



STONY PLAIN AFFORDABLE HOUSING GUIDEBOOK



AFFORDABLE HOUSING GUIDEBOOK

Stony Plain would like to thank focus group participants who contributed to the development of this document.

Prepared in Spring, 2026 by:



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 Stony Plain and the land on which it sits, the water that flows through it, and the air that surrounds it.

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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INTRODUCTION

PURPOSE

The purpose of this guide is to provide a reference tool for affordable housing development in Stony Plain.

Stony Plain is committed to affordable and long-term housing. Focus groups composed of volunteer contributors from the municipality, development and housing operations sectors have provided considerable insight into the process of affordable housing development.

INTRODUCTION

The guide will cover the affordable housing development process from start to finish in Stony Plain. It can be used as a reference tool for individuals or groups who are interested in developing affordable housing in Stony Plain.

What is Affordable Housing?

Affordable housing is housing that costs less than 30% of a household's gross income (income before taxes). For housing to be truly affordable, people should still have enough money left to cover basic needs like food, transportation, and electricity.

COMMUNITY SNAPSHOT



Population:
19,662



Population Growth Rate:
4.7%



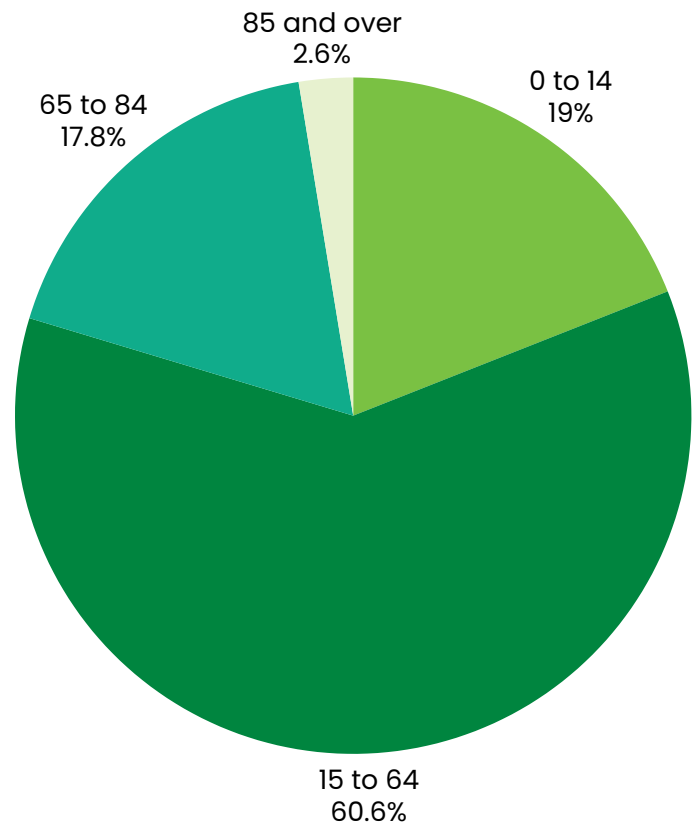
Median Individual Income:
\$43,333



People per Household:
2.4

Source: Statistics Canada, 2021

Age Characteristics



TYPE OF HOUSING MODELS

Short-Term Non-Market Housing	Emergency Shelter	Emergency shelters temporarily house those who are experiencing or are at the greatest risk of becoming unsheltered.
	Transitional/Supportive Housing	Transitional housing is short-term housing with facilities that provide support services to help residents transition to independent living.
Long-Term Non-Market Housing	Subsidized	Subsidized housing is long-term housing in which rents are subsidized through an operating funding program.
	Affordable Rental Housing and Affordable Home Ownership	Affordable rental housing and affordable home ownership refer to residents who pay affordable rental or mortgage payments for their homes.
Long-Term Market Housing	Market Rental Housing and Market Home Ownership	Market rental housing and market home ownership are housing available for prices determined by supply and demand that exceed the affordable housing threshold.

PROJECT TYPES

ADDITIONS

Additions refer to adding on to an existing property or structure. This can include expanding an existing structure with accessory dwelling units to create affordable housing units. It can also include adding new units to a site with additional space, such as a place of worship or community centre.

RENOVATIONS

Renovations are repairs or updates that improve a building so it can be used as safe, affordable housing. They often involve changing spaces like offices or hotels into homes. These projects may include major upgrades to make the building suitable for people to live in.

NEW CONSTRUCTION

New construction refers to a project on vacant land. This type allows the developer to customize the new structures to community needs.



HOUSING TYPES

An affordable housing project can include many different housing types. While multi-unit projects are the most common, there are also opportunities with other forms of housing, such as accessory dwelling units and low-density housing.

ACCESSORY DWELLING UNITS

Accessory dwelling units are structures that are accessory to the primary dwelling unit. These can include garage suites, garden suites and basement suites. Accessory dwelling units can present an opportunity to provide affordable housing on a property with existing housing.

MULTI-UNIT DWELLING

A multi-unit dwelling is a structure with three or more dwelling units. A multi-unit project can include supportive living, subsidized housing, or a mix of market and non-market rents.

Project Name: Folkstone Place Affordable Seniors Housing
Developer/Builder: Jen Col
About the Project: Folkstone Place is an affordable housing facility for seniors and emerging seniors. Folkston Place has 63 living spaces - 41 single units and 22 two-bedroom units.

ROW HOUSE DWELLING

A row house or townhouse is a dwelling in a building divided into three or more attached units, each with its own independent entrance to the outside. Like multi-unit dwellings, row house dwellings can include a mix of affordable and market housing

Project Name: The Brickyards
Developer/Builder: Tacada Communities
About the Project: The Brickyards development will contain approximately 949 housing units. The development has low density and medium density residential homes. There is a mixture of single-detached, semi-detached, duplexes and row houses.

CONSTRUCTION TYPES

WOOD FRAME CONSTRUCTION

Wood frame construction is the most common way to build homes in Alberta. It uses wood for the frame, walls, floors, and roof because it is affordable and easy to work with.

Pros	Cons
<ul style="list-style-type: none"> • Quick Assembly • Flexible Design • Cost Effective 	<ul style="list-style-type: none"> • Susceptible to Fire Damage • Less Energy-Efficient • Risk of Structural Rot



CONCRETE CONSTRUCTION

Concrete construction means building homes or buildings using concrete for walls, floors, and sometimes roofs. Concrete is strong, durable, and fire-resistant, making it good for long-lasting buildings.

Pros	Cons
<ul style="list-style-type: none"> • Fire-Resistant • Longer Life 	<ul style="list-style-type: none"> • High Cost • Takes longer to build

STEEL FRAME CONSTRUCTION

Steel frame construction means building homes or buildings using steel beams and columns for the structure.

Pros	Cons
<ul style="list-style-type: none"> • No Warping, Shrinking or Mould • More Eco-Friendly • Allows for taller buildings 	<ul style="list-style-type: none"> • High Cost • Less Insulation • Requires specialized work

PREFABRICATED OR MODULAR CONSTRUCTION

Prefabricated or Modular construction means building sections of a home in a factory and then assembling them on site.

Pros	Cons
<ul style="list-style-type: none">• Faster Construction• Affordable• Reduces waste	<ul style="list-style-type: none">• Design Limitations

NEEDS & DEMAND ASSESSMENT

The Housing Need and Demand Assessment provides a resource to help partners understand what types of housing meets the needs of people living in Stony Plain.

A Housing Needs and Demand Assessment is a common requirement for applicants to receive pre-development, capital and operating grants and loans for affordable housing projects. When applying for project funding, it is encouraged to use the [Stony Plain Housing Strategy](#), to satisfy funder requirements.





**PROJECT PLANNING AND
GOVERNANCE FRAMEWORK**

PROJECT CONCEPT & ORGANIZATIONAL READINESS

DEVELOPING THE PROJECT CONCEPT

Clearly document the initial project idea, as it will guide the work and form the foundation of the development plan. Begin planning with the executive or management team to define who the project is for, what will be built, where and when it will happen, and why it matters. Take a long-term view and consider how key decisions may affect future outcomes and project costs. Once developed, review the concept with staff and board members to gather feedback.

ASSESSING ORGANIZATIONAL READINESS

The organization can check if it is ready to move forward by looking at its organizational structure, leadership, capacity, finances and knowledge and experience. After this review, the organization can study how the project might help and share these ideas with staff and the board. This is best done in two guided planning meetings.

