



AFFORDABLE HOUSING TOOLKIT

Supported by:



LAND ACKNOWLEDGEMENT

Stony Plain is located on Treaty 6 territory, the traditional meeting grounds, gathering space, and travel route of the Cree, Saulteaux, Blackfoot, Dene, and Nakota Sioux and the homeland of the Métis Nation. The Town of Stony Plain respectfully acknowledges all the many First Nations, Métis and Inuit communities whose footsteps have marked this landscape since time immemorial.

We acknowledge the deeply rooted relationship between Indigenous heritage, culture, language, spirituality, and history to the land, water, and air. We thank the many past, present, and future Indigenous groups who have protected and thrived in this environment for millennia.

As Treaty people, we commit to ensuring the well-being of our environment by acknowledging this rich Indigenous cultural legacy through the Planning and Development Guidelines.

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PRELIMINARY PROJECT CONCEPT WORKSHEET

Who are you providing housing for, and what type of housing are you providing?

What do you envision the new project will be?

Number of units?

Type of units?

Size of units?

Commercial space?

Office space?

Common space?

Number of storeys?

Where will the new development be located, do you own land, or is there land available and do you have the funds to purchase it?

When do you want the building to be built by?

What are our main reasons for developing affordable housing? Are there other organizations addressing this housing need in the Town of Stony Plain? Can we collaborate with them?

Is there a need for this project? How does this project address that need?

ORGANIZATIONAL READINESS ASSESSMENT

What are our organization's mission, objectives, and strategic priorities?

Starting on the next page is a series of questions broken down into sections (each section relating to a different part of organizational readiness) that will help you gauge if your organization is prepared to take on an affordable housing project. The questions will be scored, and a scoring matrix will be provided at the end.

ORGANIZATIONAL STRUCTURE	YES	NO	Need to Address
Is the organization incorporated and nonprofit status intact (if applicable)?			
Is the organization 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? (If not relevant, answer yes)			
Do you have a strategic plan or mission that identifies housing development as a key activity?			
Is the membership of the organization active and in support of housing activities? (if applicable)			
Does the organization reach out to recruit potential residents as members?			
Has the organization made efforts to procure members with relevant professional skills?			
Are the corporate lines of authority for development activities clear?			
Can the management take on additional activities?			
Are policies and procedures in place governing development activities?			
Are personnel policies and performance appraisal systems in place?			
Does the organization have a conflict-of-interest policy governing employees and development activities, particularly in the procurement of contract services and the award of housing units for occupancy?			
Does the organization have adequate liability insurance?			
Does the organizational structure separate housing development from other corporate activities? e.g., development subsidiary, independent development entities, separate portfolio management entity, or other legal firewalls?			
TOTAL SCORE			

LEGEND

Yes = 1 point

No with a mitigation strategy = 0.5 points

No = 0 point

15 points	You are fully ready to take on housing development.
12 to 14 points	You are ready to take on housing development.
9 to 11 points	You can do limited development but need to grow.
6 to 10 points	You need to build capacity in housing development.
0 to 5 points	You are not ready to take on housing development.

BOARD, STAFF, AND DEVELOPMENT TEAM CAPACITY	YES	NO	Need to Address
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?			
Are there systems in place to evaluate the board's performance?			
Is there a good relationship between the board and staff? Do they have shared goals for the organization in the following areas:			
Management of housing development			
Fundraising/granting			
Oversight of design and construction			
Marketing and intake			
Oversight of property management (if rental housing)			
Pre-development work			
Do you provide adequate opportunities and encouragement for staff to receive training and expand their development skills?			
Do you have access to experts beyond your staff in housing development?			
Do you have a policy/procedure for procuring consultants and development team members?			
TOTAL SCORE			

LEGEND	Yes = 1 point No with a mitigation strategy = 0.5 points No = 0 point
15 points	You are fully ready to take on housing development.
12 to 14 points	You are ready to take on housing development.
9 to 11 points	You can do limited development but need to grow.
6 to 10 points	You need to develop capacity in this area.
0 to 5 points	You are not ready to take on housing development.

FINANCIAL MANAGEMENT AND CAPACITY	YES	NO	Need to Address
Do you do an annual budget?			
Do you have a process for regularly tracking and monitoring expenditures against the budget?			
Do you have adequate procedures in place to monitor cash flow (receipts and disbursements)?			
Do you have adequate internal controls to ensure the separation of duties and safeguarding of assets?			
Do you make regular reports to the board, updating financial positions?			
Do you have a regular and current audit?			
Is the most recent audit clean, or have all management or compliance findings been resolved?			
Do your financial management and accounting systems conform to all relevant standards?			
Does the organization have a diversified and stable funding base for operations?			
Are the revenues predictable year-to-year?			
Is the organization able to exist without developer fees?			

