



Fort Macleod

**INVITATION FOR PROPOSALS
RFP 2023-01
FORT MACLEOD AFFORDABLE HOUSING INITIATIVE**

PROPOSAL DUE DATE: Sep 11, 2023 at 9am

PROPOSAL NAME: Fort Macleod Affordable Housing Initiative

PROJECT LOCATION: Fort Macleod, Alberta
Legal Land Description: Plan 92B, Block 316, Lots 19-23

PROJECT DESCRIPTION: The Town of Fort Macleod is seeking proposals from experienced contractors, builders, or housing organizations for the Fort Macleod Affordable Housing Initiative. The project aims to construct and manage a multi-unit complex or similar development on five designated lots. The objective is to provide below-market-priced housing that addresses the community's pressing need for affordable housing while enhancing the well-being of residents. The project requires expertise in construction and property management.



TENDER PACKAGE: Interested parties shall submit a request for tender documents to cao@fortmacleod.com.

SUBMISSION OF BIDS: Town of Fort Macleod
Attn: Anthony Burdett, CAO
PO Box 1420
410 - 20th Street
Fort Macleod, AB TOL OZO

NOTES: Electronic submissions will be accepted.

DEADLINE FOR QUESTIONS: September 5, 2023

403.553.4425 • P.O. Box 1420 • 410 20th street

 www.fortmacleod.com 



REQUEST FOR PROPOSAL RFP 2023-01 Fort Macleod Affordable Housing Initiative

1. Introduction:

The Town of Fort Macleod and The Fort Macleod Housing Committee are pleased to announce the Request for Proposal (RFP) for the Fort Macleod Affordable Housing Initiative. The primary objective of this initiative is to address the pressing need for affordable housing in the community of Fort Macleod. We are seeking experienced contractors, builders, or housing organizations capable of constructing and managing a multi-unit complex or similar development on five designated lots within the specified timeline.

In 2017, Town Council allocated five lots to the Fort Macleod Housing Committee as a possibility for affordable housing. Although a grant application was submitted in collaboration with the Lethbridge Housing Authority to construct row housing, the project did not progress. Town Council committed to supporting and advocating for increased affordable housing units in the Town of Fort Macleod 2022-2025 Strategic Plan. To fulfill its pledge of providing affordable housing to the community, Council intends to donate these five lots to an eligible builder/organization that meets the criteria and can construct affordable housing.

In conjunction with the five (5) donated lots, the Town of Fort Macleod's Residential Multi-Unit Tax Incentive Bylaw 1962, allows for the reduction of property taxes for the first four years after construction. This incentive reduces property taxes by 100%, 75%, 50%, and 25% in years 1, 2, 3, and 4, respectively.

2. Project Overview:

The Fort Macleod Affordable Housing Initiative aims to provide below-market-priced housing to families who are struggling with rising costs and inflation.

Market Rental Rates according to the Canada Mortgage and Housing Corporation

Rental Type	Price Per Month
Bachelor	\$880
One Bedroom	\$1,020
Two Bedroom	\$1,129
Three Bedroom	\$1,355

In addition to addressing affordability, the project aims to create thoughtfully designed homes that enhance the overall well-being of residents. The initiative also seeks to foster a vibrant and inclusive community by offering barrier-free units and accommodating individuals facing intersectionality and other social issues.

403.553.4425 • P.O. Box 1420 • 410 20th street

📷 www.fortmacleod.com 📺



3. Site Information:

The project will be developed on five designated lots, zoned Residential-Multi Unit (R-MU). Please refer to the map in Appendix A for the exact location and layout of the lots, in addition to Aerial Photos of the site in Appendix B. Legal Land Description: Plan 92B, Block 316, Lots 19-23

4. Eligibility Criteria:

To be eligible to submit a proposal for this project, interested parties must meet the following criteria:

a. Experience: Preferably, contractors, builders, or housing organizations should demonstrate prior experience in the successful completion of similar affordable housing projects. Relevant experience should include construction, management, and operation of multi-unit complexes or similar developments.

b. Property Management: This involves overseeing the day-to-day operations, maintenance, tenant services, financial management, and the overall administration of the affordable housing complex to ensure its long-term ongoing sustainability and success.

b. Financial Viability: Interested parties must provide evidence of financial stability and the ability to secure the necessary funding for the project. This may include financial statements, credit ratings, or other relevant documentation.

c. Legal Compliance: Proponents must adhere to local, provincial, and federal laws, regulations, and licensing requirements throughout the duration of the project.

d. Project Initiation and Completion: The construction must be initiated within 12 months and completed within 36 months of the contract agreement.

e. Rent Affordability:

The rental unit composition should follow the table below. The table below mirrors the “Mixed-income Projects Rental Bands” table provided by the Alberta government for provincial funding applications. The rental units must remain under this unit composition for a minimum of 20 years.

Unit Type	Rental Type	Requirements
Affordable Housing Units	Minimum Rent 60% of market rate (MMR)	A minimum of 10% of units is required for this rental type.
Affordable Housing Units	Mid-Range Rent Greater than (>) 60% to less than (<) 90% or market rate (MMR)	
Market and Near Market Units	Market and Near Market Rent	A maximum of 30% of units is allowable for this rental type.

403.553.4425 • P.O. Box 1420 • 410 20th street

www.fortmacleod.com



f. Barrier-Free Units: Preferably, 20% of the units should be barrier-free, ensuring accessibility for individuals with disabilities.

g. Management Capability: Proponents must outline their strategies and skills for managing project expectations, maintenance, resources, budgeting, and ensuring quality control.

h. Experience with Social Issues: Experience or understanding of working with individuals facing intersectionality and other social issues is desirable.

5. Proposal Requirements:

Proposals should be comprehensive and include the following information:

a. Company Overview: Briefly introduce your organization, including its history.

b. Design: Include the site plan, rendering, proposed land use, landscaping, unit types, sizes etc.

c. Experience: Highlight previous projects that demonstrate your organization's expertise in affordable housing construction, management, and property management. Include details such as project size, scope, and outcomes achieved.

d. Operation & Management Plan: Outline your proposed approach to the Fort Macleod Affordable Housing Initiative and long-term management. Provide details on your strategies for overseeing the day-to-day operations, maintenance, tenant services, financial management, and overall administration of the affordable housing complex to ensure its ongoing sustainability and success.

e. Construction Timeline: Provide a detailed timeline for the completion of the construction phase project and your proposed timeline for assuming the long-term property management responsibilities. Ensure project initiation occurs within 12 months of the contract agreement and completion within 36 months.

f. Financial Proposal: Provide a detailed proposal for funding and expenses as follows:

- Annual Operating Budget: provide a proposed annual operating budget, inclusive of property management and maintenance (see the Annual Operating Budget Template in Appendix C).
- Capital Funding: provide a comprehensive capital funding plan for the project (see the Capital Funding Template in Appendix D). Specify any proposed funding sources, including grants, loans, or partnerships.
- Capital Budget: provide a comprehensive capital budget for the construction phase (see the Capital Budget Template in Appendix E).

g. Management Capability: Describe your strategies and skills for managing project expectations, resources, budgeting, and ensuring quality control during both the construction and property management phases. Highlight your experience and expertise in property management, including tenant selection, lease administration, maintenance and repairs, financial reporting, and compliance with relevant regulations.

403.553.4425 • P.O. Box 1420 • 410 20th street

📧 www.fortmacleod.com 📺



h. Proposed Unit Information: Include a detailed plan or table with the proposed unit information and affordability plan. Break down the total number of units and number of bedrooms per unit. Include the number of minimum rate units, mid-range rate units, and market/near market rate units and barrier-free units.

i. Tenant Selection Criteria: Description of the tenant selection process.

j. References: Provide references from previous clients or partners who can speak to the quality of your work, your ability to meet project timelines, and your experience in affordable housing construction and property management.

k. Community Engagement Outline: Provide a detailed plan on how you intend to engage with the public to promote and gain public support for your proposed development.

6. Funding and Financial Assistance:

- Tax Incentive Program
- Donated Lots
- Outline Proponents' Responsibilities

7. Proposal Submission:

Proposals may be submitted electronically or in person to the following address no later than September 10, 2023.

Attention: Anthony Burdett, CAO
 Town of Fort Macleod
 410 20th Street
 Fort Macleod, AB
 cao@fortmacleod.com

If the proposal is submitted electronically, please ensure that the email's subject line includes "Fort Macleod Affordable Housing Initiative Proposal - [Your Organization's Name]."

8. Evaluation and Selection Process:

Proposals will be evaluated based on the following criteria:

Criteria	Points
Experience and Track Record	15
Project Approach and Innovation	15
Property Management Proposal	20
Financial Viability	15
References and Past Performance	20
Community Compatibility/Suitability	15
Total	100

403.553.4425 • P.O. Box 1420 • 410 20th street

📷 www.fortmacleod.com 📘



Fort Macleod

The Town of Fort Macleod has no obligation to accept the highest rated, or any proposal. Ratings used in the proposal evaluation shall not be the sole factor in determining the successful proponent. Council reserves the right to evaluate based on associated factors and reserves the right to refuse any or all proposals. After a thorough evaluation of all proposals, the Selection Committee will contact the shortlisted organizations for further discussions and negotiations.

The Town, at its discretion, may request any or all of the Proponents to present their proposals and/or interview with the Selection Committee. Note that any information provided by Proponents in their proposals or discussed in presentations/interviews may be incorporated into any Contract with the Proponent. The Town advises that this negotiation process may take 2-3 months.

9. Important Dates:

RFP Release Date: August 29, 2023

Deadline for Questions: September 5, 2023

Proposal Submission Deadline: September 11, 2023

Negotiation and Contract Award: September 12, 2023

10. Appendices List:

A: Site Plan

B: Aerial Photos

C: Annual Operating Budget Template

D: Capital Funding Template

E: Capital Budget Template

F: Residential Multi-Unit Tax Incentive Bylaw No. 1962 & Application

G: Fort Macleod Affordable Housing Strategic Guide



H: Fort Macleod Business Investment Package

11. Confidentiality:

All information submitted in response to this RFP will be treated as confidential and will only be used for the purpose of evaluating proposals for the Fort Macleod Affordable Housing Initiative. The selection committee and relevant stakeholders will ensure the confidentiality of all submitted materials. However, please note that proposals may be subject to disclosure under applicable laws and regulations.

By submitting a proposal, interested parties agree that the Town of Fort Macleod may use the provided information for evaluation purposes and share it with the necessary individuals involved in the selection process. Proposers retain all proprietary rights to their submissions, and the Town of Fort Macleod will not use the information for any other purpose without the written consent of the proposer.

403.553.4425 • P.O. Box 1420 • 410 20th street

 www.fortmacleod.com 



12. Questions and Clarifications:

Any questions or requests for clarifications regarding this RFP should be submitted in writing to the contact person mentioned above no later than September 5, 2023. The Town of Fort Macleod will provide responses to all eligible inquiries and share the information with all prospective proposers.

The Town of Fort Macleod, alongside the Fort Macleod Housing Committee, looks forward to receiving your proposals and appreciates your commitment to addressing the crucial need for affordable housing in our community.

403.553.4425 • P.O. Box 1420 • 410 20th street
📷 www.fortmacleod.com 📺



Fort Macleod

APPENDIX A: SITE PLAN



Map

Fort Macleod, Alberta
Plan 92B, Block 316, Lots 19-23

(North side of 9th Street, Between 3rd and 4th Avenue)



403.553.4425 • P.O. Box 1420 • 410 20th street

 www.fortmacleod.com 



APPENDIX B: AERIAL PHOTOS







APPENDIX C: ANNUAL OPERATING BUDGET TEMPLATE

REVENUE	MINIMUM RENT 60% MMR	MID-RANGE RENT >60% - <90% MMR	MARKET/NEAR MARKET RENT	COMBINED TOTAL
1 Bedroom: # @ \$	\$	\$	\$	\$
2 Bedroom: # @ \$	\$	\$	\$	\$
3 Bedroom: # @ \$	\$	\$	\$	\$
4 Bedroom: # @ \$	\$	\$	\$	\$
Other Revenue				\$
TOTAL REVENUE	\$	\$	\$	\$
ESTIMATED EXPENSES				
Water	\$	\$	\$	\$
Electricity	\$	\$	\$	\$
Heat	\$	\$	\$	\$
Garbage	\$	\$	\$	\$
Insurance	\$	\$	\$	\$
Maintenance	\$	\$	\$	\$
Management Fees	\$	\$	\$	\$
Taxes	\$	\$	\$	\$
Replacement Reserves	\$	\$	\$	\$
Other:	\$	\$	\$	\$
Principal & Interest Mortgage Payments	\$	\$	\$	\$
TOTAL EXPENSES	\$	\$	\$	\$
SURPLUS (SHORTFALL)	\$	\$	\$	\$

403.553.4425 • P.O. Box 1420 • 410 20th street

 www.fortmacleod.com




APPENDIX D: CAPITAL FUNDING TEMPLATE

BUDGET ITEM	MINIMUM RENT 60% MMR	MID-RANGE RENT >60% - <90% MMR	MARKET/NEAR MARKET RENT	COMBINED TOTAL
Proponent Equity — Source:	\$	\$	\$	\$
Proponent Equity — Source:	\$	\$	\$	\$
Federal/Provincial Funding	\$	\$	\$	\$
Other Funding — Source:	\$	\$	\$	\$
Other Funding — Source:	\$	\$	\$	\$
Other Funding — Source:	\$	\$	\$	\$
Mortgage	\$	\$	\$	\$
TOTAL	\$	\$	\$	\$

403.553.4425 • P.O. Box 1420 • 410 20th street
 @ www.fortmacleod.com



APPENDIX E: CAPITAL BUDGET TEMPLATE

BUDGET ITEM	MINIMUM RENT 60% MMR	MID-RANGE RENT >60% - <90% MMR	MARKET/NEAR MARKET RENT	COMBINED TOTAL
Land Cost	\$	\$	\$	\$
Survey	\$	\$	\$	\$
Environmental/Geotechnical	\$	\$	\$	\$
Other Land Cost:	\$	\$	\$	\$
Legal Fees	\$	\$	\$	\$
Planning/Development Approvals	\$	\$	\$	\$
Building Permit Fees	\$	\$	\$	\$
Architect/Engineer	\$	\$	\$	\$
Mortgage Fee	\$	\$	\$	\$
Other Soft Costs:	\$	\$	\$	\$
Construction	\$	\$	\$	\$
Furnishings & Equipment	\$	\$	\$	\$
Stoves & Refrigerators	\$	\$	\$	\$
Parking & Landscaping	\$	\$	\$	\$
Contingency	\$	\$	\$	\$
TOTAL CAPITAL COSTS	\$	\$	\$	\$

403.553.4425 • P.O. Box 1420 • 410 20th street

www.fortmacleod.com



APPENDIX F: Residential Multi-Unit Tax Incentive Bylaw No. 1962 & Application

403.553.4425 • P.O. Box 1420 • 410 20th street
📷 www.fortmacleod.com 📘

BYLAW NO. 1962

TOWN OF FORT MACLEOD PROVINCE OF ALBERTA

A BYLAW OF THE TOWN OF FORT MACLEOD IN THE PROVINCE OF ALBERTA, TO ESTABLISH A RESIDENTIAL MULTI-UNIT TAX INCENTIVE.