REVIEWING ORGANIZATIONAL STRUCTURE

Review the organization's mission, goals, and priorities to ensure they support housing development. Assess capacity by considering corporate status, strategic plans, and the engagement and support of the board and staff.

EVALUATING ORGANIZATIONAL LEADERSHIP AND ADMINISTRATIVE CAPACITY

Review the organization's structure, roles, and skills to identify support, potential team members, and access to external expertise.

REVIEWING FINANCIAL POSITION AND CAPACITY

Review the stability and diversity of funding, cash flow, ability to secure capital, and the performance of any existing housing portfolio.

REVIEWING PROJECT PLANNING AND MANAGEMENT

Conduct an assessment of market knowledge, competition, project selection, planning and management processes, community relationships, and relevant development experience.

After gathering feedback internally and reaching an agreement, the organization can begin the housing project. The next step is to present the idea to community members and key partners to hear their views and collect input that will be beneficial in informing project design.

PROJECT TEAM

ASSEMBLING A PROJECT TEAM

Assembling the right project team is key to making the project successful.

PROJECT MANAGEMENT

Start by selecting a Project Manager (PM), who can be internal or external.

- **Internal PM:** Should be hired specifically for this position to ensure they can focus on managing multiple projects without unrelated duties.
- **External PM:** A good option for smaller organizations that may not have enough projects to justify a full-time internal role.

A team of professionals usually handles project management. The Project Manager leads the overall results, while a Construction Manager oversees the building work and schedule. The project schedule shapes the team setup, roles, contracts, payments, and reporting.

DESIGN AND TECHNICAL EXPERTS

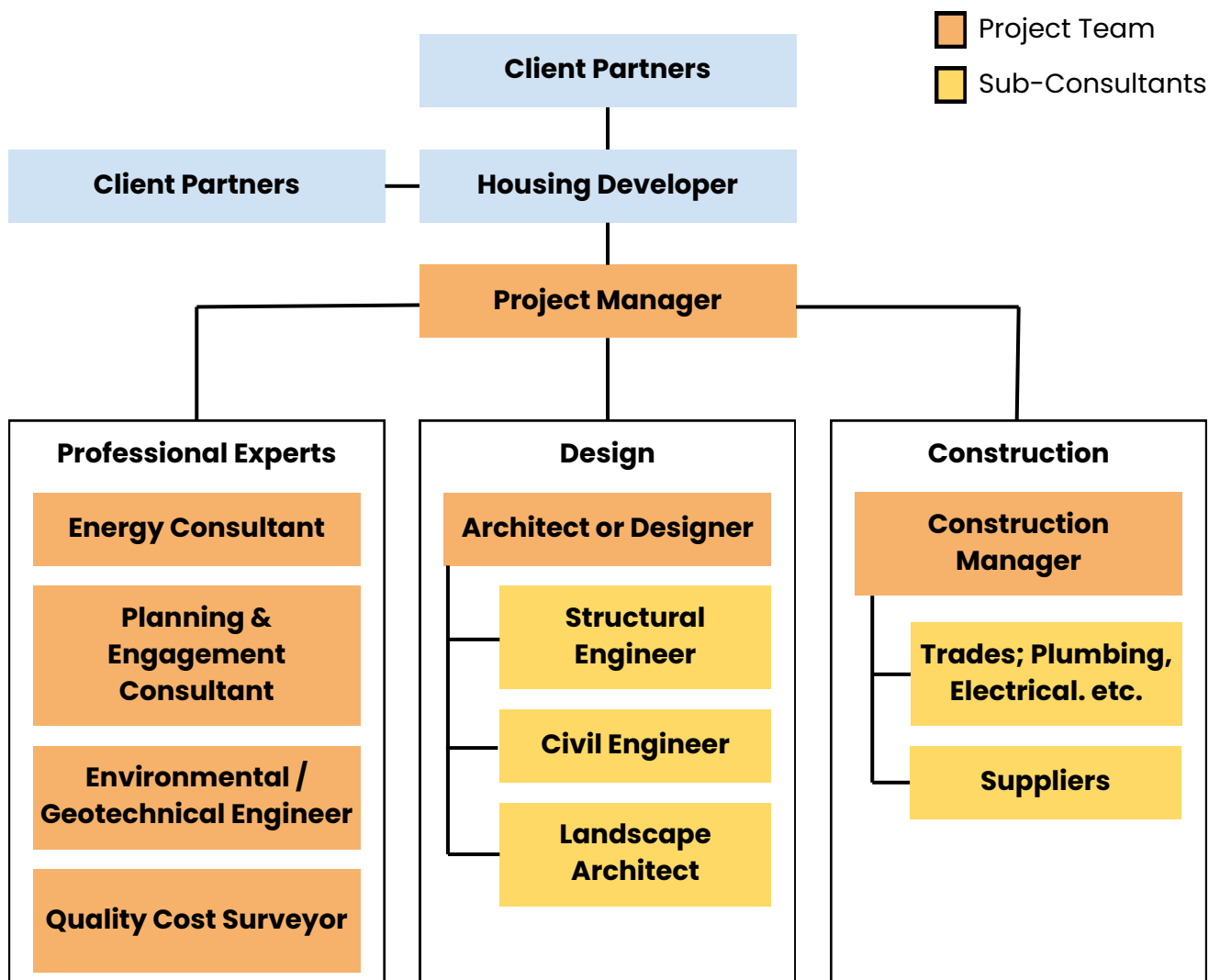
The design phase is led by an architect or residential designer. A registered architect is required for buildings with five or more units, and qualified professionals can be found through the [Alberta Association of Architects](#).

When choosing a designer, look for experience in user-centred, accessible, and affordable housing design. The designer handles all design work.

The developer should also hire key specialists, such as:

- Cost estimator
- Environmental engineer
- Geotechnical engineer
- Energy or planning consultant.

PROJECT TEAM STRUCTURE EXAMPLE



WORKING WITH A CONSULTING TEAM

A consulting team is key to project success and may include architects, designers, planners, engineers, contractors, and subcontractors.

The architect is usually the lead consultant and is responsible for:

- Refining the project plan
- Bringing together input from other team members
- Making sure the design meets codes, zoning, and energy rules

Other specialists may include:

- **Engineers** who oversee civil, structural, mechanical, and electrical systems.
- **Building specialists**, who advise on the envelope, acoustics, and lighting.
- **Energy modellers**, who ensure the design meets efficiency targets.

It is helpful to involve a Construction Manager early to support cost control and value planning during design.

Consultants should be chosen through formal processes, such as:

- Expression of Interest (EOI)
- Request for Qualifications (RFQ)
- Request for Proposal (RFP)

Getting at least three proposals is recommended to ensure fair pricing and a qualified team. Funders may also require that a minimum number of quotes be procured.

Strong teamwork is important. The architect, engineers, and construction manager should work together to keep the design, budget, and construction plan aligned from start to finish.

DEVELOPMENT INCENTIVES

MUNICIPAL DEVELOPMENT INCENTIVES

Stony Plain offers a range of development incentives through its [Development Incentive Policy](#).

These policies include:

- Direct financial incentives;
- Indirect financial incentives; and
- Non-financial incentives.

For more details on which incentives apply, contact the Town's Planning Department.

MUNICIPAL DEVELOPMENT INCENTIVES

[Government of Canada's GST/HST New Residential Rental Property Rebate](#)

Provides a GST rebate on most purpose-built rental housing of four or more units.

Direct impact: GST paid in the project costs is refunded upon completion

OWNERSHIP STRUCTURES

OWNERSHIP OPTIONS:

Deciding on the ownership structure is an important early step in affordable housing projects. The two main options are:

Sole Ownership: The developer owns the land and property alone, either outright or through independent acquisition.

Co-ownership: Multiple organizations share ownership, with each holding a portion of the property in proportion to their financial contribution

ALTERNATIVE FORMS OF OWNERSHIP:

Other ownership options to consider include:

Joint Venture: Two or more organizations work together to develop a project, sharing ownership of the land and building.

Condominium /Strata: A building divided into separate units that can be bought or rented.

Member Cooperative (Housing Co-ops): Members have a stake in the property and a say in how it is managed.

Community Land Trust (CLT): Non-profit organizations own the land to benefit the community.

OPERATING FRAMEWORKS

OPERATING FRAMEWORKS FOR AFFORDABLE HOUSING

Affordable housing developments can use different operating models. Most often, non-profit organizations serve as both the owners and managers of the property.

