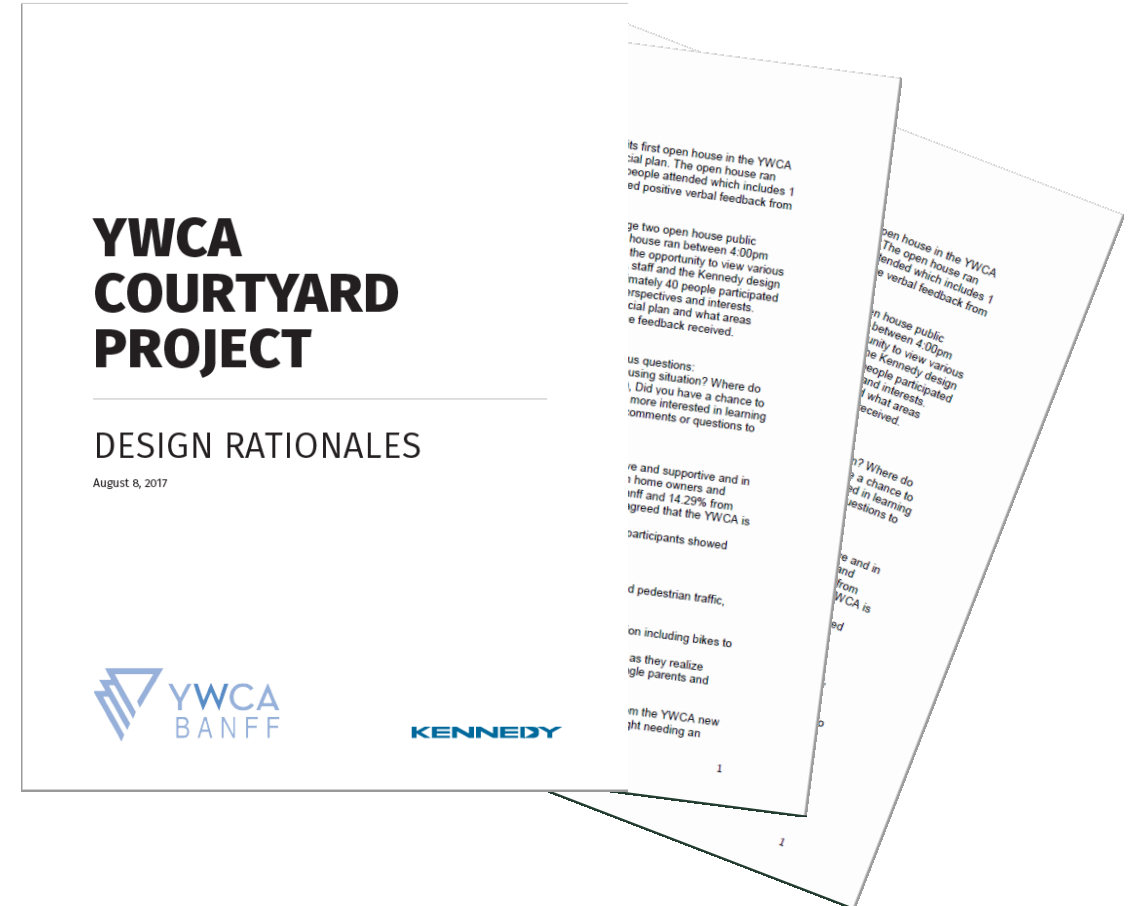


Stakeholder & Public Engagement

- We organize and lead both round table discussions and open house to introduce the idea and opportunities of a new project to a community
- We also work with the municipal planning department very early on to make sure we meet all requirements prior the DP stage

Deliverables:

Design Rational document that includes “What we heard” and modifications to plans to reduce risk of opposition from public





PHASE 3

SECURING FUNDING & FINANCING

CMHC Seed Funding

- *In 2016 the SHI team submitted 17 seed funding applications on behalf of our community partners*
- *7 of our projects have been funded through Seed*
- ***4 of our projects have/will be built and are worth \$42 million for a total of 222 units***

CMHC innovation fund

- *In 2017 we received \$10 million from the Innovation fund (fully subscribed)*
- *To fund 8 projects for up to 467 units of housing*
- *Max \$50,000 per unit and on average 45% grant and 55% loan at 0% interest paid back at the end of year 10*