WHEREAS pursuant to the provision of *Section 347 (1) of the Municipal Government Act, RSA 2000, Chapter M-26*, Council may by bylaw cancel, reduce, refund, or defer taxes it is considered equitable to do so, or phase-in increases or decreases from the preparation of a new assessment;

WHEREAS pursuant to the provision of *Section 347 (1) of the Municipal Government Act, RSA 2000, Chapter M-26*, and amendments thereto, the Council of the Town of Fort Macleod deems it equitable to provide for a Bylaw to implement "Residential Multi-Unit Tax Incentive";

NOW, THEREFORE, be it resolved that the Council of the Town of Fort Macleod, in the Province of Alberta, duly enacts as follows:

1. SHORT TITLE:

1.1. This Bylaw may be referred to as the "Residential Multi-Unit Tax Incentive Bylaw."

2. PURPOSE:

2.1. The purpose of this Residential Multi-Unit Tax Incentive Bylaw is to;

2.1.1. Allow tax incentives for Exemptions from taxation under Part 10, Division 2 of the *Municipal Government Act* for Qualifying Properties in the Town of Fort Macleod that meet the requirements of this Residential Multi-Unit Tax Incentive Bylaw.

2.1.2. Establish an incentive program to develop Residential Multi-Unit dwellings and create a positive environment for residential construction.

3. DEFINITIONS

3.1. In this Bylaw, unless the context otherwise requires:

3.1.1. "Act" means the *Municipal Government Act, RSA 2000, Chapter M-26*, as amended from time to time;

3.1.2. "Administration" means the administrative and operational arm of the Town comprised of the various departments and business units and including all employees who operate under the leadership and supervision of the CAO;

3.1.3. "Applicant" means a person who applies for an Exemption or their Agent as authorized by the land owner through an agent authorization or director's resolution;

3.1.4. "Application Fee" means the fee established by this Bylaw to be paid at the time an application is submitted pursuant to this Bylaw;

- 3.1.5.** "Assessed Person" means an assessed person as that term is defined under Section 284(1)(a) of the Act;
- 3.1.6.** "Chief Administrative Officer" or "CAO" means the chief administrative officer as appointed by Council, including the CAO's delegate;
- 3.1.7.** "Complete Application" means an application submitted pursuant to this Residential Multi-Unit Tax Incentive Bylaw that includes the Application Fee and the Application Form as set out in Schedule "A" attached hereto;
- 3.1.8.** "Council" means all the councillors of the Town, including the Chief Elected Official for the Town;
- 3.1.9.** "Dwellings or Units" means self-contained living premises with cooking, eating, living, sleeping and sanitary facilities for domestic use for one or more individuals but does not include travel trailers, motor homes, recreational vehicles, or other mobile units, hotel, motel, dormitory, boarding house, or similar accommodation, as defined in the Town of Fort Macleod Land Use Bylaw;
- 3.1.10.** "Exemption" is an exemption from taxation for Multi-Unit Residential Property as provided in Part 10, Division 2 of the Act. For purposes of clarity, the exemption from taxation applies only to taxes imposed by the Town under Part 10, Division 2 of the Act and not any Provincial requisitions;
- 3.1.11.** "Expansion" means development that adds to an existing Structure to increase the Structure's physical space;
- 3.1.12.** "Residential Multi-Unit" as per this Bylaw, means a property that is located in the Town of Fort Macleod, has four (4) or more units and is zoned "*Residential Multi-Unit: R-MU*" under the Land Use Bylaw;
- 3.1.13.** "New Construction" means the construction of a new Structure to establish a Residential Multi-Unit building as defined within the Town of Fort Macleod's Land Use Bylaw;
- 3.1.14.** "Qualifying Property" means a Structure that is the subject of the New Construction or an Expansion;
- 3.1.15.** "Structure" means a structure as that term is defined in s 284(1)(u) of the Act;
- 3.1.16.** "Tax Incentive Agreement" means a written agreement setting out the terms and conditions for an Exemption for the Qualifying Property; and
- 3.1.17.** "Town" means the Town of Fort Macleod in the Province of Alberta.

4. CRITERIA FOR EXEMPTION:

- 4.1.** Eligibility for a Residential Multi-Unit Tax Incentive under this Bylaw requires the following criteria:

- 4.1.1. \$400,000.00 increase in the assessed value of the Qualifying Property from the previous year resulting from New Construction or an Expansion; and
 - 4.1.2. Minimum of four (4) units or dwellings.
- 4.2. To qualify for an Exemption, the Qualifying Property must meet the following criteria:
 - 4.2.1. The Qualifying Property must be located within the geographical boundaries of the Town;
 - 4.2.2. The Qualifying Property must be zoned "Residential Multi-Unit: R-MU" as per the Town of Fort Macleod Land Use Bylaw;
 - 4.2.3. The development of the Qualifying Property must qualify as New Construction or Expansion;
 - 4.2.4. All required Town development approvals concerning the development of the Qualifying Property must have been issued.
- 4.3. Concerning the Qualifying Property, only one agreement per four-year period is allowed.
- 4.4. Tax exemptions apply to the municipal portion of property taxes only.
- 4.5. To apply for an Exemption, an Applicant must meet the following criteria:
 - 4.5.1. The Applicant must be the Assessed Person for the Qualifying Property that is the subject of the application; and
 - 4.5.2. The Applicant must have no outstanding monies owing to the Town of Fort Macleod; and
 - 4.5.3. The Applicant must submit a Complete Application in accordance with the terms of this Bylaw.

5. APPLICATION FOR AN EXEMPTION:

- 5.1. Applicants must submit a Complete Application to the CAO or delegate. The application form is attached in "Schedule A."
- 5.2. The Application Fee is \$100.00.
- 5.3. Complete Applications must be received by May 15th; of the year in which the requested Exemption is to commence.
- 5.4. Applications for past years' Expansion or New Construction will not be eligible in accordance with section 5.3.
- 5.5. Complete Applications may be considered and approved in accordance with the criteria of this Residential Multi-Unit Tax Incentive Bylaw before construction on the Qualifying Property is complete. However, the Exemption will not apply until all construction on the Qualifying Property is complete and the development is inspected and approved for occupancy.

- 5.6. Notwithstanding the Complete Application requirements set out in this Bylaw, the CAO may require any additional information that, at the discretion of the CAO, is necessary to complete the application.
- 5.7. The CAO or designate will advise Applicants in writing if their application is accepted for consideration. Applications accepted for consideration shall become the property of the Town and may not be returned.
- 5.8. The CAO has the discretion to reject applications that are incomplete or illegible.
- 5.9. Applicants whose applications are returned as incomplete or illegible may resubmit an application provided the application is resubmitted by the deadline provided in section 5.3 of this Bylaw.
- 5.10. The CAO will advise Applicants in writing with reasons if their application is rejected.

6. CONSIDERATIONS OF APPLICATIONS

- 6.1. Administration shall review the Complete Application to determine if it meets the criteria and requirements for an Exemption and provides a written report with recommendations to Council.
- 6.2. Council shall review the Complete Application and Administration's report and may:
 - 6.2.1. Pass a resolution directing Administration to enter into a Residential Multi-Unit Tax Incentive Agreement; or
 - 6.2.2. Pass a resolution refusing the Complete Application.
- 6.3. A resolution directing Administration to enter into a Residential Multi-Unit Tax Incentive Agreement must include the following:
 - 6.3.1. The taxation years to which the Exemption applies;
 - 6.3.2. The legal land description; and
 - 6.3.3. Property owner's name.
- 6.4. A Residential Multi-Unit Tax Agreement shall be honoured notwithstanding this Bylaw being amended or repealed after entering into such an agreement.
- 6.5. A resolution passed under section 6.2.2. refusing an application must include the reason(s) for refusal.
- 6.6. Administration shall provide written notice of a refusal to an Applicant, including the resolution passed under section 6.2.2.

7. TAX INCENTIVE AGREEMENT

7.1. Where Council has passed a resolution approving an Exemption, Administration shall draft a Tax Incentive Agreement in accordance with the resolution of Council.

7.2. A Tax Incentive Agreement must outline the following:

7.2.1. The taxation years to which the Exemption applies, which must not include any taxation year earlier than the taxation year in which the Exemption is granted;

7.2.2. The extent of the Exemption for each taxation year to which the Exemption applies;

7.2.2.1. First Year - 100% Property Tax Exemption

7.2.2.2. Second Year- 75% Property Tax Exemption

7.2.2.3. Third Year- 50% Property Tax Exemption

7.2.2.4. Fourth Year- 25% Property Tax Exemption

7.2.3. A deadline for submission of proof that the Qualifying Property has been approved for occupancy.

7.2.4. Any criteria in section 4 which formed the basis of granting the Exemption and taxation year or years to which the requirements apply, all of which are deemed to be a condition or conditions of the Residential Multi-Unit Tax Incentive Agreement. The breach of which will result in the cancellation of the Exemption for the taxation year or years to which the criteria applies;

7.2.5. In the event of a cancellation pursuant to Section 8 of this Bylaw, any monies owed to the Town shall be immediately paid by the applicant; and

7.2.6. Any other conditions Administration deems necessary and the taxation year(s) to which the condition applies. Residential Multi-Unit Tax Incentive Agreements shall be executed by the chief elected officer, their delegate, and the CAO.

8. CANCELLATION OF TAX INCENTIVE AGREEMENT:

8.1. If at any time after an Exemption is granted, Administration determines that the Applicant or their application:

8.1.1. Did not meet or ceased to meet any of the applicable criteria in Section 4, which formed the basis of granting the Exemption;

8.1.2. Tax arrears are owing with respect to the Qualifying Property; or

8.1.3. That there was a breach of any condition of the Residential Multi-Unit Tax Incentive Agreement,

8.1.4. Administration shall recommend to Council, and Council may, by resolution, cancel the Exemption for the taxation year or years in which the criterion was not met or to which the condition applies.

8.2. A resolution passed by Council pursuant to section 8.1 must include reasons and identify the taxation year or years to which the cancellation applies.

8.3. Administration shall provide written notice of cancellation to an Applicant, including the resolution passed under section 8.1.

9. REVIEW OF DECISION:

9.1. Where Administration has rejected an Application on the basis that it needs to be completed, Applicants may apply to Council within 15 business days of receiving notice of the refusal to review the decision to reject the application.

9.2. Applicants may apply to Council within 15 business days of receiving a Residential Multi-Unit Tax Incentive Agreement to review the Agreement on the limited issues of whether it follows the direction of Council. Council may revise the Residential Multi-Unit Tax Incentive Agreement or provide direction to Administration to revise the Tax Incentive Agreement in accordance with Council's initial resolution.

9.3. Applicants may apply to Council within 15 business days of receiving a notice of cancellation to review the cancellation, and Council may uphold or revoke the cancellation.

10. REVIEW OF BYLAW:

10.1. This bylaw shall be reviewed by Council in a public Council meeting at least every second year from the date of passing of the bylaw for the purpose of assessing whether to amend or repeal the bylaw.

11. SEVERABILITY:

11.1. If any portion of this Bylaw is declared invalid by a court of competent jurisdiction, then the invalid portion must be severed, and the remainder of this Bylaw is deemed valid.

12. EFFECTIVE DATE:

12.1. This Bylaw shall come into force and take effect upon receiving the third reading.

READ a **first** time this 23rd day of January, 2023.

READ a **second** time this 13th day of February, 2023.

READ a **third** time and finally PASSED this 13th day of February, 2023.



Mayor – Brent Feyter



Chief Administrative Officer – Anthony Burdett

SCHEDULE "A"
Application Form for Residential Multi-Unit Tax Incentive
Pursuant to the Residential Multi-Unit Tax Incentive Bylaw No. 1962

Applicant & Authorized Agent Information:

Applicant Name:	
Mailing Address:	
Authorized Agent Name: <i>(If applicable)</i>	
Authorized Agent Address: <i>(if different from above)</i>	
Email Address:	
Phone Number:	
Registered Corporate Name <i>(If applicable):</i>	
Corporate Registry Office Address of Applicant:	

The Applicant is applying for a four-year tax incentive for:

New Construction Expansion

Qualifying Property Information:

Physical address of Assessed Property:	
Legal Description of Assessed Property:	
Property Tax Roll number:	
Development Permit number:	
Assessed property value of previous year:	
Assessed property value of current year:	
Type and number of units or dwellings being built:	

Date construction will be completed:	
Date Qualifying Property is expected to be approved for occupancy:	

Describe, or append, an explanation of your Exemption and how you meet the criteria for the tax incentive programs listed above:

Indicate if the application includes the following:

- Application Fee (\$100.00 required) Agent Authorization Form/Directors' Resolution (if applicable)
 Photos (optional) Other materials (optional)

_____ Date of the Application

_____ Signature of Applicant (or Applicant's Agent)

_____ Print Name of Applicant (or Applicant's Agent)

FOR OFFICE USE ONLY

_____ DATE THE APPLICATION WAS RECEIVED

_____ NAME OF RECIPIENT

Note:

Complete applications must be received by May 15th of the year when the requested Exemption is to commence.

Applications and materials may be included in reports to Council and Council agenda packages. All Qualifying Properties may be subject to inspection by the Town Administration to ensure the validity of the application.

Personal Information required by the Town of Fort Macleod application forms is collected under the authority of sections 33(a) and (c) of the Alberta Freedom of Information and Protection of Privacy (FOIP) Act. Your personal information will be used to process your application(s). Please be advised that your name, address and details related to your application may be included in reports that are available to the public as required or allowed by legislation. If you have any questions, please get in touch with the Town's FOIP Head at Liisa Gillingham, Director of Community and Protective Services @ 403 553-4425.



APPENDIX G: Fort Macleod Affordable Housing Strategic Guide

A large, light grey silhouette of a building with a flag on top is positioned on the left side of the page. To its right, a larger, more complex silhouette of a building with multiple windows and a central dome is visible. The text is located in the lower right area of the page, overlaid on the background.