1. NON-PROFIT OWNERSHIP AND MANAGEMENT

In this model, non-profit organizations are responsible for the development, ownership, and management of the affordable housing units.

Advantages	Disadvantages
Ability to secure external funding (grants, donations, government subsidies) to keep rental costs low.	Limited access to private capital.
	Significant reliance on grants and charitable contributions.
	Potential lack of in-house property management specialization.

2. PUBLIC-PRIVATE PARTNERSHIPS (PPPS)

This approach involves a partnership between the government and private developers or investors. In a PPP model, private companies build and run the project, while the government supports them with things like subsidies, tax credits, or land.

Advantages	Disadvantages
Access to private capital and expertise.	Agreements can be complex to structure.
Shared risk between public and private entities.	Potential for disagreements over objectives.
Encourages innovative solutions.	Requires strong oversight to ensure quality standards are met.

3. COOPERATIVE HOUSING

Cooperative housing is a model where residents collectively own and manage the property. Members buy shares in the co-op, which grants them the right to occupy a unit and participate in governance.

Advantages	Disadvantages
Resident control and engagement	Requires significant resident participation
Stable housing costs	Complex governance structures
Strong community ties	Potential for internal conflict

4. COMMUNITY LAND TRUSTS (CLTS)

Community Land Trusts (CLTs) are non-profit organizations that keep housing affordable over time by owning the land and leasing it to residents, who own the homes built on it. By taking the land out of the private real estate market, this model helps keep housing affordable for future owners. In some cases, CLTs may also own both the land and the buildings, similar to other non-profit housing models.

Advantages	Disadvantages
Long-term affordability	Initial setup complexity
Community control	Requires ongoing community involvement
Keeping/Saving of affordable housing stock	Limited scalability

5. SOCIAL ENTERPRISES

These organizations use a business model that focuses mainly on social impact, such as providing affordable housing. Instead of keeping profits, they put the money back into their work.

Pros	Cons
Potential for scaling and innovation.	The necessity of a strong business sense.
Show financial sustainability.	The challenge of balancing social and financial objectives.
	Risk of losing focus.

COMMUNITY ENGAGEMENT AND COLLABORATION

Community engagement is essential to affordable housing success.

Key Community Engagement Best Practices:

1. Early and Transparent Communication

Effective community engagement for affordable housing projects starts with early and open communication. Project teams should connect with the community as soon as possible, before big steps in the project, to build trust and begin honest discussions. This includes sharing all available project information in a clear way and being honest about what is still changing. This openness helps manage expectations and supports better conversations from the beginning.

2. Customized Engagement Strategy

A good engagement plan starts with understanding the community. Project organizers should research the neighborhood's demographics, existing concerns, and any previous experiences with development. This helps them plan an approach that fits the community's needs and makes communication clearer and more meaningful for residents.

3. Build Strong Stakeholder Relationships

Finally, success depends on building strong relationships with key stakeholders. Project teams should actively connect with community groups. These groups can offer valuable local knowledge and support. Building strong relationships with them helps make sure concerns can be heard, understood, and addressed early in the project.

INVOLVING TENANTS & COMMUNITY IN THE ENGAGEMENT PROCESS:

Building strong connections between tenants and the wider community helps improve understanding and clear up common misconceptions.

This can be done by involving tenants, working with different community groups, and encouraging open discussion. Activities like community workshops, tenant-led projects (e.g., community gardens, tenant circles), and including tenant feedback in decisions help make the conversation more inclusive and meaningful for everyone.

1. Facilitate Open Dialogue on Affordable Housing

- **Host regular community meetings** to give tenants and residents a chance to share concerns, ask questions, and share insights regarding affordable housing initiatives.
- **Encourage participation** from many different members of the community, including local affordable housing advocates, to gather a wide range of viewpoints.
- **Share important information** about who qualifies, financial benefits, and how affordable housing projects help support a stable and diverse community.

2. Engage Affordable Housing Tenants in Dialogue and Initiatives:

- **Gather and share tenant experiences:** Provide opportunities, such as community meetings or open houses, for affordable housing residents to tell their stories and share their views with the community.
- **Highlight successful results:** Use different media and events to highlight the positive effects of affordable housing by featuring stories of individuals and families who are thriving.
- **Empower tenant-led contributions:** Support tenant-led projects that improve the community, showing the important role that affordable housing residents play.

BUSINESS CASE

Once an organization chooses a strong project option and confirms it can work, the next step is to create a detailed Business Case. The Business Case puts all the research and planning into one clear place. It explains why the project is needed, how it will work, and why it should succeed.

The Business Case is shared with key stakeholders, including funders, the municipality, and partners. It should be created only after enough research and feasibility work have been done.

The Business Case will typically include the following activities:

- Review and collect all important information regarding the Housing Developer
- Summarize the Need and Demand Assessment and Community feedback
- Explain the functional and financial pros and cons of each option
- Explain why the chosen option is the best and what goals it supports (such as environmental, social, or economic)
- Confirm or recommend the final option
- Outline how construction will be done and the project timeline
- Describe the intended operation model
- Apply for grants and loans from funding organizations
- Secure a loan from a bank.

Outcomes/deliverables completed in this phase:

- Business case/plan produced
- Financing and funding secured

The main parts included in the business case are:

Corporate Profile: This section explains who the housing developer is and what they do. It should include their mission statement, values, and ethics. It should also help readers understand how the organization works.

Key parts:

- History
- Mandate
- Organization chart

Portfolio Profile: This section describes the current programs, projects, facilities, and other work of the Housing Developer. Ideally, this section is as detailed as possible.

Institutional Context: This section explains the role of the Housing Developer and describes the Housing Developer's relationship with key stakeholders.

Role in Providing Housing: The role that the Housing Developer plays in providing housing.

Stakeholder Relationships: A review of some of the relationships that the Housing Developer has and how the relationships operate.

Plan Development: This section explains how the Housing Developer prepared the business case. It includes who was consulted and how feedback was gathered from the community, key stakeholders, and government. It should also list the main internal plans and policies that guide the work, and briefly describe how the internal approval process was used to finalize the business case.

Environmental Scan: This section summarizes the results of the Need and Demand Assessment. It highlights key data to clearly show the level of need in the community.

The Development: This section outlines the details of the project plans.

It should include:

- Construction and Management Plan
- Preliminary Project Schedule
- Property and Program Management
- Preliminary Marketing Strategy

Financial Plan and Forecasts: This section summarizes the financial model. It reviews the number and type of units, total project cost, and key measures like the debt coverage ratio. It should also note any special details about rent or occupancy, such as what is included (for example, parking or internet).

The financial plan should also consider higher construction costs and lower operating costs for energy-efficient or net-zero buildings.

MUNICIPAL APPROVALS PROCESS

THE DEVELOPMENT PROCESS

Land development in Stony Plain is guided by the Town's Municipal Development Plan and relevant area plans. Development regulations are set out by the Town's Land Use Bylaw.

Overview of the Development Process

Pre-Application/Land Development Inquiry

Individuals looking to start a development project must request a pre-application/land development inquiry. This allows Town staff to review the idea or application early and provide additional information.

What to bring: preliminary site plan and concept drawings

Determine whether the proposal requires a Land Use Bylaw (LUB) amendment.

Review the Land Use Bylaw to see what uses are allowed on the property. If the proposed housing type or density is not permitted, this will need a bylaw amendment.

Application Intake & Completeness Review

Complete the applications and submit them to the Stony Plain Planning Department with all required documentation. The Planning Department will review the submission, and any incomplete packages will be returned for resubmission.

- [Development & Building Permit Application - Secondary Suite](#)
- [Development & Building Permit Application - Residential Low Density](#)
- [Development & Building Permit Application - Residential Medium-High Density](#)

Technical Interdepartmental Review/Revisions

The application will be reviewed, and any necessary revisions will be issued.

Public Notice & Hearings

Depending on the application type, a Council hearing or public notice may be required.

Decisions/Conditions/Appeals

The Town will either approve the application, approve it with conditions, or refuse the application.