CMHC Co-Investment funding

- *We also applied for and manage Co-investment applications on behalf of our Community partners*
- *3/3 of our project applications have been prioritized through Co-investment*
- *Borrowing more than \$12 million that will be amortized over 50 years*

Seniors & Housing Funding

- *We worked with communities to apply for funding from Alberta Seniors & Housing*
- ***~ \$16 million raised to build 182 units***
- *Total value of \$40 million*

The YWCA Banff Courtyard Project

- 21,000 ft²
- 3 stories
- **33 Affordable rental units**
 - 12 studio apartments
 - 9 one bedroom apartments
 - 6 two bedroom apartments
 - 6 four bedroom apartments
- Up to 78+ people housed



The Housing Continuum

Source: CMHC

THE HOUSING CONTINUUM

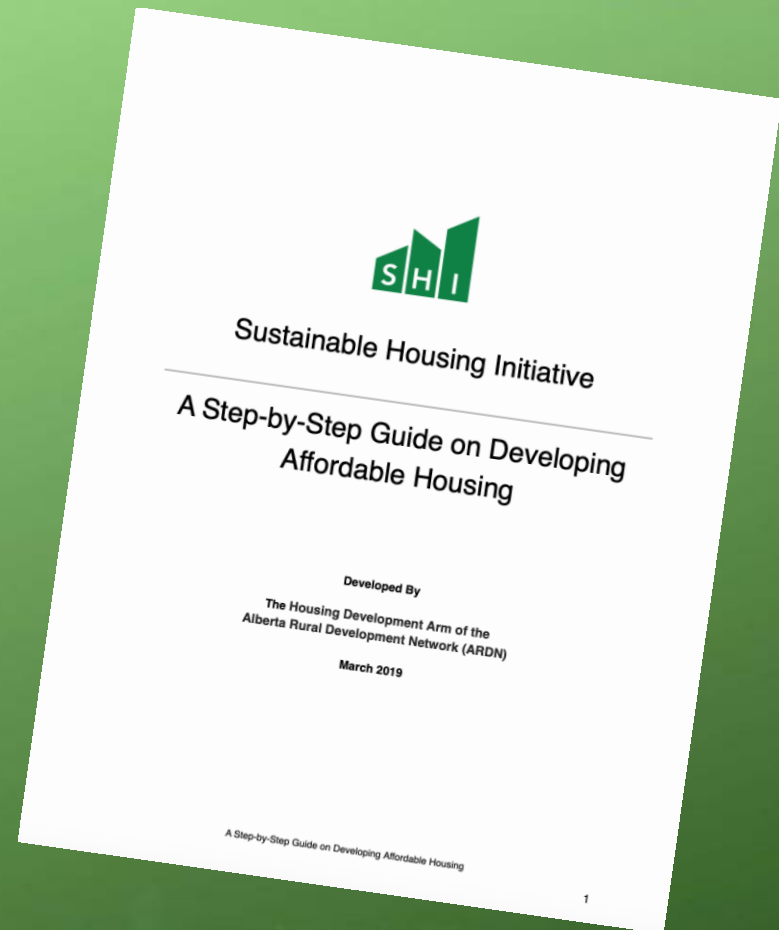


Whitecourt Affordable Housing Project

- 41,905 ft²
- **20 Second Stage/Transitional**
 - 20 one bedroom apartments
- **12 Affordable rental units**
 - 12 two bedroom apartments
- **10 Market rental units**
 - 10 two bedroom apartments
- Second Hand Store, Daycare, Common Area, & Admin Space
- Up to 64+ people housed



Step-by-Step Guide on Developing Affordable Housing



Acknowledgements

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National Advisory Committee

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- **Kaitlyn Gillis**, Wellbeing + Sustainability Specialist, Stantec
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- **Bethany Woytkiw**, Support Services, Capital Region Housing, Edmonton, AB
- **Cliff Youdale**, VP Asset Management, Ottawa Housing Corporation, Ottawa, ON
- **Darby Young**, Principal Accessibility Strategist, Level Playing Field Inc., Calgary, AB