403.553.4425 • P.O. Box 1420 • 410 20th street
📷 www.fortmacleod.com 📘



Fort Macleod

Affordable Housing Strategy

Prepared for the Town of Fort Macleod
by the Rural Development Network's
Sustainable Housing Initiative

This page was left intentionally blank



Fort Macleod

Affordable Housing Strategy

Executive Summary

The Town of Fort Macleod believes in the importance of providing safe, adequate, suitable and affordable housing to support the equitable and sustainable economic development of the Town. The Fort Macleod Affordable Housing Strategy highlights the Town's plan to achieve this.

This strategy is comprised of five **Strategic Bundles of Actions** that aim to increase the supply of adequate and suitable affordable housing through data driven and collaborative actions:



Table of Contents

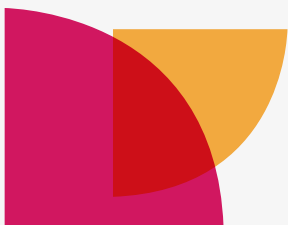
1. Introduction	5
1.1 Purpose of the Affordable Housing Strategy	6
1.2 The Importance of Affordable Housing	6
1.3 How the Strategy was Prepared	7
2. The Strategy	9
2.1 Mission	10
2.2 Overview of Strategic Bundled Actions	11
2.2.1 Grow and Support Partnerships	12
2.2.2 Increase Discussion on Housing	14
2.2.3 Acquire & Dedicate Municipal Land	16
2.2.4 Stimulate Diverse Housing	17
2.2.5 Support Existing Housing	18
2.3 Where Should Affordable Housing be Developed	19
2.4 Who Plays a Role in this Strategy	21
3. What is Affordable Housing	22
3.1 Definition	23
3.2 The Housing Continuum	23
3.3 Building Style and Design	24
4. Housing in Fort Macleod	29
4.1 Housing Breakdown	30
4.2 Challenges and Opportunities	35
5. Appendices	36
5.1 Appendix 1: Performance Indicators	37
5.2 Appendix 2: Environmental Scan of Other Municipalities	39
5.3 Appendix 3: Strategy Evaluation	42
5.4 Appendix 4: Engagement Summary	43



1. Introduction



Fort Macleod
Affordable Housing Strategy





1.1 Purpose of the Affordable Housing Strategy

The Fort Macleod Affordable Housing Strategy establishes the Town's vision to promote the development of more affordable housing options to support the needs of the community. It highlights the Town's role and specific actions the Town can take to support affordable housing development.

1.2 The Importance of Affordable Housing

Fort Macleod supports the creation of safe, adequate and affordable housing to support all individuals and families in the community. A diversity of housing choices is fundamental to the creation of a resilient community that provides economic and social opportunities to a wide array of people. Fort Macleod believes in the value that affordable housing options bring to not only the individuals living in affordable housing, but to the community as a whole. In order to foster a strong economy with a healthy labour market, affordable housing options must be further developed within Fort Macleod.

1.3 How the Strategy was Prepared

The conversation regarding affordable housing first started with the creation of the Fort Macleod Affordable Housing Committee in 2008. This kickstarted the exploration of housing needs in Fort Macleod.

In 2010, a Housing Needs and Demand Assessment was created to report on the housing need and challenges being faced by the Town. In 2016, an updated Housing Needs and Demand Assessment was created.

In 2018, a Rural Homelessness Estimation was performed to determine the number of people experiencing homelessness within the community. The data gathered from this estimation further highlighted the critical need for housing for the most vulnerable in Fort Macleod.

Fort Macleod then adopted its strategic plan, which highlights the Town's goal to facilitate the availability of housing for all.

This gave way to the need for developing an Affordable Housing Strategy followed by an Investment Readiness package to jump start the development of Affordable Housing in Fort Macleod.

In 2020, community engagement was conducted to inform the direction of the Affordable Housing Strategy. Stakeholder engagement was a vital component of the process and directly informed the recommendations made in this strategy. The stakeholder engagement included several focus group sessions with families, seniors, businesses, and the general public. A summary of engagement results can be found in Appendix 4.

The focus groups were split up into three main discussion categories:

Discussion 1

Affordable Housing and the state of housing in Fort Macleod

Discussion 2

Future Housing Developments

Discussion 3

Next Steps

In 2020/2021, this Affordable Housing Strategy was developed.

In 2021, a Business Investment Package was created to support the recommendations and strategies highlighted in this Affordable Housing Strategy.



2008

Creation of the Fort Macleod
Affordable Housing
Committee

2010/2016

Housing Needs
Assessment

2018

Homelessness Estimation

Adoption of the Fort
Macleod Strategic Plan

2020

Community Engagement -
Survey & Focus Groups

2020/2021

Strategy
Development

2021

Business Investment
Package

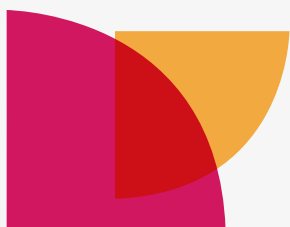




2. The Strategy



Fort Macleod
Affordable Housing Strategy



2.1 Mission

Our primary focus is to create housing to **service the 115 households within our community who suffer from unaffordable, unsuitable or inadequate housing**, as identified by Statistics Canada. Through the work of the Town and the other leaders in the community, **all individuals will have access to housing that is safe, adequate, suitable and affordable**, creating a foundation for everyone to thrive and prosper.



2.2 Overview of Strategic Bundled Actions

The Fort Macleod Housing Strategy's Mission will be implemented through **Strategic Bundles of Actions** designed to accomplish the mission of this strategy, which are pictured below. These are designed to be effective independently and incrementally, but are complemented by other bundles within the strategy.

The strategic bundles were developed through the analysis of current housing issues in Fort Macleod, an environmental scan of housing strategies from other municipalities and through collaboration with housing and development experts. Details surrounding practices in other municipalities can be found in Appendix 2.





2.2.1 Grow and Support Partnerships

Overview

This bundle is about the Town actively seeking partnerships with non-profits and other development partners to help guide affordable housing development in Fort Macleod. The Town will provide support through land dedications, research support and financial incentives.

Issues we Target

1. The **cost barriers and challenges** to build affordable housing.
2. The **capacity** to plan, fund and develop new affordable housing development in Fort Macleod.
3. The **need for regular formal research dissemination and implementation** in support of the social and financial needs of the community and affordable housing development.

Strategies

The strategies pictured on the next page are required to create active partnerships with non-profits and other development partners that will lead to new affordable housing development in Fort Macleod.

Outcome

Developing active partnerships with local affordable housing non-profits and other development partners in which the Town provides support through regulatory, financial and asset management adjustments will help support the development of affordable housing in Fort Macleod.



Issues	Strategies	Actions
<ul style="list-style-type: none"> Lack of capacity to plan, fund and develop new affordable housing development 	<ul style="list-style-type: none"> Create active partnerships with affordable housing non-profit(s) and other development partners 	<ul style="list-style-type: none"> Create a Memorandum of Understanding which highlights what services and supports the Town and non-profits or other development partners will provide to each other
<ul style="list-style-type: none"> Lack of capacity to plan, fund and develop new affordable housing development Lack of regular formal research dissemination and implementation in support of the social and financial needs of the community and affordable housing development 	<ul style="list-style-type: none"> Leverage non-profits' expertise to provide evidence based decisions regarding the supports and projects needed in the Town 	<ul style="list-style-type: none"> Apply to grants to support non-profits to perform research that supports the Town's implementation of this strategy Specific projects should include: review of taxation policies and their impact's on affordable housing development and operation, review of existing social services and gaps, review of conditions of existing housing, etc
<ul style="list-style-type: none"> Cost barriers and challenges to build affordable housing 	<ul style="list-style-type: none"> Enable non-profit and other development partner's capital projects that increase affordable housing supply 	<ul style="list-style-type: none"> Provide designated municipal land at no or low cost to affordable housing non-profits and other development partners Borrow funds on behalf of non-profits or other development partners for impactful affordable housing projects that cannot secure adequate funding on their own Advocate and apply for funding grants from higher levels of government to support housing





2.2.2 Increase Discussion on Housing

Overview

This bundle is about continuous and purposeful engagement with the public and other key-stakeholders in Fort Macleod regarding housing affordability, housing as a human right, and the implementation of this strategy.

Issues we Target

1. The **misconceptions** regarding affordable housing.
2. The **lack of continuous engagement** throughout the planning and development process for affordable housing.

Strategies

The strategies pictured below are required to effectively engage the public throughout the implementation of this strategy.

Outcome

By providing opportunities for public feedback and education at key points of the implementation of this strategy and throughout the development process, the community will be well informed and provide guidance on projects.

Issues	Strategies	Actions
<ul style="list-style-type: none"> Lack of continuous engagement throughout the planning and development process for affordable housing 	<ul style="list-style-type: none"> Provide formal opportunities for public stakeholders to give feedback throughout the development of each Strategic Bundle 	<ul style="list-style-type: none"> Provide opportunities for feedback at key milestones for each Strategic Bundle as well as throughout the planning and development of any new housing projects Assign specific Town staff who will be responsible for correspondence and collection of data from the public which are regularly disseminated to the public Ensure the format of the engagement allows for the collection of a diversity of viewpoints and that every interested party is able to share their feedback
<ul style="list-style-type: none"> Misconceptions regarding affordable housing 	<ul style="list-style-type: none"> Develop a campaign to promote the need for affordable housing in the Town 	<ul style="list-style-type: none"> Clarify affordable housing misconceptions on social media and at Town events Promote Strategy findings and status at least twice a year



2.2.3 Acquire & Dedicate Municipal Land

Overview

This bundle is about acquiring and dedicating land for the development of affordable housing in Fort Macleod to reduce barriers for potential housing development partners.

Issues we Target

1. The **lack of available land** specifically intended for targeted affordable housing development.
2. The **cost barriers and challenges** for a developer to build affordable housing.

Strategies

The strategies pictured below are required to reduce barriers to targeted affordable housing development in Fort Macleod.

Outcome

Acquiring and dedicating suitable land (see Section 2.3) for affordable housing and installing utility services to these sites will help ensure affordable housing development is appealing and viable in Fort Macleod.

What is Zoning?

Zoning determines what can be built on a property. This includes the use and design of a building.

Issues	Strategies	Actions
<ul style="list-style-type: none"> Lack of land intended for targeted affordable housing development 	<ul style="list-style-type: none"> Acquire, identify and dedicate land for affordable housing 	<ul style="list-style-type: none"> Identify land with High Suitability for affordable housing (see section 2.3) while engaging with the public Ensure that the zoning designated for the identified land is compatible with future housing development
<ul style="list-style-type: none"> Cost barriers and challenges to develop affordable housing 	<ul style="list-style-type: none"> Pre-service dedicated municipal land 	<ul style="list-style-type: none"> Identify and prioritize which sites require utility and infrastructure servicing Prepare the site for development such as by coordinating the installation of power, water and sewage services when feasible



2.2.4 Stimulate Diverse Housing

Overview

This bundle is about stimulating diverse housing development by making changes to Fort Macleod’s land use policies.

Issues we Target

1. The **limited choices** for those who do not want to or cannot afford to live in single-detached homes.
2. Restrictive **off-street parking requirements** in Fort Macleod’s Land Use Bylaw, which have a negative impact on the affordability of housing.

3. The **difficulty to build more dense and affordable housing**, as the maximum dwellings per site requirements in Fort Macleod’s Land Use Bylaw are too stringent.

Strategies

The strategies pictured below are required to target the issues Fort Macleod is facing regarding diverse housing development.

Outcome

Stimulating diverse housing development through removing off-street parking requirements and permitting higher densities in Residential Land Use Districts will act to support **economic and social resiliency**.

Issues	Strategies	Actions
<ul style="list-style-type: none"> Restrictive off-street parking requirements 	<ul style="list-style-type: none"> Reduce or remove off-street parking requirements in Residential Land Use Districts 	<ul style="list-style-type: none"> Perform parking study Engage community on the costs of parking Revise Land Use Bylaw
<ul style="list-style-type: none"> Difficult to build more dense and affordable housing 	<ul style="list-style-type: none"> Permit higher densities in Residential Land Use Districts 	<ul style="list-style-type: none"> Technical analysis of the Land Use Bylaw Increase maximum site coverage Decrease minimum site area & minimum floor area requirements
<ul style="list-style-type: none"> Difficult to build more dense and affordable housing 	<ul style="list-style-type: none"> Develop Town level infill and affordability targets 	<ul style="list-style-type: none"> Develop an infill percentage target to support new residential development within the existing urban area Develop neighbourhood level affordable housing targets



2.2.5 Support Existing Housing

Overview

This action is about maintaining the existing supply of affordable and diverse housing options in Fort Macleod.

Issues we Target

1. Several households are suffering from **inadequate housing** and require repairs.
2. There is **no inventory** of current affordable housing options, conditions and housing charges.

Strategies

The strategies pictured below are required to gather data and support the existing affordable housing sector in Fort Macleod.

Outcome

By creating an affordable housing inventory and supporting housing operators with funding requests, Fort Macleod will be able to better understand current housing issues and help resolve these issues.

Issues	Strategies	Actions
<ul style="list-style-type: none"> No inventory of current affordable housing options, conditions and housing charges 	<ul style="list-style-type: none"> Develop and annually update an inventory of current safe, adequate and affordable market and non-market housing 	<ul style="list-style-type: none"> Develop list of affordable housing operators and request information on housing charges, building conditions and vacancy rates Create framework for data updates from operators
<ul style="list-style-type: none"> Affordable households are suffering from inadequate housing 	<ul style="list-style-type: none"> Support housing operators in renovating inadequate market and non-market affordable housing units 	<ul style="list-style-type: none"> Provide letters of reference and/or create a memorandum of understanding with housing operators to support funding applications Explore the potential of providing financial support to facilitate the renovation of inadequate affordable housing units Remove fees for permits for affordable housing renovation projects

2.3 Where Should Affordable Housing be Developed

In order to implement these Strategic Bundles of Actions, an analysis was done to understand where new housing should generally be located. It is important for affordable housing to be developed within a walkable distance to daily amenities to ensure those who do not have access to a vehicle or who prefer to walk or cycle can do so in a convenient manner.

Community consultations revealed that in general, stakeholders would like new affordable housing developments to be situated close to local amenities.

What a Walkable Distance Is

Typically, a distance of 400 m is deemed to be a walkable distance. This is equivalent to a 5-minute walk for the average person. It is important to note that people may experience these distances in a variety of ways, depending on whether they require mobility aids to travel or the pace in which they travel. Winter conditions can also negatively impact one's ability to conveniently walk, further highlighting the importance of building affordable housing within close, walkable proximity to daily amenities and services.