Development Agreements, Off-Site Levies and Securities

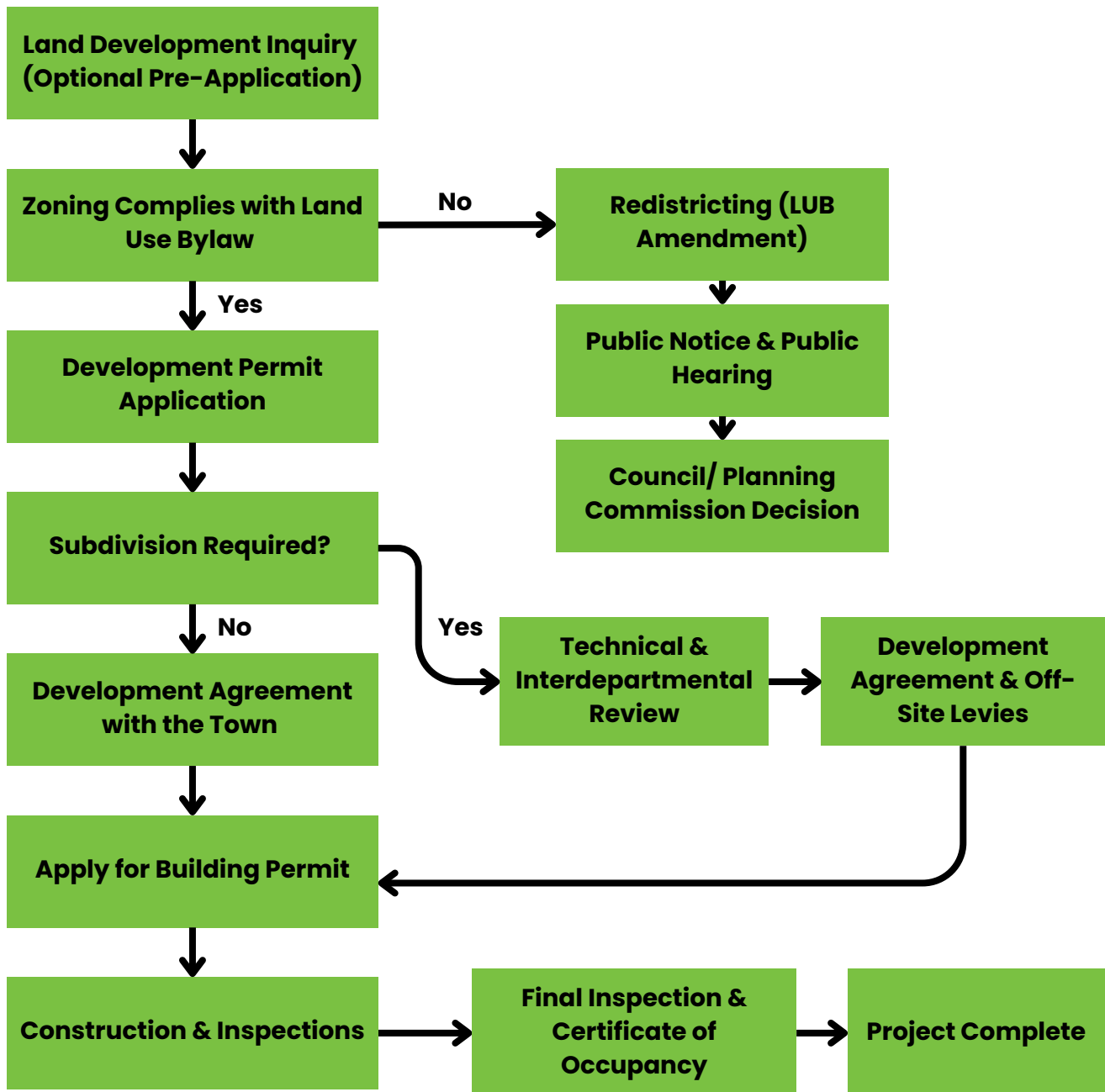
Some developments may require a development agreement and the payment of off-site levies (calculated using Stony Plain's Off-Site Levy Bylaw)

Permits & Construction

Once land-use approvals and development agreements are secured, building and trade permits must be applied for.

Inspections, Occupancy and Close-out

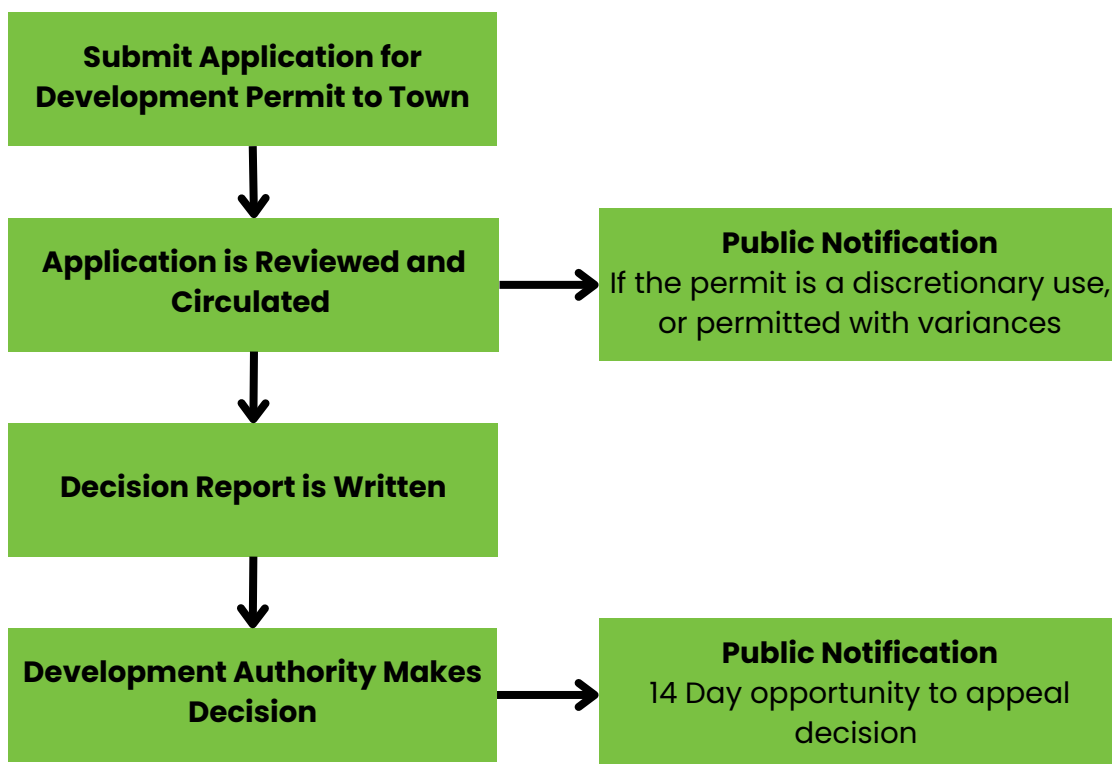
The final inspections and issuance of a Certificate of Occupancy occur once the project complies with approved plans and conditions.



DEVELOPMENT PERMIT PROCESS

A development permit from Stony Plain is an official approval that allows a property owner or developer to carry out a specific project following local planning rules. It ensures the project is allowed and meets the Land Use Bylaw requirements. Uses are either permitted (allowed) or discretionary (require extra review).

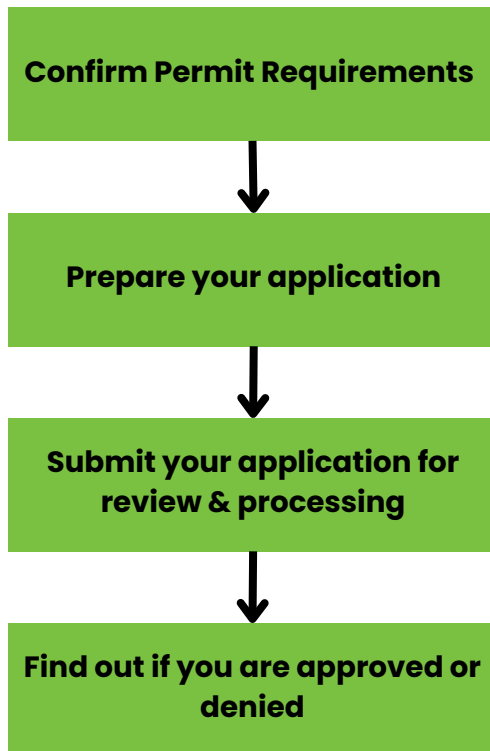
A discretionary use requires additional review to ensure the proposal is suitable. The applicant must submit a permit application, and the public will be notified with a 21-day appeal period. The permit can be denied if the project doesn't fit the area or the district's purpose.



BUILDING PERMIT PROCESS

Building permits are required for any new construction, demolition, or modification of an existing structure. This allows Stony Plain to review and approve projects to ensure that they are safe and follow local building code. A building permit is required for constructing residential buildings, accessory dwellings, secondary suites, or for renovations and additions to existing homes.