Purpose of the Guide

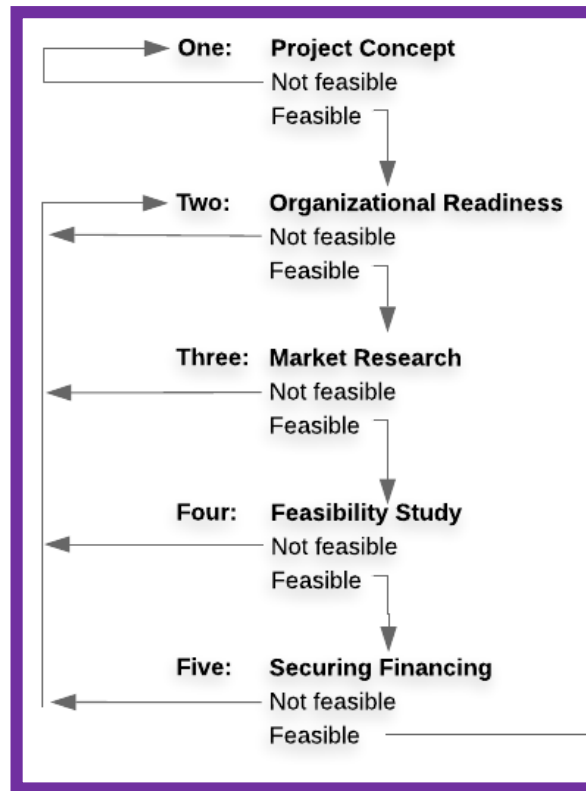
The purpose of this Guide is to be a resource for individuals and groups who want to develop, build, and operate affordable rental housing

Guide Organization

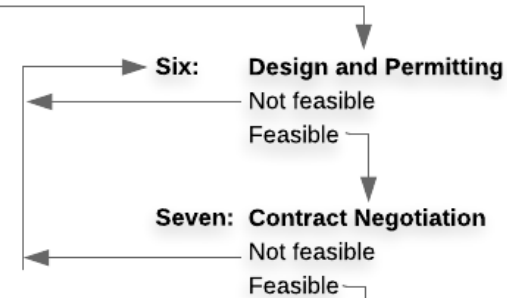
Phase 1
Phase 3



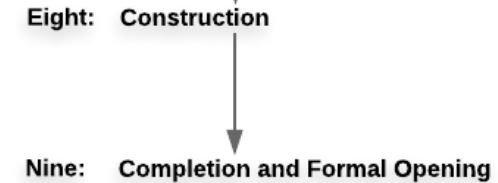
Initiation Phase



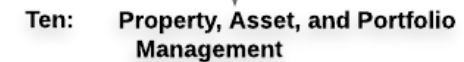
Planning Phase



Execution Phase



Closure Phase



Organizational Readiness Assessment

What is your organization's mission, objectives, and strategic priorities?

Part 1: Assessment of Organizational Readiness to Develop

1. Organizational Structure

	Yes	No	Need to address
Corporation Status:			
Is the organization incorporated & nonprofit status intact (if appl.)?			
Are you in good standing with relevant government bodies?			
Have you made all required tax filings?			
If you are going to use a single-purpose entity or other new entity for development, has it been created?			
Corporate Planning:			
Do you have a strategic plan or mission that identifies housing development as a key activity?			
Membership:			
Is the membership active and in support of housing activities?			

2. Board, Staff & Development Team Capacity

	Yes	No	Need to address
Board Composition/Capacity:			
Do board members have professional skills directly relevant to housing development (e.g., real estate, legal, architecture, finance, management)? What efforts have been made to recruit such board members?			
Has there been stability/continuity of board members over the last several years?			
Does the board have a committee structure or other means of overseeing planning and implementation of development?			
Has the board demonstrated the ability to make timely decisions?			
Do you have a way to evaluate your board's performance?			
Is there a good relationship between board and staff? Do they have shared goals for the organization?			
Staff skills: Do staff have adequate skills and training in the following areas:			
- management of housing development			
- fundraising/grantsmanship			
- oversight of design & construction			
- marketing & intake			
- oversight of property management (if rental housing)			