Identifying Suitable Land for Affordable Housing

In order to identify the land most suitable for affordable housing, the following criteria were used:

1. Proximity to Services and Amenities

Land that is within a Walkable Distance (400m) of the following services and amenities should be prioritized for affordable housing development:

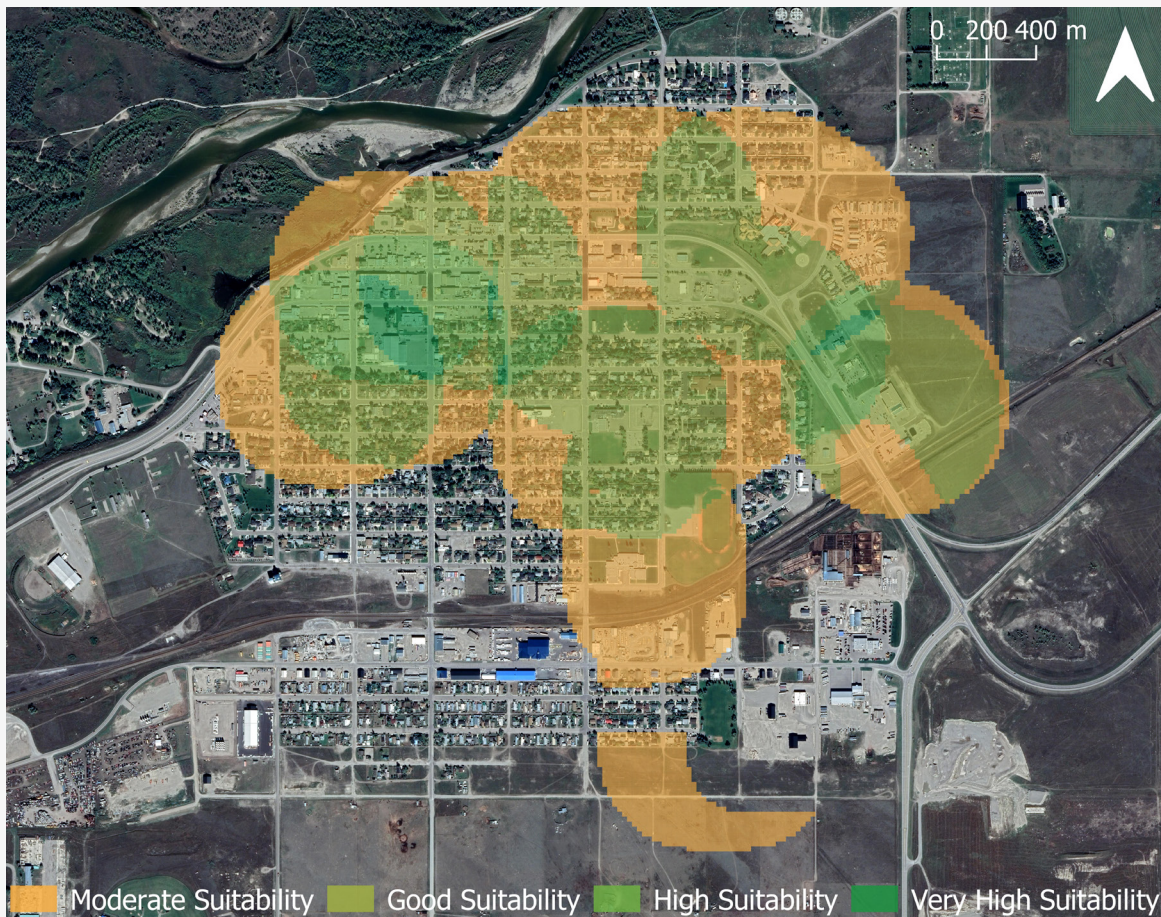
- Grocery Stores
- Hospitals
- Parkspace

- Public Schools
- Recreation Centres
- Pharmacies

2. Proximity to Industrial Land - Affordable housing should not be developed within 200 m of industrial land uses.

Land was scored based on the number of services and amenities within a Walkable Distance (400m). Points were subtracted if land was within 200 m of industrial land uses.

A geographical analysis was done to create a map using these criteria (below).



Map of land suitable for affordable housing in Fort Macleod. Areas with very high suitability are areas where multiple amenities and services are within a Walkable Distance (400m), while being more than 200 m away from industrial areas.

2.4 Who Plays a Role in this Strategy

Town of Fort Macleod's Role

1. Planning, research implementation and policy development
2. Advocacy and education
3. Proactive leadership
4. Creating, updating and enforcing regulations
5. Monitoring and evaluating community needs
6. Supporting and organizing the initiatives of partners
7. Ensuring the successful implementation of the Affordable Housing Strategy

Non Profits' Role

1. Designing and building affordable housing
2. Performing research
3. Pursuing funding
4. Property management

Private Developers

1. Designing and building affordable housing
2. Pursuing funding
3. Property Management

Role of Other Orders of Government

1. Providing grants and other sources of funding for affordable housing projects
2. Providing high-level affordable housing policies, strategies and support
3. Providing census data used for the analysis of housing need and demand





3. What is Affordable Housing?



Fort Macleod
Affordable Housing Strategy

3.1 Definition

The federal definition of affordable housing is housing where the shelter costs makeup 30% or less of a household's Income. This type of housing is safe and supportive and does not look or feel any different than typical market housing.

3.2 The Housing Continuum

The Housing Continuum¹ depicts the array of housing situations that can exist within a community. This Continuum is used by the Canada Mortgage and Housing Corporation (CMHC). People may move across categories of the continuum throughout their lives based upon changing circumstances. The

Continuum recognizes the importance for the housing stock to reflect the diversity of socioeconomic and demographic needs within a community. It is important for market housing to not be the sole focus of a municipality, as a holistic approach to housing is required to create an equitable community that supports all of its members. All housing types in the Continuum can be made affordable for a diversity of people.

The strategic bundles of the Fort Macleod Affordable Housing Strategy help support the diversification of Fort Macleod's housing stock, enabling new affordable housing development, improving the adequacy of existing affordable housing and creating greater housing choice within the community.



3.3 Building Style and Design

The location and aesthetics of affordable housing will be considered in the implementation of this strategy to ensure that future housing complements the community and is conveniently located near services and amenities (See 2.2, Where We Build).

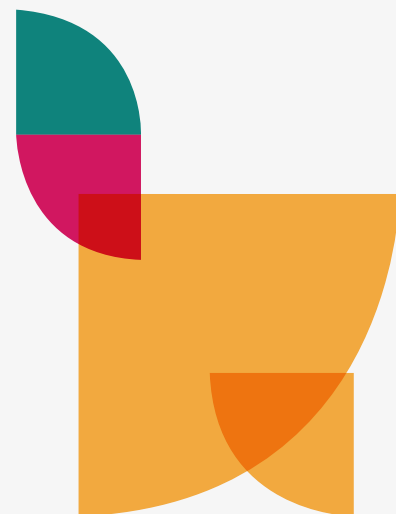
The Town will engage with the community when moving forward with selecting potential locations for new affordable housing and going through the development process, as indicated in the Strategic Bundle, Increase Discussion on Housing (See 2.3.2).

It is important to note that **a duplex can be affordable housing; a tower can be affordable housing; a single family home can be affordable housing**; there is no unique building type or aesthetic specific to affordable housing. Affordable housing can be designed to reflect the context of the neighbourhood while still increasing the diversity of housing forms available within a community.

Next, a variety of affordable housing designs are provided to contextualize what forms affordable housing can take in the implementation of this strategy. These examples are from Fort Macleod and other municipalities in Alberta.

Fort Macleod

There is currently only one major non-market affordable housing site in Fort Macleod; Colonel Macleod Manor, which is located in the Northern part of Town. This is an example of long term supportive housing being developed for a specific population; Seniors.





As seen above, there is currently only one major affordable housing site in Fort Macleod; Colonel Macleod Manor, which is located in the Northern part of Town.



The interior and exterior of Colonel Macleod Manor are pictured above. Colonel Macleod Manor is an example of multi-unit affordable housing targeted towards Seniors.

Other Municipalities

City of Lethbridge

Below are two examples of affordable housing in the City of Lethbridge. Affordable housing can be designed to fit the context of existing buildings. This is an example of relatively low-density affordable housing. This Strategy aims to remove barriers to this type of development (See Section 2.3.4)



Pincher Creek²

The Town of Pincher Creek has several affordable housing options, as operated by the Pincher Creek Foundation. This includes affordable housing targeted to seniors as well as families. Affordable housing in Pincher Creek has a variety of building typologies, ranging from duplexes to large apartment style buildings.





4. Housing in Fort Macleod



Fort Macleod
Affordable Housing Strategy

4.1 Housing Breakdown

This section provides an overview of the rental and home ownership outlook in Fort Macleod, including information on the Core Housing Need, rental and home ownership markets, and who is in need of housing. This information was used to develop this Affordable Housing Strategy as well as to support insight from community member consultations.

The data in this Housing Breakdown was sourced from:

Statistics Canada, 2016 Census ³

Alberta Regional Dashboard ⁴

**Alberta Rural Development Network
Rural Homelessness Estimation
Project, 2018** ⁵

Core Housing Need

A household is in Core Housing Need if suffering from unaffordability, non-suitability, or inadequacy, without any potential alternatives in their community.

What is Suitable Housing?

Housing that is not over-crowded. Generally speaking, a home is overcrowded if the number of children outnumber the bedrooms in the home.

What is Adequate Housing?

Housing that does not require major repairs.

What is Affordable Housing?

Housing costs shouldn't take up more than 30% of household income to be considered affordable.

Spending
more
than
30%



*Suffering
from unaffordability
without any
alternatives:
65 households*

Rental Market

40% - Percentage of renter households spending 30% or more of their income on shelter costs.

112 - Number of rental households spending 30% or more of their income on shelter costs.

\$816 - Average rent for a 2-bedroom apartment

\$32,640 - Annual income required to afford an average 2-bedroom rental apartment based on a single income.

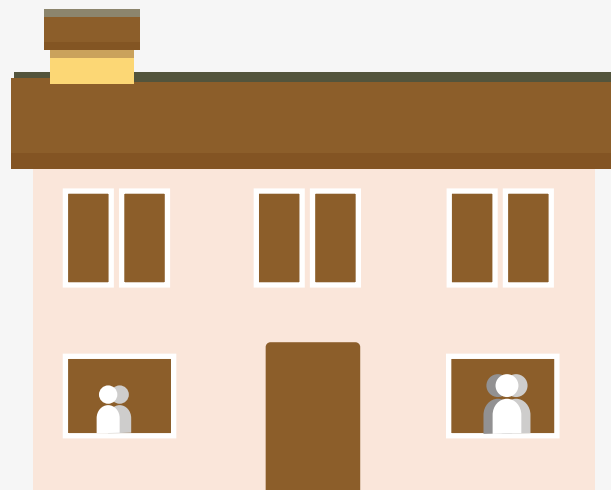
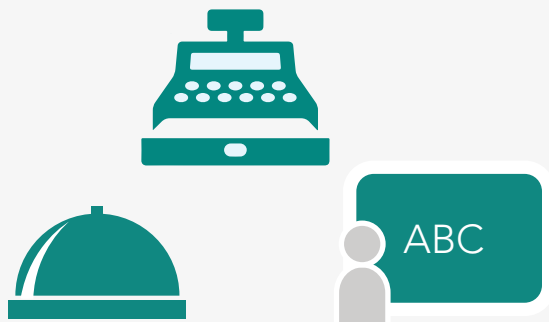
115 Households Total Households in Core Housing Need

Affordable Housing	Suitable Housing	Adequate Housing	Suffering from two or more issues
Where housing costs makeup 30% or less of household Income.	Housing that is not over-crowded . Number of children do not outnumber the bed rooms in the home.	Housing that does not require major repairs .	Housing that is suffering from two or more of the criteria listed.
# of households suffering from unaffordability without any alternatives:	# of households suffering from unsuitability without any alternatives:	# of households suffering from inadequacy without any alternatives:	# of households suffering from two or more of the criteria listed without any alternatives:
65	10	25	15

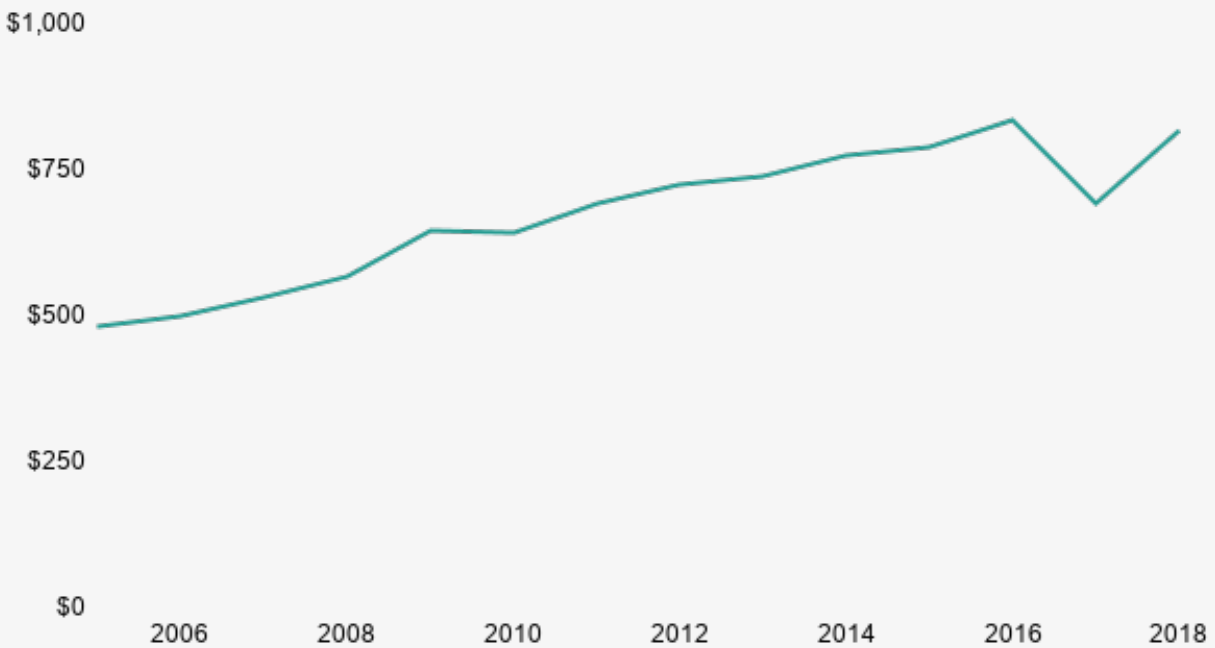
Who Can't Afford the Average Rental Costs on a Single Income?