The [Building Permit Application](#) can be found on Stony Plain's website.



Subdivision Application Process

An individual must apply for a subdivision if they are planning on doing the following:

- Adjusting a lot line or creating multiple lots from one existing lot
- Legally separating space in an existing building
- Subdividing one or more lots into a bare land condominium or strata subdivision

The Subdivision Application package can be found on Stony Plain's website or at the link below. The application package provides a complete checklist of all required documents.

- [Subdivision Application Package](#)



FEASIBILITY ANALYSIS AND FUNDING

PROJECT VIABILITY

A project needs to be viable to become construction-ready. Viability is based on four key components.

Land

Land cost, zoning, available services, and nearby amenities help determine if a project is affordable and meets the community's housing needs.

Financing

The funding stack shows all the money sources for a project and whether there is enough to build it. It is important to know which funds are confirmed and which are still needed, and to consider future costs, like mortgage payments that must be covered.

Design

The project should be designed to meet its goal and the community's needs. Some design choices, like energy-efficient buildings, may cost more upfront but save money over time.

Operations

The operational funding model is important for a project's success. It is important to know if the project can run only on rental income or if it will need ongoing operational funding from the government.

LAND

Land Suitability

Finding land for affordable housing is often a challenge. Private land is often expensive or in high demand, while cheaper land may be undeveloped (“greenfields”) or contaminated (“brownfields”), which increases costs.

Securing the right site is essential before a project can move forward. When choosing a location, consider:

- Size of the proposed development
- Parking requirements
 - This can range from 1 to 2 spaces per dwelling unit
 - Visitor parking may also be a requirement
- Compliance with the Land Use Bylaw (LUB) or Planning Bylaws
 - Amendments may be needed
- Development constraints (i.e. steep terrain, flood plains, wildlife corridors, etc.)
- Purchase price that keeps the project feasible
- Consideration of public impact and community consultation

It is recommended to work with a realtor and verify site details with a land use planner and/or engineer. For example, it is good to know if a site is already serviced with water, power, or sewer lines. Also, consider land already owned by non-profits, faith-based groups, or philanthropists.

Securing Land

Once a suitable site is chosen at a feasible price, it is important to review all relevant factors, including past studies (environment assessments) and ownership history (e.g., Certificate of Title). This process is for new construction, not redevelopment.

Securing land is rarely straightforward. It can take a long time to get funding from different sources and approvals. For example, rezoning can take six months or more. This process often happens at the same time as other processes, with steps overlapping or changing direction.

Sites with a residential history are usually easier to approve. Commercial or industrial sites may need a Desktop Environmental Site Assessment to check for issues like soil contamination. This review helps with scheduling and budgeting. If problems are found, an environmental engineer may study the site, and the findings could help negotiate a lower price.

Before buying or leasing, a lawyer should complete legal searches. Inspections help identify third-party rights, like utility easements or restrictions. Sellers may not disclose all issues, so understanding risk is key. If risks are too high, it may be better to walk away rather than proceed with a project that is not in the organization’s best interest.

PREDEVELOPMENT, CAPITAL & OPERATING COSTS

Pre-development costs

Securing funds is very important for a project to succeed, and should be considered throughout the planning process. There are different types of funding available. The best choice depends on how well the project fits the funder's goal and whether the project meets their parameters. Funding is often given for certain parts of a project (see Funding Tab). Because of this, projects may need to obtain funding from more than one source over time.

Most funders require certain studies and documents before a project can move forward.

These usually include:

Environmental Site Assessment:

- This study shows if the land has any contamination.
- A Phase One assessment usually meets this requirement, but it is important to plan for a Phase Two assessment if needed.
- A Phase Two assessment is required if concerns like contamination have been revealed in a Phase One assessment.

Geotechnical Report or Investigation

- This study shows if the land is safe and suitable for building.

Architectural Schematic Design

- This study helps show the project's size and explains the budget.

Energy Model

- This study shows how much energy the building could save.

Classes of Cost Estimates:

- There are four main classes of cost estimates: A, B, C, and D. Class A is the most detailed cost estimate, while Class D is a rough estimate of construction costs.
- Many funding programs require at least a Class B cost estimate to justify the project budget.

Permits

- A development and building permit is generally required by funding programs and must be obtained from the Town of Stony Plain
 - [List of fees](#)

Additional pre-development activities that are optional but can strengthen a funding application include:

- Business Case
- Preliminary Financial Modelling
- Affordable Housing Strategy
- Community Consultation

Capital costs

Once the pre-development phase is finished, the project can move into the capital phase. At this stage, pre-development documents are often used to apply for capital funding.

Capital funding covers the cost of building the project, including construction. Getting this funding can take time and is often competitive.

Capital funding is usually large and can reach millions of dollars. It can come in different forms, like grants, loans, or repayable contributions. Many projects receive money from several sources, including government programs, organizations, and private donors.

For an idea of the capital costs associated with the project, please refer to the [2025 Canadian Cost Guide](#) by Altus Group.

Operating costs

Once the project is built and residents move in, the budget must cover ongoing operational costs. Ideally, rental income covers these expenses. However, affordable housing often charges rents that are lower than the full cost of operating the building. In these cases, ongoing operational funding may be needed.

Operational funding is usually provided by provincial or federal governments and comes with specific requirements that must be met. In recent years, governments have tended to prefer providing one-time capital funding for construction rather than ongoing operational support. However, operational funding is still available for some housing types, such as emergency shelters, transitional housing, and supportive housing.

Because ongoing funding is less common, projects must be financially feasible and sustainable. Strong planning helps projects remain viable and competitive when seeking funding.

For a list of potential funding sources, refer to the Funding tab in the appendix.

PROJECT CHARTER AND WORK PLAN

Project Charter

The Project Charter is a tool that helps project organizers determine the activities and resources required to complete the project.

It is also an agreement between the organization that is developing the building and the client who is funding it. If the developer and client are the same, that Charter can still be used as a guide.

The Project Charter usually shows:

- Project's Purpose
- Goals and Objectives
- Scope
- Estimated Budget
- Construction Schedule
- Other considerations like technical specifics, performance targets and community engagement plans

The project team should prepare a draft Charter before hiring consultants such as an architect, urban planner, or external project manager. This helps organize information and identify any gaps.

The Project Charter is usually managed by two roles. The Project Sponsor provides key information and approves the final document, and the Project Manager prepares and submits the Charter.

The process can be divided into the following two stages:

- Creating - Gathering all information and preparing a draft.
- Signing - Reviewing, approving, and signing the final document.

If government funding is involved, the Project Sponsor may also be responsible for submitting required documents to funders. The Charter can be updated later if both the sponsor and manager agree.

The Work Plan

A Work Plan outlines the activities needed to complete the project and how the work will be managed. It helps the team track tasks, meetings, deliverables, deadlines, and responsibilities.

Work plans can range from a detailed project document to a simple schedule, depending on the project's complexity. They are often created using a spreadsheet or project management software.

The architect, as the prime consultant, typically develops the main project schedule with input from the consulting team. This schedule may also include key organizational timelines, such as funding deadlines or land purchase decisions.

DESIGNING SUSTAINABLE HOUSING

Sustainability means meeting the needs of today without harming future or long-term needs. In housing, this includes environmental impact, residents' health, long-term operating costs, and how well the project fits into the community. It also means building knowledge and experience that supports future projects.

Sustainable housing requires systems that must work together. Site planning, programming, and building design should work together to meet sustainability goals in practical and affordable ways. Some practices are required by zoning, building, or energy codes, while others are optional.

Optional sustainability features can still be valuable. They may reduce environmental impact, lower operating costs (such as energy use), and help projects qualify for certain funding programs.

Not every sustainability measure will suit every site or budget. Teams should compare upfront costs with long-term savings, as some investments can reduce operating and maintenance costs over time.

Environmental Impacts

Sustainable development looks at the environmental, social, economic, and cultural impacts of a project.

The site and its surroundings play an important role. An environmental review by the architect or planner helps identify site features such as rivers, wildlife corridors, or tree stands. These features may offer benefits like access to nature, but may also require careful planning to avoid environmental harm.

For example, large tree stands may affect sunlight for solar panels, while wildlife corridors may need protection but could also support amenities like walking trails. Balancing environmental protection with project goals is an important part of planning. Projects should also consider opportunities to use local materials, workers, and trades, which can support the local economy and reduce environmental impact.