Are any programs or projects currently at risk?			
Are existing rental housing projects (if any) producing positive cash flow and paying management fees?			
Do you have adequate cash to pay bills most of the time?			
Do you have current assets that exceed current liabilities by at least 50%?			
Do you have enough liquid capital to make capital advances to a project (5 - 10% of project costs)?			
Do you have the capacity to quickly raise such capital for projects?			
Capacity for project:			
Can you afford to provide land for this project?			
Can you afford equity for this project?			
Are you eligible for a mortgage?			
TOTAL SCORE:			

LEGEND	Yes = 1 point No with a mitigation strategy = 0.5 points No = 0 point
20 points	You are fully ready to take on housing development.
16 to 19 points	You are ready to take on housing development.
12 to 15 points	You can do limited development but need to grow.
8 to 11 points	You need to develop capacity in this area.
0 to 7 points	You are not ready to take on housing development.

PROJECT PLANNING AND MANAGEMENT	YES	NO	Need to Address
Has the organization done any analyses of the local housing market and the housing needs of low-income households?			
Has the organization analyzed the competition - both publicly assisted and private housing that serves low income?			
Do you have a process for carefully evaluating alternative projects and sites?			
Do you have a process for potential low-income beneficiaries of the housing to provide input?			
Does the organization have a process for regularly monitoring the progress of a project?			
Do you have a process for making timely decisions?			
Do you have positive relationships with your community/neighborhood? Are they likely to support additional housing development by you?			
Do you have positive relations with your local government, and can you count on them for support, approvals and funding?			
Do you have property management operations established (occupancy management, finance management, maintenance)?			
Do you have procedures for overseeing the financial conditions of all property assets?			
TOTAL SCORE (Add this score to the final scoring table on Page#.)			

LEGEND	<p>Yes = 1 point</p> <p>No with a mitigation strategy = 0.5 points</p> <p>No = 0 point</p>
10 points	You are fully ready to take on housing development
8 to 9 points	You are ready to take on housing development
6 to 7 points	You can do limited development, but need to grow
4 to 5 points	You need to develop capacity in this area
0 to 3 points	You are not ready to take on housing development

CONCLUSIONS OF THE ORGANIZATIONAL ASSESSMENT

ORGANIZATIONAL ASSESSMENT	TOTAL SCORES
<p>Organizational Structure Total Score:</p> <p>15 points You are fully ready to take on housing development. 12 to 14 points You are ready to take on housing development. 9 to 11 points You can do limited development but need to grow. 6 to 10 points You need to develop capacity in this area. 0 to 5 points You are not ready to take on housing development.</p>	
<p>Board, Staff, and Development Team Capacity Total Score:</p> <p>15 points You are fully ready to take on housing development. 12 to 14 points You are ready to take on housing development. 9 to 11 points You can do limited development but need to grow. 6 to 10 points You need to develop capacity in this area. 0 to 5 points You are not ready to take on housing development.</p>	
<p>Financial Management and Capacity Total Score:</p> <p>20 points You are fully ready to take on housing development. 16 to 19 points You are ready to take on housing development. 12 to 15 points You can do limited development but need to grow. 8 to 11 points You need to develop capacity in this area. 0 to 7 points You are not ready to take on housing development.</p>	
<p>Project Planning and Management Total Score:</p> <p>10 points You are fully ready to take on housing development 8 to 9 points You are ready to take on housing development 6 to 7 points You can do limited development, but need to grow 4 to 5 points You need to develop capacity in this area 0 to 3 points You are not ready to take on housing development</p>	

Your total score in each section will correspond with your readiness to move forward in your project, which is listed in each legend. If you received “no with a mitigation strategy” score, it means that the project requires a finer tuning before it is ready to proceed. You have an idea that works, it just needs to account for further potential risks through developing a more in-depth project concept and charter.

Our organization is strongest in the following areas:

The following areas are where improvement is needed if the organization is to succeed at affordable housing development:

COMMUNITY CONSULTATIONS TEMPLATE

COMMUNITY CONSULTATION #1: Introduction and Discussion about Affordable Housing

Overview:

Introduce the affordable housing project, explain its purpose, and gather community input to shape decision-making and address concerns early.

Intended Outcome: Participants understand affordable housing, recognize its need, and share perspectives to help guide the project.