Approximately **29 occupations cannot afford rent**.

A sample of occupations include: Cashiers, Bartenders, Teacher Assistants, Hotel Clerks, Cooks, Retail Salespersons, Janitors.



Rental Rates are Increasing



Rental Vacancy Rate is High

8.54% - 10 Year Average

The rental vacancy rate for rental buildings containing three or more rental units is much higher than 3%, which is often considered as a balanced rental vacancy rate.

A high rental vacancy rate does not mean there is a lack of demand for rental units, but that the vacant housing could be unsuitable, inadequate or unaffordable. Community members highlighted that the current available rental housing in Fort Macleod is old and in poor condition.

Home Ownership

16.2%

Percentage of owner households spending 30% or more of their income on shelter costs.

156

Number of owner households spending 30% or more of their income on shelter costs.

\$953

Average monthly shelter cost for owners.

\$249,856

Average cost of a house.

\$83,290

Annual income required to affordably pay for a home given the average cost of a home.

Who Can't Afford to Purchase a Home based on the Average Cost of a Home on a Single Income?

Approximately **203 occupations** cannot afford to purchase a house.

A sample of occupations include:
Electricians, Finance Managers, Civil Engineering Technologists, Secondary School Teachers, Registered Nurses, Insulators, Carpenters.

Who is Housing Unstable?

"Do you consider your housing situation to be unstable or feel you could easily lose your housing?"

46 respondents (1.5% of the population) said "yes"

6.5%
of people who said yes are **65+ years old**.

6.5%
of people who said yes are **between 15-24 years old**.

37%
of people who said yes **identify as Indigenous**. *Indigenous populations are disproportionately facing unstable housing situations.*

Condition of Housing

130

Total number of households where major repairs are needed.

45

Total number of households that suffer from overcrowding.

How would you rate the current state of housing within the community? (1 for bad, 10 for excellent)

4.1

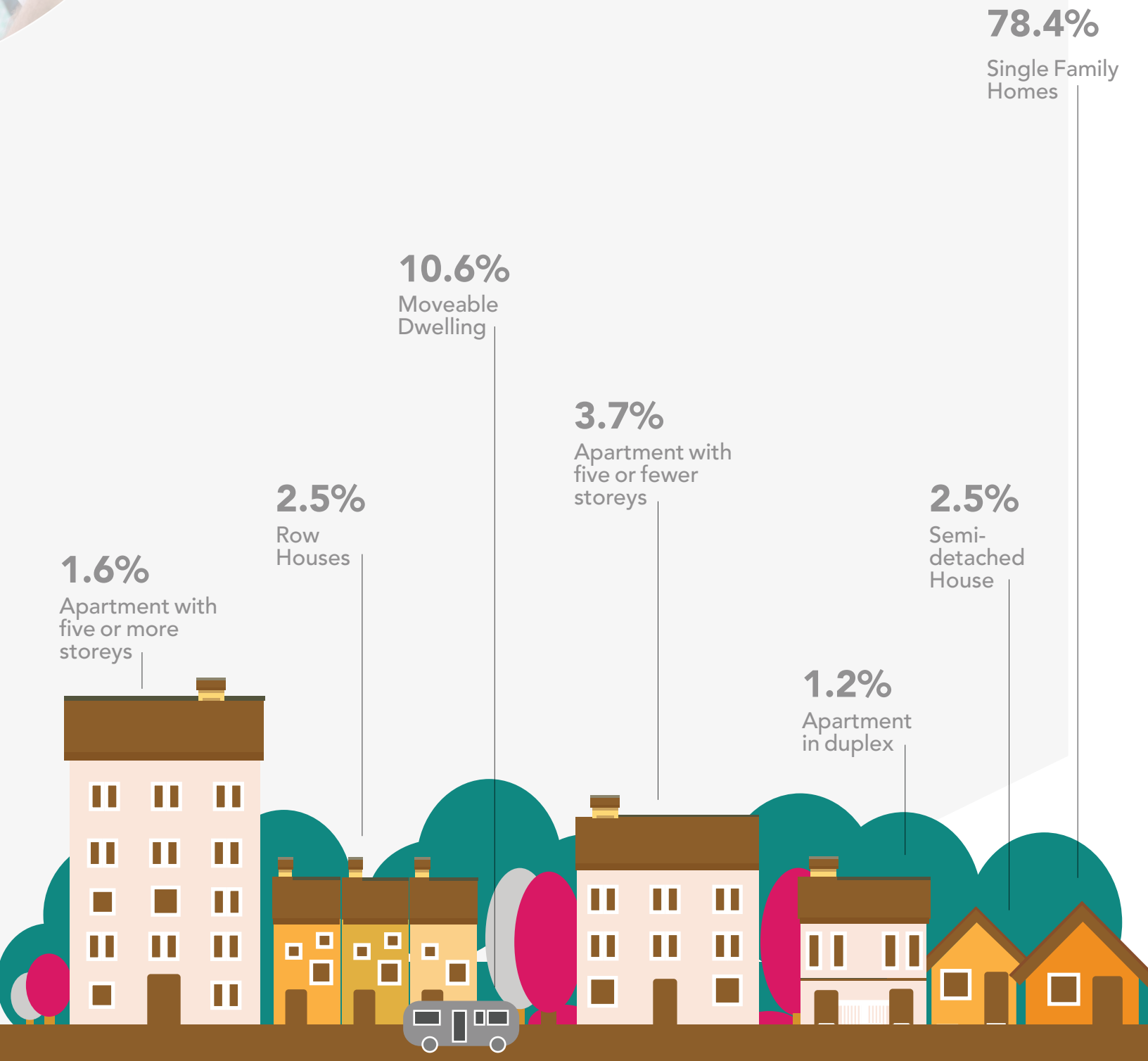
Average score based on 151 survey responses.





Housing Typologies

Fort Macleod is primarily comprised of single family homes. Less than 10% of housing is multi-unit housing. This limits the options available to residents when deciding what type of home to live in.



4.2 Challenges and Opportunities

Current Challenges

There are several challenges that are being faced regarding affordable housing in Fort Macleod. These challenges determined the direction of this Strategy and were found through community consultation and the analysis of data. Existing challenges include:

- Very limited affordable housing options for a diversity of people in Town
- Housing is too expensive to rent or buy for people in many different occupations
- Relatively high vacancy rate of purpose-built rental buildings, which may be due to the age or condition of available housing
- Inadequacy and unaffordability are a major issue, based on community feedback and the Core Housing Need
- Lack of suitable vacant land for affordable housing development
- Strong stigma against new housing development within the community, including the association of affordable housing and crime

Opportunities

The analysis of the current challenges revealed several opportunities to improve

the affordability, suitability and adequacy of housing in Fort Macleod. The Strategic Bundles of Actions in this Strategy were designed to maximize the potential for these opportunities.

First, there is an opportunity to increase the diversity of housing available in the Town. This includes the development of more multi-unit housing.

Second, there is an opportunity to improve the quality of life for different community members in need. Listed below are those who should be considered when planning and developing new housing developments, based on community feedback and data analysis.

1. Singles
2. Indigenous Peoples
3. Seniors
4. Families

New affordable housing development can be designed to support a variety of the above groups. For example, new housing could be designed to support seniors and those with mobility constraints by being barrier free. Barrier free housing is housing that is designed with no barriers to those who have mobility constraints (i.e. exclusion of steps, low counter tops). Although barrier free housing would more greatly benefit those with mobility constraints, it can still be suitable and benefit those who do not currently have mobility constraints.



5. Appendices



Fort Macleod
Affordable Housing Strategy

5.1 Appendix 1: Performance Indicators

The actions enacted in the Fort Macleod Affordable Housing Strategy will be evaluated and measured annually as new data comes available. An annual update will be provided by Town Administration to City Council to publically track the progress of the Strategy. The annual evaluation will be used to make adjustments to the Strategy.

Topic	Indicator	Source	Frequency
Grow and Support Partnerships	Value of grants given to non-profits for affordable housing research and programs	Town of Fort Macleod	Annually
	Count of municipal land provided to non-profits for affordable housing projects	Town of Fort Macleod	Annually
	Number of new policies or changes to policies informed by partnership research	Town of Fort Macleod	Annually
Increase Discussion on Housing	Average satisfaction rating for public engagement opportunities	Town of Fort Macleod	Annually
	Number of times Fort Macleod affordable housing initiatives are mentioned on media (TV, social, etc.)	Town of Fort Macleod	Annually
	Number of participants in public engagement opportunities	Town of Fort Macleod	Annually
	Number of engagement initiatives, separated by Strategic Bundle	Town of Fort Macleod	Annually
Acquire & Dedicate Land	Number of land acquisitions done	Town of Fort Macleod	Annually
	Number of municipal-owned land dedicated to affordable housing	Town of Fort Macleod	Annually
	Number of housing units planned & developed	Town of Fort Macleod	Annually

Topic	Indicator	Source	Frequency
Stimulate Diverse Housing	Percentage change in the number of non-single-detached housing in Fort Macleod	Town of Fort Macleod	Every 5 years
	Number of residential development permits for non-single-detached housing projects	Town of Fort Macleod	Annually
	Proportion of development that is infill (Within existing urban area) and new area development	Town of Fort Macleod	Annually
Support Existing Housing	Number of residential permits for major renovations	Town of Fort Macleod	Annually
	Number of projects supported by Town (letter of support, etc.)	Town of Fort Macleod	Every 5 years
	Percentage of renter households spending more than 30% of household income on shelter costs	Federal Census	Every 5 years
	Percentage of owner households spending more than 30% of household income on shelter costs	AB Regional Dashboard Town of Fort Macleod	Annually
	Residential vacancy rate for units in non-subsidized rental buildings containing 3+ rental units	AB Regional Dashboard Town of Fort Macleod	Annually
	Residential rental rates for non-subsidized rental buildings that have 3+ rental units	Town of Fort Macleod	Annually
	Value of grants for housing development applied for and received by the Town or other partners	Town of Fort Macleod	Annually

5.2 Appendix 2: Practices in Other Municipalities

The actions other municipalities have taken to promote and develop affordable housing and how they relate to the Fort Macleod Affordable Housing Strategy's Strategic Bundles are highlighted below. A diversity of municipalities were chosen for this analysis to ensure the Strategy considered a wide array of options and approaches.

Municipalities and Policies Reviewed

City of Edmonton -	<i>Affordable Housing Strategy⁶, Zoning Bylaw</i>
City of Kelowna -	<i>Healthy Housing Strategy⁷</i>
City of Lacombe -	<i>A Housing Strategy for the City of Lacombe⁸</i>
Town of High River -	<i>Land Use Bylaw⁹</i>
Town of Cochrane -	<i>Cochrane Affordable Housing Strategy & Implementation Plan¹⁰</i>



Strategic Bundle: Grow and Support Partnerships

Municipalities: City of Edmonton, City of Kelowna, City of Lacombe, Town of Cochrane

Edmonton has an annual research program regarding affordable housing development that is disseminated to the public and external partners. The annual advocacy plan includes objectives, partners and activities for the calendar year.

Kelowna includes in their strategy the importance of the City acting as a hub for collaborations on housing issues, providing information on grants and opportunities to encourage stakeholders in the affordable housing development industry to support housing development in the City. The City also identifies the need for establishing a Memorandum of Understanding with key partners to formalize relationships and further promote housing development.

Lacombe identifies the need to host and attract people to civic engagement opportunities.

Cochrane identifies the need to build partnerships with private, public and non profit organizations to build affordable housing.



Strategic Bundle: Increase Discussion on Housing

Municipalities: City of Edmonton, City of Kelowna, Town of Cochrane

These municipalities recognize in their affordable housing strategies the importance of stakeholder engagement in promoting affordable housing. These municipalities also aim to increase public awareness regarding the need for affordable housing in their communities. One way this can be done is through the discussion of housing as a human right. Municipalities can act as a hub for community engagement, collaboration, and organization between the public, non-profits, businesses and developers.



Strategic Bundle: Support Existing Housing

Municipalities: City of Edmonton, City of Kelowna

The City of Edmonton's strategy includes providing financial incentives to support the renovation of existing affordable housing units. Kelowna identifies the need to gather a detailed inventory of the existing purpose-built rental stock in the City and identify key issues occurring in the rental market.



Strategic Bundle: Acquire & Dedicate Land

Municipalities: City of Edmonton, City of Kelowna, City of Lacombe, Town of Cochrane

These municipalities dedicate land specifically for the use of affordable housing in their Housing Strategies. All of these municipalities acknowledge that strategically allocating municipal owned land for affordable housing development is a key way to increase the supply of affordable housing, as well as housing in general. Municipalities can either develop this land on their own, sell the land to a development group, or lease/provide the land to a development group at no cost.

Municipalities can also acquire private land in strategic areas that are suitable for affordable housing development. This approach requires increased financial investment from the municipality, as they must purchase or expropriate the land from private owners.



Strategic Bundle: Stimulate Diverse Housing Development

Municipalities: City of Edmonton, City of Kelowna, City of Lacombe, Town of Cochrane Town of High River

Edmonton, Kelowna, Lacombe and Cochrane all include a plan to review parking regulations and best practices for encouraging affordable infill in their affordable housing strategies. Recently, High River and Edmonton have removed parking requirements in their Land Use Bylaw's in all land use districts, which enables developers and individuals to have authority in deciding how much parking is required for a new development. High requirements for off-street parking directly impacts the affordability of housing and can act as a barrier to infill development. These costs are ultimately downloaded onto homeowners and renter.

Kelowna, Lacombe and Cochrane identify in their affordable housing strategy the need to review and amend regulations in its Land Use Bylaw to encourage infill and promote higher density development within the existing City boundary. This can be done through increases in the number of dwellings allowed on various sites, the decrease in setback requirements, and the increase in maximum site coverage allowed.

These municipalities also have various requirements for the number of affordable housing units provided in new buildings.

5.3 Appendix 3: Strategy Evaluation

The Fort Macleod Affordable Housing Strategy is designed to be adaptive and responsive to potential changes in the Town. However, to ensure the strategy remains effective, it will be reviewed based upon the below schedule.

Annual Updates

In accordance with Appendix 1, Performance Indicators, the Strategy will be reviewed annually. This will include confirming the status of each strategic bundle and its corresponding actions, the assessment of performance indicators, and the evaluation of emerging issues and trends within the Town. The annual evaluation of this Strategy will also include opportunities for community feedback and updates through the use of surveys, questionnaires and other community engagement methods. When significant changes to the services and amenities offered in the Town are identified, the land suitability criteria highlighted in Section 2.2, Where We Build, should be updated.