Designing for Health and Wellbeing

Housing design should prioritize the health and well-being of residents. Canadians spend most of their time indoors, so healthy indoor environments are important. Site planning and building design should support safe, stable living conditions and access to nearby services, amenities, and community supports. Safe and healthy housing can help residents stabilize their lives and, in some cases, move toward more permanent housing.

Building design should support comfort, safety, and a sense of belonging. Accessible design is also important. It helps meet accessibility standards and improves the quality of life for residents, leading to higher satisfaction.

Sustainable housing design and functionality resources are listed in the Appendix.



PROJECT DELIVERY



CONSTRUCTION DELIVERY

Types of construction delivery can come in many different forms. This section will explain commonly used methods:

Design-Bid-Build

Design-Bid-Build is one of the most common forms of construction delivery. The design team and construction teams are separate entities. The project lead generally has more control over the project and has to remain involved to ensure that the scope is followed and cost overruns are mitigated.

Construction Management

Construction Management involves a Construction Manager (CM) who oversees the project from design to construction. To maintain impartiality and prevent conflicts of interest, the Construction Manager should be an independent consultant. This requires selecting CMs who are not affiliated with any builders.

Design Build

Design Build is a delivery method where one party handles both design and construction. This allows the project team to work together on different parts of the build, from the design to the construction phase.

Public-Private Partnership

Public-Private Partnerships are used on large projects which have the financial support of one or multiple levels of government and/or private organizations.

Project teams should review construction contract options, such as those from the [Canadian Construction Documents Committee](#). Project teams should be familiar with the different contract options available to ensure that the most cost-effective and schedule-adherent approach is selected.

PROJECT MONITORING

The project team must clearly define the required construction reports, including how often they are produced and what they include (e.g., schedule, budget, value engineering, product evaluations). All project objectives should be clearly detailed before construction starts. This ensures accountability and helps monitor progress effectively.

Some of the responsibilities of this team include:

- Maintain all project records.
- Act as the owner representative, providing advice and consultation.
- Chair meetings and provide minutes.
- Review contractor documents (schedule, submittals, equipment list, and subcontractors).
- Review and communicate the schedule and project progress updates.
- Conduct regularly scheduled site visits to check quality and progress.
- Ensure consultants visit sites as needed.
- Document site visits and report observations.
- Notify the team and contractor of any work that deviates from the proposed project scope.
- Liaise between the construction team and the project team.
- Prepare and distribute the punchlist(s).
- Review close-out documents, including warranties, as-built documents and record drawings.
- Assist with occupancy close-out warranty inspections, including the one-year review.

Construction Completion Certificate and Final Acceptance Certificate

Construction Completion Certificate (CCC) and Final Acceptance Certificate (FAC) are issued by the Town to accept municipal improvements, such as sanitary, storm, sewer, and water connections.

The FAC officially transfer responsibility for these improvements to the Town. The consulting engineer prepares the forms for approval.

Development Security

Some projects require development security to ensure work is done to Town standards. The amount varies depending on the value of the work.

PROJECT CLOSURE

Project closure is the final stage. Tasks to complete prior to formally closing the project include:

- **Deliverables** – Confirm that all project deliverables have been completed.
- **Documentation** – Sign and file the documents created throughout the project.
- **Financials** – Close out ongoing contracts, pay off invoices and keep records of all expenses. Provide a final statement of overall costs.
- **Project Reports** – Complete any remaining reports as required.
- **Transition** – Assign someone to take over the project management duties and ensure that an operations and maintenance role or team is established.
- **Resources** – Inform project trades and staff that the project is closed.
- **Recognition** – Acknowledge the contributions of team members, consultants, funders and community groups that have been involved in the development process.

Reporting to Funders

For projects with funding, reporting is mandatory during both construction and operations.

- **Construction phase:** Updates from the construction manager on progress, timelines, and key metrics.
- **Operational phase:** Reports on financial health and long-term viability, including budgets and cost analyses.
- **Loans:** Some funders may require reporting for the full loan period, sometimes via an independent third party.

Post Implementation Review

1–6 months after occupancy, conduct a Post-Implementation Review to:

- Evaluate project success;
- Highlight key achievements and milestones;
- Capture lessons for future projects.



OPERATIONS AND MAINTENANCE



Cost Planning & Maintenance

Planning and estimating maintenance costs helps reduce risk and control costs. There are two common types of maintenance:

Preventive Maintenance, which aims to prevent major problems or breakdowns, so the building operates at its best through regular inspections and maintenance. This includes cleaning, repairs, treatment, or replacing parts to stop damage over time.

Unplanned Maintenance, which is reactive and usually happens because something breaks due to failure, damage, or emergencies.

Operating a housing development on an unplanned, reactive basis can increase cost.

Replacement Reserve Funds:

A Replacement Reserve Fund helps cover the cost of replacing building and site components as they wear out. This reserve should be a flexible document that is updated yearly and includes parts, materials, and warranty rules to prevent voiding them during repairs.

A maintenance plan should estimate replacement needs in the short, medium and long-term. Building owners and managers often hire a professional firm to conduct a Building Condition Assessment. This assessment predicts future maintenance needs and helps spread out high costs over time. Most funders require a replacement reserve fund.

The Replacement Reserve Guide by the Canada Mortgage and Housing Corporation provides an overview of Replacement Reserves and Capital Items.

Standard Capital Items					
Major Building Components	Major Building Services	Basic Facilities	Safety Features	Other Major Facilities, Equipment and Features	Regulatory Changes
Roofs, exterior wall finishes, exterior doors and windows, exterior caulking, above ground waterproofing	Heating systems, domestic hot water tanks, booster pumps, circulating pumps, sump-pumps, septic tanks and tile beds, required air handling systems	Kitchen facilities, bathroom facilities	Fire alarm systems, emergency lighting, intercom system in multiple-unit buildings, other safety items	Parking lot, enclosed garage, driveway and walkway surfaces, garbage disposal systems, interior floor coverings, exterior fences, laundry equipment, water softeners	Regulatory or legislated requirements for changes that apply to existing buildings, and where the authority having jurisdiction requires replacement or upgrading within a definite period of time.

Proactive Habits

Replacing building components with higher-quality materials can help reduce unexpected repair costs over time. Investing in durable replacements can save money in the long run. All replacements must meet the National Building Code – Alberta Edition.

OPERATIONS & MAINTENANCE

Assigning a Property Manager or Management Team

Running an affordable housing project relies on the property manager or management team.

Choosing a property manager or management depends on the following:

- The project's scale
- The intended use of spaces within the development
- The organization's internal capacity

The property manager or management team can be either staff members or outside contractors.

Property Manager/Team Contract Management

Outsourcing work should only be used when your team cannot meet capacity or quality needs. Whether work is done in-house or by contractors, the standards must stay the same.

Property managers and management teams need strong negotiation and management skills, as affordable housing often depends on outsourcing for maintenance and services. These services are usually predictable, which helps keep costs stable.

A contract relationship can be divided into two main categories, each having distinct advantages and disadvantages:

Traditional Procurement	Alliance/Partner Contract
A specific service or scope of work	Undefined scope of service
Variation in contract is low	Greater flexibility
Low risk of failure	Incentives based on performance
	Higher risk and uncertainty

When creating contracts, include these key points:

1. **Scope of Work:** Clearly outline what the contractor must do and the required standards.
2. **Evaluation:** Set clear criteria to measure the quality of the contractor's work.
3. **Management:** Use a Service Level Agreement (SLA) to track performance against set targets.

Property Management Team: Roles, Responsibilities, and Operations:

1. Team Structure and Core Functions:

- **Property Managers:** Responsible for daily operations, including tenant relations, rent collection, and ensuring regulatory compliance.
- **Maintenance Staff:** Handle repairs and upkeep to keep the property in good condition and functional.
- **Administrative Personnel:** Maintain records related to occupancy, utilities, maintenance, and costs.

2. Record Management and Reporting:

Detailed records are essential for daily management and grant reporting. This should cover:

- Occupancy rates
- Utility usage
- Appliance conditions
- Property maintenance history

3. Staff Hiring and Training:

- **Hiring:** Recruit experienced individuals with strong property management skills and a focus on addressing tenant needs.
- **Training:** Provide training on policies, procedures, and required certifications (e.g., First Aid, Crisis Intervention).
- **Cultural Awareness:** Ensure staff receive training in cultural sensitivity to interact respectfully with tenants, address diverse needs, and promote tenant stability.