Opening Presentation:

1. Who we are.
2. Purpose and goals
3. Presentation of the main points and findings from the needs assessment.

Engagement Activities

- Understanding Affordable Housing:
 - *What do the words “affordable housing” mean to each of us around the tables?*
 - Write ideas on sticky notes or cards and place on wall in room
 - Facilitator goes over cards and, with the group identify themes and commonalities in the room
- Issues and Needs
 - Small groups identify current/future housing challenges
 - Responses are written on cards and placed on the wall in the room
 - Facilitator has the larger group identify themes and commonalities
- Addressing Affordable Housing Issues in the Community
 - Individuals and groups discuss benefits, challenges, and community involvement.
 - Facilitator will have the group identify themes and commonalities on how to address affordable housing issues in the community from the report back

Following the community consultation:

1. Prepare the “What We’ve Heard” document for the consultation.
2. Identify potential sites for the project.

COMMUNITY CONSULTATION #2: Feedback on Potential Project Sites

Overview:

Present potential sites and gather community feedback to support site selection.

Intended Outcome: Community identifies site strengths, concerns, and preferences

Opening Presentation:

1. Recap of who we are
2. Why we are here today, and desired outcomes
3. Summarize feedback from 1st Community Consultation
4. Present the potential site(s) identified.

Activities:

- What do you think the strengths, weaknesses, opportunities, and threats of each site are to the community?
 - SWOT (Strength, Weakness, Opportunity and Threat) analysis, small groups assess each site and share summaries.
- Are there any other considerations that we should have for this site, or any other thoughts you want to share about the site?
 - General group discussion, with the option of writing feedback on pieces of paper and submitting them to the facilitators.

Following the community consultation:

1. Prepare the “What We’ve Heard” document for the consultation.
2. Complete the site selection analysis, incorporating feedback from this consultation.

PROJECT CHARTER TEMPLATE

Instructions: This template helps you create a project charter. This is a short document that defines a project's objectives, execution plan, and stakeholders. It formally guides and controls the project and is referenced throughout its lifecycle.

Project Description:

Project Name:

EXECUTIVE SUMMARY

This section provides a brief overview of the project's background, purpose, and scope, outlining key stakeholders, timelines, budget, and a summary of risks and benefits.

BACKGROUND AND PROJECT SUMMARY

- Why is the project being undertaken? Describe an opportunity or problem that the project is to address.
- What is allowing the project to happen? Describe the economic/political factors that are allowing this project to move forward.
- How will this project contribute to the improvement of existing conditions? Describe the current conditions/context and how the project will solve/address those issues/opportunities.

PROJECT GOALS, BUSINESS OUTCOMES, AND OBJECTIVES

This section outlines the project vision and goals, linking them to measurable objectives and business outcomes. Vision and goals are broad and high-level, while objectives and outcomes are specific, measurable results used to track and confirm success.

	Goals	Objectives	Business Outcomes
1.		X	X
2.		X	X
3.		X	X

DELIVERABLES

Identify and define what the project must deliver to achieve the stated objectives. Please copy and repeat each Deliverable section to your desired amount.

Deliverable:	
Responsible person(s)	
Description	

Acceptance criteria	
Due date	

SCOPE

Outline the formal boundaries of the project by describing how the business may change or be altered by the delivery of your project, also note what's relevant to the project and what is not.

What will the project include:	What the project will not include:

PROJECT OUTLINE

Divide the project into phases and identify the significant points or events in the project life cycle. This table can be seen as a high-level project schedule

PHASE 1

Phase 1 will be from [start date] to [end date]. *Description of the overall objective of the phase.*

Project Milestone	Description	Expected Date
1.	X	X
2.	X	X
3.	X	X

PHASE 2

Phase 2 will be from [start date] to [end date]. *Description of the overall objective of the phase.*

Project Milestone	Description	Expected Date
1.	X	X
2.	X	X
3.	X	X

LAND USE PLANNING FRAMEWORK

This section intends to develop an understanding of the land use framework.

- Determine and state the legislative framework that applies
- List the single or multiple authorities having jurisdiction

PROJECT RISKS, ASSUMPTIONS, AND CONSTRAINTS

Risks:

During the planning process, it is critical to understand and agree upon the risks identified at the start of a project. This section will be an initial risk assessment and summary of planned mitigation.

	Assumptions
1	
2	
3	

Assumptions:

This section specifies the factors that are assumed true. During the planning process, these assumptions will be validated. Inaccurate or incomplete assumptions can negatively affect project scope, timelines, and cost.

	Assumptions
1	
2	
3	

Constraints

This section lays out the project constraints, especially those associated with budget, scope, deadlines or other considerations. Internal and external constraints should be identified through analysis of the project environment.

Number	Category	Constraints
1		
2		
3		

PROJECT MANAGEMENT STRUCTURE/ORGANIZATION

The Steering Committee is responsible for the successful completion of Phases 1 and 2 of this project. It is recognized that over the duration of the project, members may change, but organizational representation will remain consistent.