Formal Evaluation

A formal and major evaluation of the Strategy and its effectiveness should be performed at a minimum of every 10 years. Such evaluation should consider and be strategically aligned with shifts in Town and provincial/federal policy. This includes:

- Changes to Fort Macleod's Municipal Development Plan
- The release of a new Provincial or Federal Housing Strategies which greatly changes available options or circumstances for affordable housing development

5.4 Appendix 4: Engagement Summary

The overall messages of the consultations and surveys were:

- Opinions and thoughts on the affordable housing varied; some respondents felt that affordable housing was any sort of housing that is affordable for residents while others felt that affordable housing was traditionally made up of run-down apartments that were in need of major repair.
- Most participants agreed that there is a lack of available affordable housing in the Town of Fort Macleod.
- Most respondents did not think that COVID-19 had a direct affect on housing within the community but some admitted that related factors such as rising unemployment could have potentially driven up the demand for affordable housing.
- Opinions varied but generally most participants said that the Town suffered from a major affordability and adequacy problem when it came to housing.
- Most respondents wanted to see more singles affordable housing, seniors affordable housing, and family affordable housing be built in the community.
- Participants considered the main benefits of affordable housing to be that it would provide housing for those in need, drive employment and economic activity in the community, and allow residents to take pride in their housing.
- Participants considered the main challenges of affordable housing to be that development would face pushback from the community, that it may be difficult to find suitable land for development that is in well maintained parts of the community, and that it may be difficult to find money or financing to fund the development.
- Generally, most participants stated that they would like to see a potential development built close to local amenities and public spaces. There were mixed opinions on whether the development should be built by the current supply of low-income housing.
- Participants were concerned regarding project timelines and community involvement. They felt that projects often took too long and that details were obscure and hard to access for local community residents.
- In particular, participants wanted to see more public focus groups and consultations as well as connecting notable business groups, residents, and builders to the project.
- Generally, participants were responsive to questions and wanted to emphasize the community's need for new affordable housing developments.

Endnotes

- 1 Canada Mortgage and Housing Corporation. "About Affordable Housing in Canada." 2018. <https://www.cmhc-schl.gc.ca/en/developing-and-renovating/develop-new-affordable-housing/programs-and-information/about-affordable-housing-in-canada>
- 2 Town of Pincher Creek. "Pincher Creek Foundation: Affordable Housing for Those in Need." n.d. <https://pinchercreekfoundation.ca/>
- 3 Statistics Canada. "Fort Macleod, T [Census subdivision], Alberta and Alberta [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001". Ottawa. 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed January 5, 2021).
- 4 Government of Alberta. "Regional Dashboard: Fort Macleod." n.d. <https://regionaldashboard.alberta.ca/region/fort-macleod/#/>
- 5 Rural Development Network. "Community Estimations." 2018. <https://www.ruraldevelopment.ca/publications/2018-rural-homelessness-estimation-project-rhep>
- 6 City of Edmonton. "Affordable Housing Strategy 2016-2025." 2016. https://www.edmonton.ca/programs_services/documents/PDF/CityOfEdmontonAffordableHousingStrategy2016-2025.pdf
- 7 City of Kelowna. "Healthy City Strategy: Healthy Housing Strategy." n.d. https://www.kelowna.ca/sites/files/1/docs/logos/healthy_housing_strategy_final_reduced_size.pdf
- 8 City of Lacombe. "A Housing Strategy for the City of Lacombe: Practices and Priorities for a Course Correction." 2014. <http://199-192-184-58.ip.van.radiant.net/home/showdocument?id=3591>
- 9 Town of High River. "Land Use Bylaw.." n.d. https://highriver.ca/land-use-bylaws/1_PurposeAndAuthority.html
- 10 Town of Cochrane and the Cochrane Society for Housing Options. "Cochrane Affordable Housing Strategy and Implementation Plan." 2009. <https://www.cochrane.ca/DocumentCenter/View/87/Cochrane-Affordable-Housing-Strategy-Implementation-Plan-September-2009?bidId=>



May 2021

info@ruraldevelopment.ca
11443 - 143 St. NW
Edmonton, AB





APPENDIX H: Fort Macleod Business Investment Package

403.553.4425 • P.O. Box 1420 • 410 20th street
📷 www.fortmacleod.com 📺



Fort Macleod

Business Investment Package

Prepared for the Town of Fort Macleod by the Rural Development Network's Sustainable Housing Initiative.

This page was left intentionally blank

Executive Summary

The Town of Fort Macleod in its 2018 - 2022 Strategic Plan¹ made affordable housing a priority issue in the community. The plan is to increase affordable housing to not only support current businesses in the Town, but also to improve investment potential for attracting new businesses to the region.

In collaboration with the Town of Fort Macleod, the Fort Macleod Affordable Housing Committee (FMAHC) identified an immediate demand for affordable rental housing. A comprehensive Need and Demand Analysis, prepared in advance to this Business Investment Package, illustrates there is an immediate and strong demand for affordable rental housing that the market is not currently able to meet. At a subsequent community consultation, participants revealed that the addition of quality affordable housing would provide safe and convenient housing to support a great diversity of people, including young workers, families, seniors and Indigenous Peoples. A greater diversity of housing options was identified as a key action to create a sustainable and resilient community, as well as to support the local economy.

In response, the FMAHC in collaboration with the Rural Development Network (RDN), developed an **Affordable Housing Strategy** for the Town of Fort Macleod that identifies key strategic bundles of actions to promote and support additional housing development within the community. This Business Investment Package was developed to kickstart key elements of the strategy, including building partnerships with development groups.

Two potential projects are highlighted in this Business Investment Package: **a large scale mixed market development** and **a small scale affordable housing development**. These projects were designed to suit differing development needs, including the need for rapid development that houses a large amount of people, as well as the need for small scale infill development that can be replicated on various existing sites throughout the Town. Combined, these projects will help bridge the affordability gap between what is available in the private market and what people require in order to meet their housing needs.

Although specific sites have not been identified for these developments, the Town has several municipally owned sites that could be earmarked for this project.

A detailed overview of the two potential projects follows on the next page.

1 <http://fortmacleod.com/download/strategic-plan-2014-2017/?wpdmdl=1540>

Project Summary

This preliminary Business Investment Package has been developed to assist in defining the project directions, policies, and financial strategy for a new, non-profit housing entity. As a preliminary plan, it is expected that the plan will be updated to reflect the final building design and project schedule.

Equity funding will be obtained through grants from provincial and federal government programs. The land for the project will be provided at no cost by the municipality or a private donor. The remainder of the financing requirements will consist of a mortgage from the Canada Mortgage and Housing Corporation (CMHC) with favorable terms and / or a conventional mortgage from a private financial institution.

Large Scale Mixed Market Development

Total Project Cost: \$4,267,922

Equity Required: \$2,525,997

Financing @ 40.81% of total cost:
\$1,741,925

Unit Type	# of Units	Monthly Rent per Unit
Affordable Units	16	
Studio	4	\$402.22
One Bedroom	10	\$504.97
Three Bedroom	1	\$1,050.00
Shared Spaces	1	\$1,206.65
Market Units	9	
Studio	4	\$502.77
One Bedroom	5	\$631.21
Total	25	

Small Scale Affordable Housing Development

Total Project Cost: \$1,403,630

Equity Required: \$818,982

Financing @ 41.65% of total cost: \$584,648

Unit Type	# of Units	Monthly Rent per Unit
Affordable Units	5	
One Bedroom	1	\$504.97
Two Bedroom	2	\$671.40
Three Bedroom	2	\$1,050.00
Total	5	

In summary, this Business Investment Package demonstrates that the development of the proposed affordable housing projects is realistic and financially feasible, and provides a solid long-term investment opportunity.

Glossary

Affordable Housing is defined as suitable and adequate housing where no more than 30% of household before-tax income is spent on shelter. The housing itself does not have to be rented or subsidized to be considered affordable. As long as it fits the above description, the housing can be private, owned, co-op, temporary etc. The most important metric is that the shelter costs no more than 30% of a household's before-tax income.

From Canadian Mortgage and Housing Corporation

Homelessness is the situation of an individual or family without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household's financial, mental, cognitive, behavioral or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, stressful and distressing. Individuals who become homeless experience a range of physical living situations. These various living situations include:

- **Unsheltered:** Absolutely homeless, living on the street or in places not intended for human habitation.
- **Emergency Sheltered:** People who are staying in overnight shelters due to homelessness or family violence.
- **Provisionally Accommodated:** People with accommodation that is temporary or that lacks security for tenure.
- **At Risk of Homelessness:** People who are not yet homeless but their current economic situation is precarious.

From Canadian Observatory on Homelessness

Market Units refers to regular market housing, where housing costs are determined by market forces and / or by landlords.

From Alberta Rural Development Network

A Proforma is a financial table showcasing the operations of a development, project or facility (including revenues, expenses, important financial information etc.), for multiple years.

From Alberta Rural Development Network

Table of Contents

1. Introduction	7
1.1 Background	8
1.2 Context	8
1.3 Population	9
2. Corporate Profile	10
2.1 Town Mission	11
2.2 Town Background & Vision	11
2.3 Fort Macleod's Housing Committee (FMHC)	11
3. Portfolio Profile	13
3.1 Town Programs	14
3.2 Other Facilities	14
4. Institutional Context	15
4.1 Role in Providing Housing	16
4.2 Stakeholder Relationships	16
5. Environmental Scan	17
5.1 Affordable Housing	18
5.2 Analysis of Need and Demand	19
5.3 Stakeholder Engagement	24
6. Development Plan	25
6.1 Potential Locations	26
6.2 Project Overview	27
6.3 Construction & Management Plan	28
6.4 Project Financing and Funding	29
6.5 RFP Process	30
6.7 Stabilization	30
6.8 Operations	31
7. Financial Feasibility	32
7.1 Large Scale Mixed Market Development	33
7.2 Small Scale Affordable Housing Development	41
8. Conclusions	49
8.1 Things to Consider	50
8.2 Final	51
9. Appendix	53
9.1 List of Funding Sources	54

1. Introduction



Fort Macleod
Business Investment Package



1.1 Background

The Fort Macleod Affordable Housing Committee (FMAHC) is proposing new affordable housing development in the Town of Fort Macleod, in Southern Alberta, to serve the housing needs of residents in the region. The project we envision will bridge the affordability gap between rental rates available in the private market and what people can afford to pay to meet their housing needs. It is our objective to create suitable housing options so people can make Fort Macleod their home, develop their professional and social lives, while providing the work force required by the businesses in the Fort Macleod area to flourish.

1.2 Context

The Town of Fort Macleod, located in Southwestern Alberta, is the oldest Town still in existence in Alberta. It was originally the home of the North West Mounted Police as well as the main trading center for Southern Alberta. The Town boasts the largest number of parks per capita in Canada. It is also the one of the only designated historic areas in the province, due largely to efforts in the early 1980s to beautify and restore the community's downtown, including buildings that date back to 1878.

The economy of the Fort Macleod region is primarily based on agriculture, ranching, oil and gas exploration, and wind power, along with commercial and industrial activities, such as tourism.

1.3 Population

The Town of Fort Macleod is home to about 3,033 individuals as of 2019.¹

Two First Nations Reserves lie in close proximity to the South and West of the Town of Fort Macleod. These are the Piikani Nation (Peigan Reserve 147) and the Blood Nation (Blood Reserve 148). This has important implications, not only in terms of the population living in the area, but also for the type of housing challenges likely to be identified.

Often there are significant housing challenges on First Nations Reserves, including housing shortages and a high incidence of both overcrowding and homes in need of major repairs. Often these issues can cause people to move from the Reserve into neighboring communities; as while they would prefer to remain on the Reserve, they have to move out to find more suitable housing.

¹ <https://regionaldashboard.alberta.ca/region/fort-macleod/#/>



2. Corporate Profile



2.1 Town Mission

Our **mission** is to provide residents, visitors and the business community with the highest quality municipal services in an efficient and courteous manner, in order to foster a family-friendly community.

2.2 Town Background & Vision

Fort Macleod is a welcoming, family friendly, socially responsible community with a multitude of opportunities for everyone.

The Town is a hub of western Canadian art, culture and heritage. It is the destination of choice for experiencing rural, First Nations', and prairie culture, in a world-renowned natural landscape.

Fort Macleod has a vibrant, entrepreneur-lead business community, with a dynamic industrial and manufacturing sector that attracts skilled employees and their families to work – and live – in a Town that fosters business development, creating a thriving local economy.

The Town of Fort Macleod aspires to be efficient and effective, and is committed to initiatives that promote environmental and economic sustainability through strategic regional and provincial alliances.

2.3 Fort Macleod's Housing Committee (FMAHC)

The goal of FMAHC is to increase community capacity to build affordable housing through facilitating partnerships and collaborative planning in Fort Macleod.

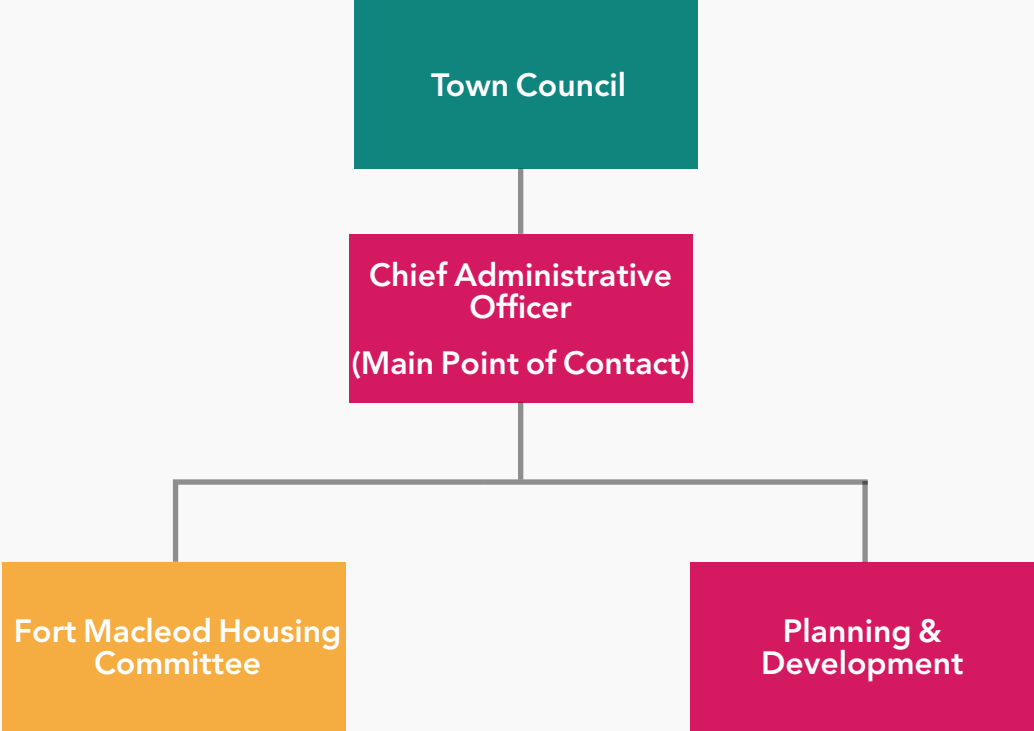
The FMAHC is a group made up of community agencies, community service groups, local decision-makers and anyone interested in affordable housing in Fort Macleod and the surrounding area.