4. Communication and Collaboration

Open communication with staff and tenants is essential. Regular meetings and community engagement are key to addressing potential issues promptly and supporting successful project integration within the community.

5. Vacancy Management and Stabilization

Vacancy management is key to keeping affordable housing financially stable, with occupancy ideally above 95%.

- **Rent-Up Phase:** Start the rental process before construction is fully complete. Work with waitlist agencies to fill units quickly and reduce early vacancies.
- **Ongoing Strategy:** Actively manage waitlists and use proactive steps to keep vacancy rates low and maintain steady occupancy.

Managing Multi-Unit Residential Facilities

Multi-unit residential buildings can be complex to manage. They run 24/7, house many residents in close proximity, and often involve frequent requests or concerns. For organizations with in-house property managers, ongoing training and professional development is important. This helps build skills and allows more tasks to be handled internally.

Typical Services a Property Manager/Management Team Would Perform in a Multi-unit Residential Building:

Maintaining security for residents and building assets	Record-keeping (legal requirements, monitoring, etc.)
Asset management (mechanical services, etc.)	Building repairs and maintenance
Maintenance planning (equipment, etc.)	Reducing operational impacts and life-cycle costs
Building management control systems	Cleaning and general maintenance
Upholding a building's identity and image	Responding to complaints and feedback
By-laws and Regulatory Compliance	Undertaking larger capital or maintenance projects
Essential Services provision (fire extinguisher, etc.)	Stakeholder engagement
Gardening and grounds maintenance	Waste management
Contract management	Optimizing building performance
Sustainability initiatives and implementation	Energy and water management (lighting use, etc.)
Tracking and recording energy & water consumption	Concierge, mail, and other services
Conserving asset value	

Building Repairs & Maintenance Requirements in Alberta:

Property managers must keep rental units safe and in good repair throughout the entire tenancy, not just at move-in. In Alberta, minimum standards for safety and comfort are established by the *Public Health Act, Housing Regulation, and Minimum Housing and Health Standards*.

Minimum Housing and Health Standards	
Requirement Category	Condition
Building	Must be waterproof, windproof, and weatherproof.
Windows and exterior doors	Must be in good repair, free of cracks, and weatherproof.
Exterior doors and windows	Must be lockable.
Windows	Must provide adequate protection against cold in winter and include screens for ventilation in summer.
Stairs and railings	Must be in good repair.
Interior surfaces (walls, windows, ceilings, floors, and floor coverings)	Must be in good repair, free of cracks and holes, and easy to clean.
Furnace	Must be in good repair and capable of heating all living spaces to 22°C
Landlord provided utilities (If included)	Electricity, water, and heat must be provided.
Hot running water temperature	Must be between 46°C and 60°C.
Refrigerator and stove	Must be provided by the landlord and maintained in a safe and proper operating condition.
Property	Must be free of pest infestations. The tenant must cooperate with pest control measures.

LEASING

Advertising

To minimize vacancies, it is important to advertise available units. Use social media housing groups, rental websites, and community bulletin boards and consider contacting realtors to promote the units.

Guidelines for Landlords

Leasing residential property in Stony Plain is governed by the Residential Tenancies Act.

Social Housing Accommodation

Housing Management Bodies providing social housing are governed by the Social Housing Accommodation Regulation.

Co-operatives

Co-operative (co-op) housing is governed under the Alberta Co-operatives Act.

Rent Supplement Program

Two provincially funded programs provide direct financial assistance to tenants:

1. Rent Assistance Benefit
2. Temporary Rent Assistance Benefit

Meridian Housing Foundation administers both benefit programs to residents of Stony Plain.

To qualify, applicants must:

- Earn below the prescribed income threshold for their community
- Be a Canadian Citizen, Permanent Resident, Refugee, Applicant of Refugee or Immigrant Status, Landed Immigrant for whom private sponsorship has broken down or an evacuee under the Canada-Ukraine Authorization for Emergency travel Program.
- Be employed or have been employed in the last 24 months and not receiving any social assistance from the provincial or federal government (Temporary Rent Assistance Benefit only)

TENANT RELATIONS AND RESPONSIBILITIES

In Alberta's affordable housing system, property managers serve as the primary point of contact between tenants, housing providers, and government programs. Tenant relations responsibilities are shaped by the Residential Tenancies Act (RTA), human rights legislation, and affordable housing program agreements. Managers must balance legal compliance, program integrity, and tenant stability.

1. Clear Communication and Transparent Rent Administration

Property Managers are responsible for providing clear communication and transparent rent administration. This includes:

- Communicating tenancy details, including lease terms, property rules and tenant rights under RTA.
- Explaining rent structures and frameworks.
- Issuing notices, including mandatory written notices for changes in rent, property entry, and other tenancy-related matters.
- Managing rent recalculations according to program guidelines
- Maintaining precise records and complete documentation.

Why This Matters: Consistent and transparent communication minimizes conflicts and promotes stability for tenants.

2. Property Managers are responsible for ensuring fair treatment of tenants. This includes:

- Applying consistent rules and decisions uniformly to all tenants.
- Complying with the Alberta Human Rights Act.
- Preventing discrimination.
- Ensuring a fair process.
- Handling all complaints and disputes impartially and meticulously documenting the outcomes.

Why This Matters: Tenant relations failures in this area create legal risk and undermine housing stability.

3. Property Managers are responsible for fostering housing stability. This includes:

- Ensuring the property meets all safety and habitability standards as required by the RTA.
- Addressing urgent repairs and safety concerns immediately.
- **Respecting client privacy, including:**
 - Providing mandatory, proper notice before entering a tenant's unit (except in genuine emergencies).
 - Safeguarding all tenant confidential information and personal privacy.
- **Lease Enforcement and Support:**
 - Providing lease terms consistently, always prioritizing tenancy stability.
 - Working with relevant support services when appropriate.

Why This Matters: Upholding high standards for maintenance, safety, and privacy is critical to building tenant trust and achieving long-term housing stability.

RENT INCREASE MANAGEMENT:

In standard rental housing in Alberta, there's currently no cap on the amount of a rent increase. However, for affordable or subsidized housing, managers must apply program-specific rules to rent increases.

The **Residential Tenancies Act (RTA)** provides the default legal framework for most rent increases within Alberta's housing system. This legislation governs the notice, timing, and frequency of rent changes and serves as the baseline for the majority of rental housing.

Program-Specific Rules For Rent:

Affordable and subsidized housing may adhere to programs that complement the RTA.

Responsibilities for Program-Driven Rent Recalculations

- Apply income-based or subsidy formulas exactly as set out in program guidelines
- Conduct income reviews and adjust rent at required intervals
- Ensure lease agreements clearly authorize formula-based rent changes
- Communicate recalculations transparently and in writing to tenants
- Retain documentation for compliance monitoring and audits

Core Responsibilities Under the RTA (Default Framework):

- Treat rent changes as RTA-governed rent increases unless clearly authorized otherwise
- Ensure increases occur no more than once every 12 months
- Provide proper written notice in accordance with the RTA
- Apply fixed-term and periodic tenancy rules correctly
- Maintain records demonstrating statutory compliance



CONCLUSION



The Town of Stony Plain is committed to affordable, long-term housing. This guide was developed to help reduce barriers to building affordable housing, with the goal of increasing supply, strengthening the local housing system, and meeting the needs of residents of all ages and abilities.

The process of developing affordable housing can be complex, but with clear planning, strong partnerships, and a focus on community needs, it can be done. It is a practical tool to help make informed decisions and stay on track with affordable housing projects.

This guide provides the steps to create and run affordable housing from early planning and community engagement to construction, operations, and long-term maintenance. Each of these steps plays an important role in creating housing that is sustainable, responsive, and inclusive.

Ultimately, affordable housing is about creating safe, stable places where people can live with dignity.





APPENDIX



FUNDING RESOURCES

Predevelopment Funding



Alberta Real Estate Foundation Development Grants

Eligibility: Organizations that can demonstrate the goal of advancing and improving the real estate industry



Partners For Affordable Housing First Mile

Eligibility: Non-profit and community housing providers
Funding Amount: Unclear

Capital Funding



CMHC Apartment Construction Loan Program

Eligibility: The project must target Standard Rental Housing, Senior Rental Housing or Student Housing

Funding Amount: Up to 100% of the project's residential cost (\$1 Million Minimum)



MLI Select

Eligibility: The project must be standard rental, single room occupancies, retirement homes or student housing. Minimum of 5 units or 50 beds in retirement homes. Student housing must qualify under energy efficiency and accessibility criteria

Funding Amount: Up to 95% of residential costs, up to 75% of non-residential costs.