Scoring Criteria

20 points: We are fully ready to take on housing development

16 to 19 points: We are ready to take on many kinds of development

12 to 15 points: We can do limited development, but need to grow

8 to 11 points: We need to develop capacity in this area

0 to 7 points: We're not ready

Next Steps

Subscribe to ARDN's Newsletter for updates

Contact me if you would like ARDN to help you
in any capacity

Thank You

Zain Abedin

Manager, Community Development

ARDN & SHI

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@ZainAbedin

Project Concept

Importance of Developing a Project Concept

Developing a project concept is kind of like getting ready to buy a car

*** Worksheet with Six questions**



Organizational Readiness

Assessing Organizational Readiness

1. Organizational Structure
2. Board and Team Development
3. Project Planning & Management
4. Financial Management & Capacity
5. Final Assessment

Organizational Readiness Assessment

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Assessment of Project Impact

Summarize what the **overall impact of taking on an affordable housing development** will be on your organization?

Market Research

Needs and Demand Assessment

- **StatsCan** Data (population, income, housing costs etc.)
- **Rent & Vacancy** data, either from CMHC or another source more local to the region
- **Affordability thresholds** as defined by local, provincial or federal government
- **Waiting lists** for affordable and/or social housing
- **Strategic Plan** for the local municipality
- **Health data** from the appropriate source given your location. The relevant data from this source is: population projections, deaths, births etc.
- Information provided by the local community, especially those working in **social services**
- **Local municipal** land use planning information
- **Waiting lists** for existing similar housing
- **Research reports** that talk about population projections and housing needs specific to your target group.

1.0 ENVIRONMENTAL SCAN

1.1 CONTEXT

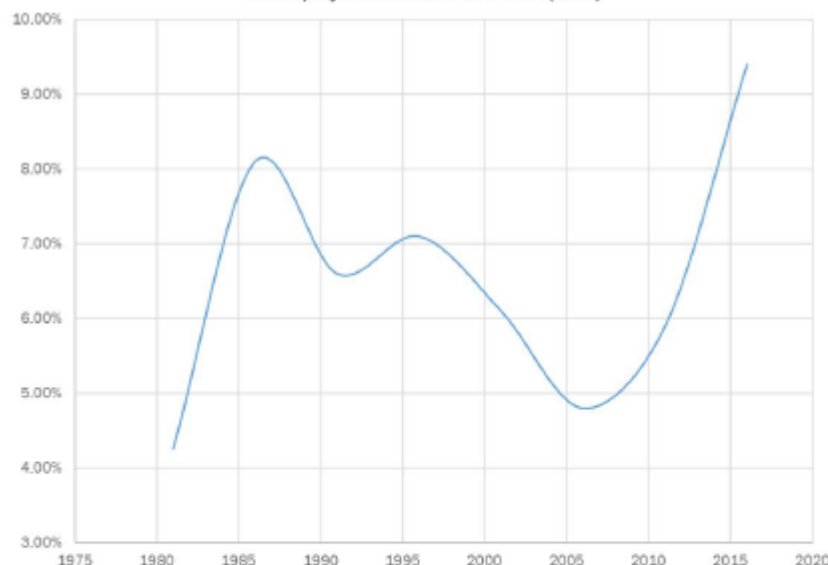
Camrose is a City located in central Alberta, 87 km southeast of Edmonton. In modern context, the first home in the area was built by a physician from Winnipeg, Dr. Sparling¹. Over time, the area grew in size and was formally incorporated as a Village in 1905. Further growth was stimulated by the Canadian Pacific Railway as rail travel was established between Wetaskiwin and Camrose. Eventually the area was incorporated as a City in 1955². It is situated in Camrose County as seen in the map attached in Appendix 1. As of 2018, the city's population is 18,742³. The city has grown 8.4% since 2011.

1.2 ECONOMY

According to StateCan data⁴, the largest industries in the City are Health Care and Social Assistance, Retail Trade, Construction, Accommodation and Food Services and Educational Services. The City is also situated in rich farming area⁵ which likely contributes to other industries in the area as well as the overall economy.

The figure below shows the historical unemployment rates in Camrose. The data was collected from the Alberta Regional Dashboard (ARD)⁶. The data shows an upward trend in the unemployment rate in recent years.

Unemployment Rate in Camrose (ARD)



One way to measure housing need is with the StateCan metric of Core Housing Need⁷. Core Housing Need is determined via the following process:

- > First, it is determined if the dwelling is unsuitable (overcrowded), inadequate (requires major repair), or unaffordable.
- > If so, it is then determined if the household has access to proper housing in the community based on their income levels.
- > If not, the household is in Core Housing Need.