Key activities and deliverables that have been assigned to the FMAHC include:

- Identifying the need and capacity for affordable housing;
- Facilitating capacity building activities and community consultation; and
- Providing recommendations for affordable housing development to stakeholders and decision-makers.

2.4 Proposed Organizational Chart

Below is the proposed organizational chart for the management of the Fort Macleod Affordable Housing Strategy and the support of housing developers. Town Council supports the Chief Administrative Officer on projects and initiatives they would like to see, as informed by the Fort Macleod Affordable Housing Strategy. The CAO is the main point of contact for developers, who will delegate tasks to Planning and Development as required. The Fort Macleod Housing Committee assists with community awareness and engagement activities, depending on capacity and ongoing projects.



3. Portfolio Profile



Fort Macleod
Business Investment Package

3.1 Town Programs

Fort Macleod & District Family & Community Support Services

Location: 424-20th Street, Fort Macleod

Family and Community Support Services (FCSS) is a joint municipal/provincial funding program established to develop, support and fund preventive social services. FCSS is an 80/20 funding partnership between the Government of Alberta, municipalities, and Métis settlements. Provincially, the FCSS Program receives its mandate from the Family and Community Support Services Act and Regulation.

The FCSS philosophy is based on a belief that self-help contributes to a sense of integrity, self-worth and independence. The programs developed are intended to help individuals in their community to adopt healthy lifestyles, thereby improving the quality of life and building the capacity to prevent and/or deal with crisis situations should they arise.

FCSS provides supports and is involved with several programs including:

- the Community Resource Office
- Meals on Wheels
- Volunteer Income Tax Program
- Interagency Meeting

- Fort Macleod Housing Committee
- Fort Macleod Playground Committee
- Fort Macleod Drug Coalition
- Some Summer youth /children programs
- Disaster Services Reception Center
- Fort Macleod Crime Prevention Advisory Committee
- Diversity & Inclusion
- Community Agency Funding
- Community Event Support

3.2 Other Facilities

The Town of Fort Macleod also operates the following facilities:

RCMP Centennial Library

Location: 264-24th Street, Fort Macleod

This facility provides local access to educational resources and indoor space.

Fort Macleod & District Sports Centre

Location: 235-21st Street, Fort Macleod

This facility provides local access to sports and recreational amenities.

4. Institutional Context



Fort Macleod






Business Investment Package

4.1 Role in Providing Housing

As identified in the [Fort Macleod Affordable Housing Strategy](#), the Town's role in providing housing is to act as a leader in the community, working with a range of partners to directly promote the creation of new or renovated housing units to ensure that everyone within the community is given a foundation to thrive and prosper.

The Town's primary focus is to create housing to service the 115 households within the community who suffer from unaffordable, unsuitable or inadequate housing, as identified by Statistics Canada. Through this work, all individuals will have access to housing that is safe, adequate, suitable and affordable.

In order to achieve the Town's goal of increased affordable housing development, several strategic bundles of actions were identified to guide the Town's work over the coming years, which are:

-  Grow and Support Partnerships;
-  Increase Discussion on Housing;
-  Acquire and Dedicate Land;
-  Stimulate Diverse Housing; and
-  Support Existing Housing.

4.2 Stakeholder Relationships

As discussed in the strategic bundle 'Grow and Support Partnerships' the Town of Fort Macleod understands the importance of supporting development partners to build more affordable housing. Fort Macleod will seek out partnerships with groups to discuss the housing need in the community, land availability, and ways to support potential projects. The Town will provide support through methods such as regulatory, financial and asset management adjustments, such as making land available for housing, and reviewing zoning and servicing.



5. Environmental Scan



5.1 Affordable Housing

Affordable housing, as defined by CMHC, is housing where the shelter costs make up 30% or less of a household's income. This type of housing is safe and supportive and does not look or feel any different than typical market housing.

The Housing Continuum (see below) depicts the array of housing situations that can exist within a community. This Continuum is used by the Canada Mortgage and Housing Corporation (CMHC). People may move across the continuum throughout their lives based upon changing circumstances. The Continuum recognizes the importance for the housing stock to reflect the diversity of socioeconomic and demographic needs

within a community. It is important for market housing to not be the sole focus of a municipality, as a holistic approach to housing is required to create an equitable community that supports all of its members. All housing types in the Continuum can be made affordable for a diversity of people.

Table 1 below highlights the Core Needs Income Thresholds (CNIT), that have been used to determine the affordable rates for housing in Fort Macleod. Using CMHC's definition of affordable housing, shelter costs must not exceed 30% of a household's income. Table 1 highlights the income thresholds and maximum affordable rents in Fort Macleod. As an example, the upper limit for affordable rents for a Studio unit is \$687.50.

Table 1: Core Needs Income Thresholds, Fort Macleod, 2020

	Studio	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Income Threshold	\$27,500.00	\$31,000.00	\$35,500.00	\$42,000.00	\$45,000.00
Rent based on 30% of Income	\$687.50	\$775.00	\$887.50	\$1,050.00	\$1,125.00

Data source: Government of Alberta Core Needs Income Thresholds

The Housing Continuum



5.2 Analysis of Need and Demand

In this section, the housing needs and demand in Fort Macleod are discussed. Statistics Canada, in collaboration with the Canadian Housing and Mortgage Corporation, produces a measure of housing need in Canadian municipalities (called Core Housing Need) as a measure of households in need of alternative housing. A household is in Core Housing Need if the following apply:

- The household's shelter costs exceed 30% of their income;
- The home itself requires major repair; or
- The home is overcrowded.

If one or more of these factors apply, and the household has no alternatives based on their income profile and housing availability in the area, then the household is in Core Housing Need. Table 2 summarizes the Core Housing Need in Fort Macleod.

As shown in Table 2, approximately 115 households are in Core Need in Fort Macleod. It should be noted though that it is not only the households in Core Housing Need that require attention, rather they are the households that require the most attention.

Table 2: Core Housing Need, Fort Macleod, 2016

	Number of Households in Core Need
unaffordable	65
nonsuitable	10
nonadequate	25
Two or more issues	15
Total	115

Data source: Statistics Canada Census Profile 2016

Approximately **9.5% of all households in Fort Macleod are in Core Housing Need**. This means that 9.5% of households are living in unsuitable, unaffordable or inadequate housing with no alternatives.

The **Housing Gap** is the overall difference between the current supply and demand of housing.

Table 3 looks over the family composition, overcrowding, and required repairs within Fort Macleod and provides an estimate to the number of families in need of housing. The low estimate assumes that there is 100% overlap between households that are unsuitable and in need of major repair whereas the high estimate assumes that there is no overlap between the two housing indicators.

As shown in Table 3, the number of families in need of housing is between 125 and 160. If we are to assume that couples with children consist of an average of 3 individuals, couples without children consist of an average of 2 individuals, lone-parents consist of 2 individuals, and one-person households consist of 1 individual, then the family type housing gap impacts approximately 225 to 280 individuals. It appears that lone-parent households are in the greatest need.

Table 3: Housing Gap by Family Type, Fort Macleod, 2016

	Couples with Children	Couples without Children	Lone-parent census family without other persons in the household	One-Person	Total
Major Repair	25	40	10	50	125
Overcrowded	10	0	0	25	35
Low Estimate	25	40	10	50	125
High Estimate	35	40	10	75	160

Data source: Statistics Canada Census Profile 2016

Using the same methodology, Table 4 determines the housing gap based on the number of individuals living in the households (household size).

As shown in the table below, the analysis estimates that between 35 and 170 households are in need of housing. If we assume that 1 to 2 person households consist of an average of 1.5 individuals,

3 person households consist of 3 individuals, and 4 or more consist of an average of 4 individuals, then the household size housing gap is between approximately 130 to 422 individuals. It appears that 1 to 2 person households are in the greatest need.

Table 4: Housing Gap by Household Size Fort Macleod, 2016				
	1 to 2 person	3 persons	4 or more persons	Total
Total Households	870	175	190	1,235
Overcrowded	0	10	30	40
Major Repairs Required	95	10	25	130
Low Estimate	0	10	25	35
High Estimate	95	20	55	170

Data source: Statistics Canada Census Profile 2016



Below in Table 5, the current rental supply in Fort Macleod, as of 2018, is highlighted. The majority of rental units are in the form of two bedroom units, which range from \$650 to \$900 dollars a month. There is very little supply of studio apartments and four bedroom units in Fort Macleod, which may be the reason behind there being zero

vacancies for these unit types. Although one and three bedroom units have relatively high vacancy rates, it is important to note that this may not be due simply to a lack of demand, but that other factors, such as suitability, affordability, adequacy and age are impacting the vacancies of these unit types.

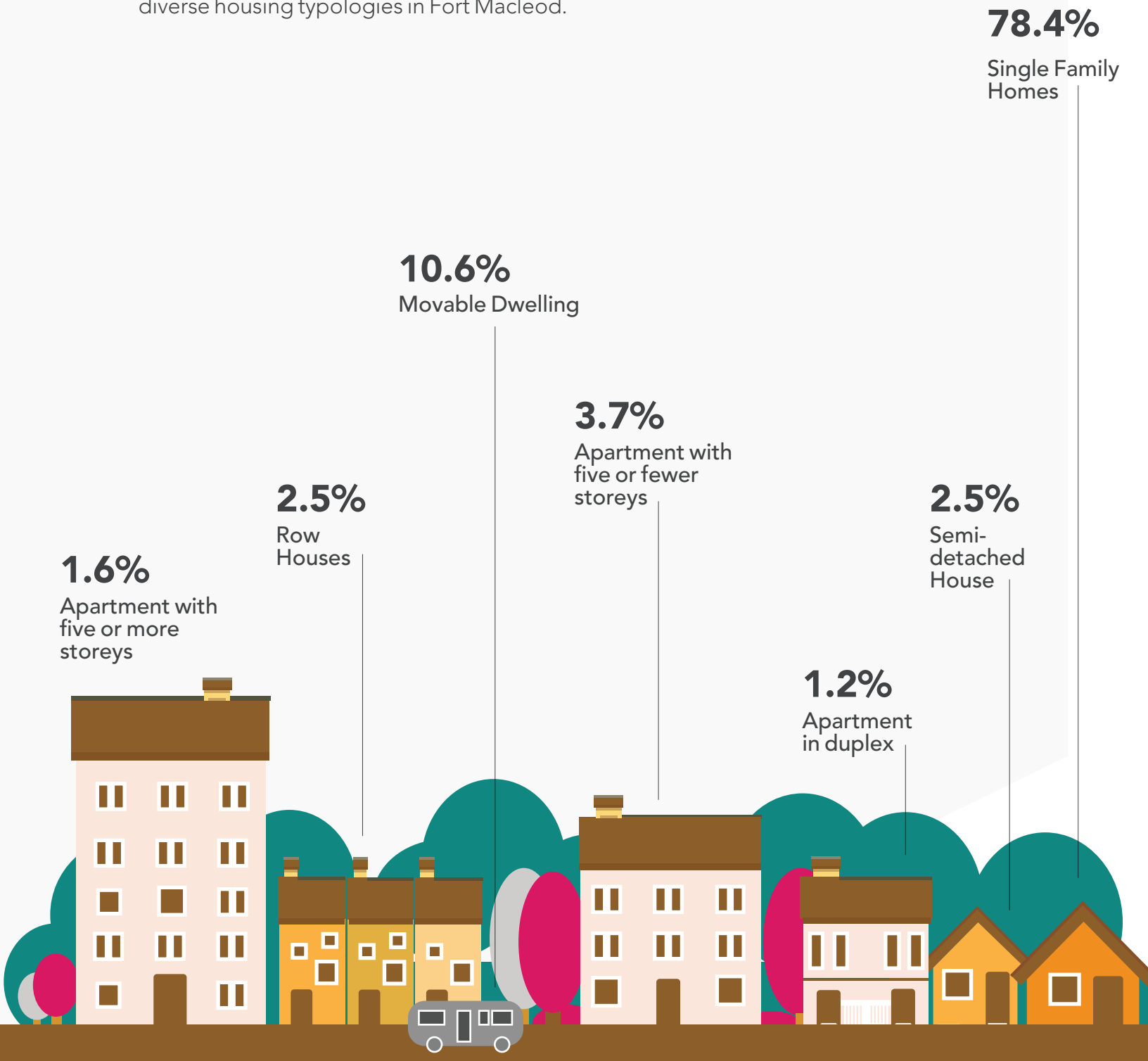
Table 5: Fort Macleod Rental Housing Market, 2018

Unit Type	Number or Units	Rental Rates	Average Rent	Vacancy Rate (% Estimated)
Studio	2	\$560 - \$560	\$560	0.00%
1 Bedroom	15	\$500 - \$830	\$638	33.30%
2 Bedroom	36	\$650 - \$900	\$816	8.30%
3 Bedroom	13	\$875 - \$1,250	\$1,100	15.40%
4 Bedroom	3	\$1,200 - \$1,200	\$1,200	0.00%

Data Source: Government of Alberta Vacancy and Rental Rate Cost Survey

Housing Typologies

Fort Macleod is primarily comprised of single family homes. Less than 10% of housing is multi-unit housing. When combined with the significant housing gap for 1 to 2 person households, there may be a need for more diverse housing typologies in Fort Macleod.