Build Canada Homes Investment Policy Framework



Eligibility: New builds, infill, and redevelopment, Mixed-income and mixed-use developments, Student rentals, seniors' independent living, Supportive or transitional housing, Affordable ownership and remote community housing, Large-scale or bundled proposals, Modern construction methods, Co-operative housing solutions

Funding Amount: To be announced

Affordable Housing Partnership Program



Eligibility: The program funds projects that create at least five new affordable housing units through construction, renovation, conversion, or redevelopment. It covers costs like land, construction, permits, professional fees, and site improvements.

Funding Amount: up to 1/3 of the total eligible project cost

Indigenous Housing Capital Program



Eligibility: Indigenous governments or organizations, housing management bodies, municipalities, and not-for-profit organizations with formal partnerships with Indigenous governments or organizations

Funding Amount: unclear

Reaching Home: Canada's Homelessness Strategy



Eligibility: municipalities, family and community support services, not-for-profit organizations, some for-profit organizations, public health and educational institutions, Indigenous organizations

Funding Amount: \$100,000

**PARTNERS FOR
AFFORDABLE
HOUSING**

Partners for Affordable Housing Last Mile

Eligibility: Non-profit and community housing providers

Funding Amount: Unclear



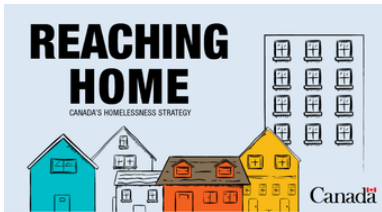
Canadian Co-operative Investment Fund

Eligibility: Co-operatives seeking land

Funding Amount: Loans of \$50,000 - \$1,250,000

Operational Funding

Reaching Home: Canada's Homelessness Strategy



Eligibility: Municipalities, family and community support services, not-for-profit organizations, some for-profit organizations, public health and educational institutions, Indigenous organizations

Funding Amount: Varies based on the Government of Canada allocation

Capital Maintenance and Renewal Program



Eligibility: Provincial government-owned affordable housing units

Funding Amount: \$100,000

Federal Community Housing Initiative



Eligibility: Housing providers who operate under a federal operating agreement or Section 95 (Pre-86) non-profit, co-operative or urban Native, Section 95 (Post-85) non-profit, co-operative or urban Native, Section 95 (Post-85) index-linked-mortgage (ILM) co-operatives, Section 27, 61 non-profit and co-operatives, Section 26 non-profit or entrepreneur, Section 95 rent supplement, (units currently leased from a private property owner and rented to those in need)

Funding Amount: Varies

Co-operative Housing Federation of Canada: Greener co-op microgrants



Co-operative Housing Federation of Canada

Eligibility: Co-operatives

Funding Amount: \$1,000 - \$4,000 microgrants

Disclaimer: Funding programs are subject to change at any time.

COMMUNITY ORGANIZATIONS

Organizations that provide services to community members in Stony Plain and Spruce Grove: **Help for Hard Times**

AFFORDABLE HOUSING LEGAL TEMPLATES

To alleviate challenges between affordable housing providers and developers, Stony Plain provides templates for legal agreements to simplify negotiations, facilitating the creation of more affordable housing in Stony Plain.

[Template Ground Lease Package](#)

[Template Land Donation Agreement Package](#)

[Template Landowner Consent Package](#)

DESIGN AND FUNCTIONALITY RESOURCES

Universal Design

Design of environments for use by all people. For example, automated sinks allow for washing by many, regardless of age or disability. In the early planning stages, and throughout the design process, it is important to consider future residents, including age, gender, cultural, and socioeconomic status and the practical implications of the site (i.e. accessibility). If many of the residents are families, consider their needs including space for strollers, walkers, etc.

The WELL Building Standard

The International WELL Building Institute has produced a WELL Building Standard that places people's health and wellness as the center of design. A building that pursues certification through WELL will incorporate strategies to promote better physical and mental health for residents. This can translate into residents taking better care of the building, ultimately resulting in lower operating costs. Healthier residents will also be more likely to "graduate" out of an affordable housing development and move further along the housing continuum.

Fitwel Certification System

A certification system that focuses on creating buildings that improve the health and wellbeing of residents and the surrounding community. The certification is intended to optimize health within a building through consideration and evaluation of 55+ evidence-based design and operational strategies that address a broad range of health behaviours and risks.

Happy Homes Toolkit

This toolkit and policy guideline aims to help developers, architects, and planners boost social wellbeing and affordability in multi-unit housing. The toolkit includes 47 design, programming, and policy actions that can be implemented through different stages of the design, construction, and operational phases to improve future residents' lives. The toolkit uses community assets to build more affordable and socially connected neighbourhoods.

Radon Mitigation

Radon is an odorless, colorless, and tasteless radioactive gas created by the breakdown of naturally-occurring uranium in soil, rocks, and water. It enters buildings through cracks or holes in the foundation. Radon is the second leading cause of lung cancer after smoking in many regions of Canada. Long-term exposure can cause lung cancer and Health Canada stresses testing in all residential applications. Radon can be mitigated in the construction process. Additionally, after construction, testing can be done by building management or by hiring a certified professional and should be completed prior to occupancy and after any major alterations to the Building or Site.

Passive House

A voluntary standard that results in ultra-low energy buildings that require little energy for heating or cooling. It is internationally recognized. Passive House can make up the cost of construction through reductions in operation costs.

Case Study Examples:

<https://www.rdh.com/case-studies/ronald-mcdonald-house/>

<https://www.rdh.com/case-studies/ramona-apartments/>

<https://www.rdh.com/case-studies/north-park-passive-house/>

<https://www.passivehousecanada.com/projects/the-heights/>

Net Zero

A sustainable option that is up to 100% more energy efficient than typical new homes and use renewable energy systems to produce the remaining energy they need. For example, utility bills stay low all year round. Refer to the following link for more information: <https://www.chba.ca/CHBA/BuyingNew/Net-Zero-Homes.aspx/>

Case Study Examples:

<https://zeroenergyproject.org/case-studies/fink-simko-zero-net-energy-deep-energy-retrofit/>

<https://zeroenergyproject.org/case-studies/giordano-smeltz-residence/>

Leadership in Energy and Environmental Design (LEED)

LEED® certification provides third-party verification that a building, home, or community was designed and built using strategies aimed at achieving high performance in key areas of human and environmental health such as: location and transportation, sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

R-2000

R-2000 certified homes are high-energy-efficient buildings that are constructed by trained builders evaluated, inspected and tested by an independent third-party inspector certified by the Government of Canada. In a typical R-2000 home will have insulation levels in walls, ceilings and basements, high-efficiency windows and doors, high-efficiency heating, whole-house mechanical ventilation, minimal air leaking from the house, and water-conserving fixtures such as taps and showerheads.

Built Green

Built Green Canada is an industry-led non-profit organization committed to working with builders interested in responsible sustainability practices in the residential building sector. Builders can apply for programs for single-family and high-density projects, as well as renovations, in order to fund a local project under development.

Canadian National Institute for the Blind (CNIB) Clearing Our Path

CNIB Clearing Our Path directs its work towards improving built environments for persons who have vision impairments. It provides guidance on designing buildings from the perspective of the CNIB community.

Green Globes

Green Globes is structured as a self-assessment to be done in-house using a project manager and design team. This self-assessment is essentially an online rating system that provides guidance on green building design, operation, and management. The system is questionnaire-based with pop-up tips, which show the applicable technical tables that are needed to reply to the questions. Users can see how points are being awarded and how they are scored.

Rick Hansen Foundation (RHF) Accessibility Certification

RHF Accessibility Certification places an emphasis on the movement of persons with disabilities within a building. Buildings with this certification are rated on a scoring scale developed by the RHF.

THE STONY PLAIN HOUSING ACCELERATOR PROJECT

The Stony Plain Affordable Housing Guidebook and Toolkit is one initiative within the Stony Plain Housing Accelerator Fund Project, supported by the Canada Mortgage and Housing Corporation (CMHC). Other initiatives include:

- Developing an infill policy
- Implementing new e-permitting software
- Reducing parking requirements
- Updating Land Use Bylaws to support secondary suites
- Creation of affordable housing agreement templates
- Introducing new planning, development and engineering processes
- Conducting feasibility studies for mixed-use redevelopment of Town-owned properties.



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