Project Driver(s)

Represented by the following individual(s):

First Name, Last Name – Position, Organization

Roles and Responsibilities:

*List the responsibilities needed to successfully complete the project

Project Sponsor(s)

Represented by the following individual(s):

First Name, Last Name – Position, Organization

Roles and Responsibilities:

*List the responsibilities needed to successfully complete the project

Consultant(s):

Represented by the following individual(s):

First Name, Last Name – Position, Organization

Project Supervisor:

Project Manager:

Dispute Resolution Process:

*As there is with any project, issues will arise that will require decisions and approval.

PROJECT SCHEDULE

January - April	Phase 1
April – August	Phase 2
August - December	Phase 3

PROJECT BRIEF WORKSHEET

SITE INFORMATION

Municipal Address:

Current Zoning:

Land Ownership:

Project Purpose and Outcome: Describe why this project was initiated and what you envision as the final development. Summarize the goals of the project and who is intended to live and/or work there.

Project Site Context: Are there any features of the site or surrounding area that you think should be considered? These can be positive or negative attributes, such as beautiful views or mature trees, or nuisances such as high winds or noise from a busy roadway.

PROJECT STATISTICS

This information will greatly assist your architect. What has your business case and needs analysis indicated? What number of units are you targeting? What is the mix of units? Are there any other considerations? Such as commercial or amenity spaces? How much space do you think is necessary? How much vehicle, visitor, commercial or bicycle parking do you think is needed to service the development? Number of units? Type of units? Size of units? Number of storeys?

CONSTRAINTS

Outline any information you have gathered to date that are a cause for caution or concern. These constraints could relate to the site. For example, the site could be contaminated or have unstable soils. Other constraints could be financial or pertain to project scheduling or the timing of funding. If this information is known at the start, it is important to advise your consultants at the start of your communications so that the complexity of the project is understood.

Known Constraints:

COMMUNICATIONS

Provide a summary of any communications with the municipality to date. Review your meeting minutes from past discussions.

Provide a summary of any comments or feedback received from your engagement with the community or neighbouring property owners or businesses.

This information will help the design team to develop a better understanding of any opportunities or areas of concern (for example: parking, shadowing, or loss of green space).

Communications to Municipality to Date:

POST-IMPLEMENTATION REVIEW

This worksheet is designed to provide you with the steps needed to review your project and document its overall success.

Did your project's results match the original objectives outlined in your project charter?

--

Were the expected deliverables at a satisfactory level of quality?

--

Is your project functioning as expected?

--

If there are missing gaps in your project, how do you intend to fill them?

--

Is it functioning well, and how can it be adjusted for future operating demands?

--

Are the necessary controls and systems in place, and are they operating at an acceptable level?

--

What activities are needed to support the project's success?

--

If you have identified problems, how will it be addressed?

--

Did the end result achieve the same quality, budget and schedule that was set out in the original concept plan?

--

Is the project sponsor satisfied? Did you meet their expectations?

--

Were the end users' needs met?

How does the end user benefit?

If key stakeholders are not satisfied with the end results, how should this be addressed?

HOUSING DEVELOPMENT – SCOPING WORKSHEET

Project Overview:

	Description / Notes
Project Name	
Project Location (Include lot/block/plan)	
Prepared By	
Date	
Project Sponsor/ Developer	
Project Manager	

Purpose and Objectives

Questions	Details
Purpose / Vision	
Objectives <ul style="list-style-type: none"> Housing Type, Affordability Targets, Sustainability goals 	
Community Alignment: <ul style="list-style-type: none"> Confirm consistency with Stony Plain's Municipal Development Plan, Land Use Bylaw, and Local Area Plan 	
Key Deliverables	
Assumptions	
Project Constraints	

Scope

Category	Description
Scope Inclusions	<input type="checkbox"/> Site grading <input type="checkbox"/> Roads <input type="checkbox"/> Utilities <input type="checkbox"/> Landscaping <input type="checkbox"/> Buildings <input type="checkbox"/> Other _____

Timeline & Milestones

<u>Phase</u>	<u>Description</u>	<u>Start</u>	<u>End</u>	<u>Duration</u>	<u>Project Notes</u>	<u>Worksheet Considerations</u>
Feasibility and Land Acquisition						Include environmental screening
Concept Design						Public consultation may be required
Detailed Design and Engineering						Include utility coordination
Permitting and Approvals						Account for municipal reviewing timelines
Construction (Site Servicing)						Plan based on seasons (weather)
Vertical Construction (Building the House)						
Final Inspections / Handover						

Budget Overview

<u>Category</u>	<u>Estimated Cost</u>	<u>Project Notes</u>	<u>Worksheet Considerations</u>
Land and Legal			Include subdivision survey if needed
Site Servicing (Water/Sewer/Roads)			Local utility coordination
Construction			
Engineering and Design			
Permitting and Development Fees			Application fees, development charges, off-site levies, etc.
Environmental Compliance			
Contingency (10 - 15%)			Weather, supply chain risks, labour shortages, etc.
Total Estimated Cost			