The table below contains the Core Need data for the City of Camrose. The data has been collected from StateCan⁸.

Core Need in the City of Camrose (StateCan)	
Due to Unaffordability	700
Due to Inadequacy	15
Due to Unsuitability	15
Two or more issues	80
Total	820
Rate of Need	10.5%

As seen in the table above, there are a total of 820 households in the City that are in Core Need. The vast majority of the need is from unaffordability while some comes from inadequacy and unsuitability. There are also some households which are in Core Needs due to multiple factors.

The table below summarizes the affordability data for the City of Camrose. This data was collected from a StateCan housing data table⁹.

Unaffordability by Family Type in the City of Camrose (StateCan)	
Couples without children	130
Couples with children	85
Lone Parent Household	150
Other Census Family	40
Non-Census Family	785
Total	1,175

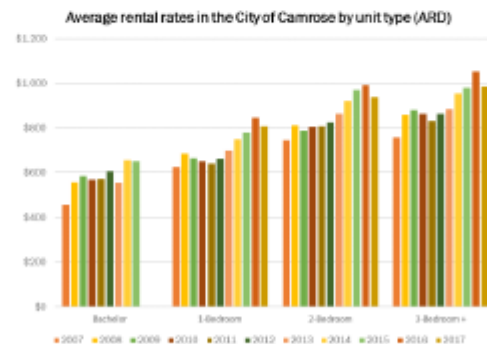
The data shows that there are a total of 1,175 unaffordable tenant households in the City. As seen in the table, the group with the greatest amount of households facing affordability issues are non-census family households, who are mostly singles and people living alone. There are also many couple without children and lone parent households in an unaffordable situation.

Vacancy data for the City is summarized below. The data has been collected from the CMHC Housing Market Information Portal¹⁰. The change in vacancy is measured by Vacancy 2018 - Vacancy 2017¹¹.

Rental Universe and Vacancy Data for the City of Camrose (CMHC)				
	# of Units	Vacancy 2017	Vacancy 2018	Change in Vacancy
Bachelor	23	N/A	0.0%	-
1-Bedroom	270	4.8%	4.8%	0.0%
2-Bedroom	831	6.8%	3.4%	-3.2%
3-Bedroom	44	N/A	7.3%	-
Total	1,188	6.3%	3.8%	-2.5%

The table above shows that the rental universe in Camrose comprises mostly 2-bedroom units primarily and 1-bedroom units second. Looking at vacancy data, the rates of vacancy seemed to have decreased since 2017 overall. The cause of this decrease has been the 2-bedrooms as the vacancy of the 1-bedrooms has not changed since 2017.

The following figure displays the historical rental rates in Camrose by unit type. This data was collected from the ARD¹².



As per the above figure, the rental rates in the City for 1, 2 and 3-bedrooms have followed a general upwards trend over the years. The rates of the bachelor units have increased as well but lack a yearly trend. In 2017 the 1, 2 and 3 bedrooms all reduced in rent. It is possible this reduction in rental rates helped decrease the vacancy in 2018.

2.0 APPENDIX

2.1 Appendix 1: Camrose, City Census Map (StatsCan)



Project Feasibility



Project Feasibility

There are various types of feasibility that need to be considered:

- Financial Feasibility
- Land Feasibility
- Option Feasibility
- Community Feasibility

Business Case

Business Case

- **Reiterate the opportunity**, highlight the key strengths of your plan, **summarize your vision**, and **remind the reader why your project will be successful**.
- **Identify a clear call to action** depending on the target audience; if it is for funders to read, the call to action is request for the funding required to move the project forward, and the return on investment.
- Think about your core strengths. Ask yourself what differentiates your project from the hundreds of other affordable housing projects.

Thank You

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Our Process - Pricing

Phase 1

Pre-Development Feasibility Module

Proposed time line: 4-6 months

Fee: ~\$28,000 – \$35,000 (full package)

Phase 2 (Optional)

Design Module

Proposed time line: 3-5 months

Fee: ~\$24,000 – \$33,000

Phase 3

Securing Funding & Financing

Fee: \$3,500 Upfront Retainer + \$2,500 per unit of the funded project