5.3 Stakeholder Engagement

The overall messages of the consultations and surveys were:

- Opinions and thoughts on the affordable housing varied; some respondents felt that affordable housing was any sort of housing that is affordable for residents while others felt that affordable housing was traditionally made up of run-down apartments that were in need of major repair.
- Most participants agreed that there is a lack of available affordable housing in the Town of Fort Macleod.
- Most respondents did not think that COVID-19 had a direct effect on housing within the community but some admitted that related factors such as rising unemployment could have potentially driven up the demand for affordable housing.
- Opinions varied but generally most participants said that the Town suffered from a major affordability and adequacy problem when it came to housing.
- Most respondents wanted to see more singles affordable housing, seniors affordable housing, and family affordable housing be built.
- Participants considered the main benefits of affordable housing to be that it would provide housing for those in need, drive employment and economic activity in the community, and allow residents to take pride in their housing.
- Participants considered the main challenges of affordable housing to be that development would face pushback from the community, that it may be difficult to find suitable land for development that is in well maintained parts of the community, and that it may be difficult to find money or financing to fund the development.
- Generally, most participants stated that they would like to see a potential development built close to local amenities and public spaces. There were mixed opinions on whether the development should be built close to the current supply of low-income housing.
- Participants were concerned regarding project timelines and community involvement. They felt that projects often took too long and that details were obscure and hard to access for local community residents.
- In particular, participants wanted to see more public focus groups and consultations as well as connecting notable business groups, residents, and builders to the project.
- Generally, participants were responsive to questions and wanted to emphasize the community's need for new affordable housing developments.

6. Development Plan



Fort Macleod
Business Investment Package

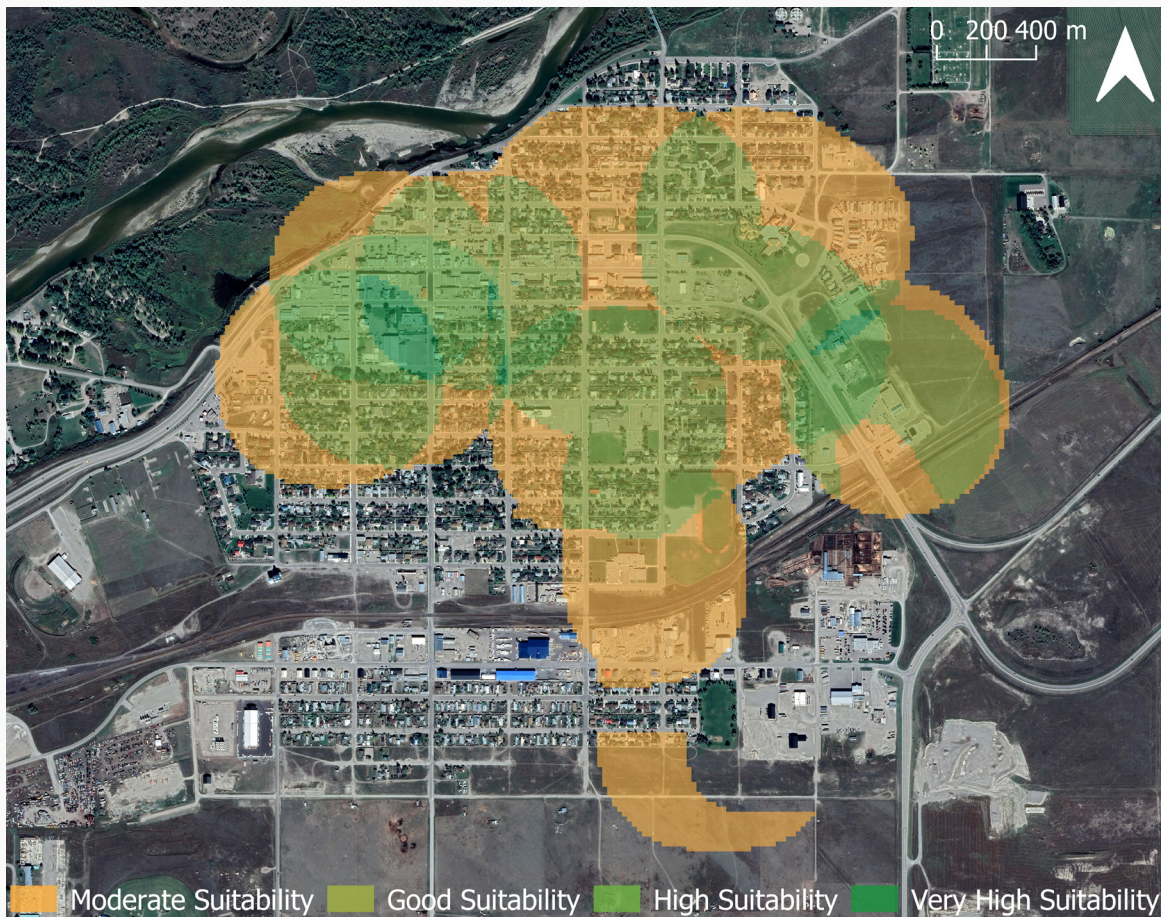
6.1 Potential Locations

It is important for affordable housing to be developed within a walkable distance to daily amenities to ensure those who do not have access to a vehicle or who prefer to walk or cycle can do so in a convenient manner.

Community consultations revealed that in general, stakeholders would like new affordable housing developments to be situated close to local amenities.

What a Walkable Distance Is

Typically, a distance of 400 m is deemed to be a walkable distance. This is equivalent to a 5-minute walk for the average person. It is important to note that people may experience these distances in a variety of ways, depending on whether they require mobility aids to travel or the pace in which they travel. Winter conditions can also negatively impact one's ability to conveniently walk, further highlighting the importance of building affordable housing within close, walkable proximity to daily amenities and services.



Map of land suitable for affordable housing in Fort Macleod. Areas with very high suitability are areas where multiple amenities and services are within a Walkable Distance (400m), while being more than 200 m away from industrial areas.

Identifying Suitable Land for Affordable Housing

In order to identify the land most suitable for affordable housing, the following criteria were used:

1. Proximity to Services and Amenities

Land that is within a Walkable Distance (400m) of the following services and amenities should be prioritized for affordable housing development:

- Grocery Stores
- Hospitals
- Parkspace
- Public Schools
- Recreation Centres
- Pharmacies

2. Proximity to Industrial Land - Affordable housing should not be developed within 200 m of industrial land uses.

Land was scored based on the number of services and amenities within a Walkable Distance (400m). Points were subtracted if land was within 200 m of industrial land uses.

A geographical analysis was done to create a map using these criteria (above).

6.2 Project Overview

Fort Macleod has been investigating different sites for potential affordable housing projects. Two potential development projects are discussed in this report: A large scale Mixed Market Development and a small scale Affordable Housing Project.

In keeping with the National Occupancy Standard (NOS), which determines the number of bedrooms a household requires given its size and composition, the proposed unit mix for both developments is based on the following demand assumptions:

- Studio rental units for single persons (310 square feet)
- One-bedroom rental units for couples without children (465 square feet)
- Three-bedroom rental units for lone parent with children and couple with children (775 square feet)

Large Scale Mixed Market Development

This development is being planned as a mixed market development, containing both affordable and market housing in a single building.

The building is currently planned to provide approximately 11,160 square feet of living space on three floors. Currently, the development is proposed to contain the following unit mix:

Affordable Units

- 4 studios;
- 10 one bedrooms;
- 1 three bedroom; and
- 1 shared space.

Market Units

- 4 studios; and
- 5 one bedrooms.

Small Scale Affordable Housing Project

This development is being planned as a small scale development with affordable housing. It will most likely be in the form of row housing with a secondary suite.

The building is currently planned to provide approximately 3,215 square feet of living space on two floors. Currently, the development is proposed to contain the following unit mix:

Affordable Units

- 1 one bedroom;
- 2 two bedrooms; and
- 2 three bedrooms.

6.3 Construction & Management Plan

The Project Committee, as appointed by the Chief Administrative Officer, will provide oversight on the development of these projects. The Project Committee will consist of Fort Macleod Housing Committee Board members, Town Administration representatives, and other external members as required to ensure the representation of appropriate expertise. The authority of the Project Committee is delegated by Town Council and the CAO. The Board retains final decision making authority on design, planning and financial matters relevant to the Town.

Management & Construction

The development partner will lead each stage of development to provide comprehensive services for the organization, coordination, management, financial management and administration required for all aspects of the development of the project.

6.4 Project Financing and Funding

The various funding streams the project will be financed from are a collection of provincial, federal and other contributions. To ensure that all planned financing is captured the following criteria must be met:

- The local municipality must confirm in-kind contribution. (land, tax-exemption etc.)
- A proportion of the units must be accessible.
- A proportion of the units must meet certain affordability requirements for a set period of time, as required from various funding agencies such as CMHC.
- The project must meet environmental criteria.
- The finances of the project must show an acceptable debt-coverage-ratio.
- Community need must be proven.
- The proponent's experience must be proven.
- The project should be within proximity to various amenities.

In addition to the above criteria, the following documentation and information must be produced:

- Land details (existing building, existing debt etc.).
- A summary of the experience of the proponent.
- A summary of the building details including:
 - » Type of buildings and number of units.
 - » Use of non-residential space.
 - » Available services available within the building to support priority groups.
- Details on the location of the buildings.
- Status of land acquisition.
- The appraised land value.
- Environmental Site Assessments.
- A construction schedule.
- A market feasibility study.

Please note that the exact criteria and information required is dependent on which funding stream is being pursued.

6.5 RFP Process

The RFP Process for the construction of the project will vary depending on a variety of factors including project type, partnerships and requirements from various funders. For social housing projects, a contractor would most likely be hired to build the project. For private affordable housing projects, requirements may vary depending on whether provincial funding was received for the project. Overall, the RFP process will differ depending on the unique context of a project. The Town of Fort Macleod will work with all potential partners as they go through the RFP process.

6.6 Project Management and Monitoring

As per the ASHC, regulations and requirements for project management are provided. This includes how often updates should be given, the documentations required etc. For monitoring, there will likely be requirements that funders will present which are currently unknown. It is important to allow for changes in the monitoring process to accommodate these requirements. It is possible that local housing authorities will be involved in the monitoring process as per provincial regulations.

6.7 Stabilization

A formal close-out will be conducted at the end of the project after substantial completion to ensure that there is a clear transition from the project to operations. This includes performing a project post-mortem which will compile all important information and documentation created and obtained during the project. This will allow important lessons to be captured for future purposes. The possibility of renting out floors as soon as they are completed is being assessed and will be confirmed at later stages beyond planning.

6.8 Operations

The standard operating procedure (SOP, the details of operations—administration, inspections, maintenance etc.) that the project will follow is currently in the discussion stage. This is also true of how the project will be monitored to ensure all requirements are being followed and to improve the operations of the buildings. The design and building systems will be formed while considering the SOP. Additionally, as the financing process progresses funders will present more requirements which may include criteria regarding the operations of the development. It is important to be able to accommodate for these requirements as the development comes to operations. Project partners might also be involved in determining the SOP of the development.

6.9 Preliminary Project Schedule

The Town anticipates the following schedule for Fort Macleod’s affordable housing projects. Note that these timespans are very preliminary estimates only and will vary depending on time of year, type of construction, bid process, special requirements etc.:

Table 6: Preliminary Project Schedule - Town of Fort Macleod Affordable Housing

1. RFP issued to select architectural firms	Weeks 1-2
2. Closing date for architectural RFPs	Week 2
3. Award architectural contract	Week 4
4. Completion of contract documents	Week 10
5. Call for construction tenders	Week 10
6. Closing date for construction tenders	Week 14
7. Construction award	Week 15
8. Construction start	Week 27
9. Substantial completion	Week 70

7. Financial Feasibility



7.1 Large Scale Mixed Market Development

Overview

As detailed in the development plan (section 6), the Large Scale Mixed Market Development is planned to be designed as a multi-unit development. It will likely be a single building with multiple stories.

A total of 25 living spaces will be built of which 16 will be affordable units and 9 will be market units (Table 7). The development is planned to provide approximately 11,160 square feet of living space across an estimated three stories, for a total square footage of 14,112 square feet (4,704 square feet per floor). The exact structure of the building has not been determined. There will be a total of 8 studio, 15 one bedroom, 1 three bedroom and 1 shared space in the development. This building program is supported by the analysis of housing need in Fort Macleod. Depending on the configuration of the project, zoning variances may be required. Specific unit sizes may also vary depending on land location, size and configuration as well as detailed design requirements. The town will work with you to identify a site and zoning that is compatible with this development.

Table 7: Proposed Large Scale Mixed Market Development

Unit Type	# of Units	Square Footage per Unit	Total Square Footage
Affordable Units	16		7,595
Studio	4	310	1,240
One Bedroom	10	465	4,650
Three Bedroom	1	775	775
Shared Spaces	1	930	930
Market Units	9		3,565
Studio	4	310	1,240
One Bedroom	5	465	2,325
Total	25		11,160
Leasable Square Footage			11,160
Stairs & Corridors Gross Up			13,392
Administrative & Reception			720
Total Square Footage of Development			14,112
Parking Stalls			25
Parking Stalls Square Footage			2,775

Financing & Funding

The development will be cash positive from year 1, with a total estimated cost of **\$4,267,922**.

Equity will be made available by contributions from various parties, which may include the provincial government, CMHC and other programs that support affordable housing development. Land costs are \$0 as it is assumed that land will either be donated by or brought in as equity by another party, such as the Town, private investor, etc. An overview of the project funding breakdown can be seen below in Table 8.

Table 8: Large Scale Mixed Market Development Construction Funding Breakdown

Total Project Cost	\$4,267,922
Cost of Land	\$0
Required Equity	\$2,525,997
Required Financing (40.81% of costs)	\$1,741,925

As seen below in Table 9, the sources of rental revenue for the development are highlighted. The affordable rental rates were derived by taking a discount of the local rental rates and considering what tenants can afford to pay for housing without overspending.

Table 9: Proposed Rent Roll for Large Scale Mixed Market Development

Unit Type	# of Units	Monthly Rent per Unit	Monthly Income
Affordable Units	16		\$8,915.19
Studio	4	\$402.22	\$1,608.86
One Bedroom	10	\$504.97	\$5,049.69
Three Bedroom	1	\$1,050.00	\$1,050.00
Shared Spaces	1	\$1,206.65	\$1,206.65
Market Units	9		\$5,167.13
Studio	4	\$502.77	\$2,011.08
One Bedroom	5	\$631.21	\$3,156.05
Total	25		\$14,082.32

Table 10 below highlights the operating summary of the development. It tabulates the following: the potential income of the building and the income after projected losses due to vacancy (based on a 10-year average), the expenses of the building and the expenses as a percentage of effective income (operating expense ratio), the income after operating expenses (net income), the ratio of net income over debt payments (DCR) in the first year and the overall surplus after all payments and expenses in the first year.

Table 10: Large Scale Mixed Market Development Operating Summary

Potential Gross Income (PGI)	\$168,988
Effective Gross Income (EGI)	\$150,283
Operating Expenses	\$67,595
Operating Expense Ratio (as % of EGI)	45%
Net Income	\$82,688
DCR	1.10
Surplus	\$7,520

The following tables provide the proforma for the development from year 1-21 as well as additional years. It is a detailed breakdown of all the revenues, expenses and debt payments of the development. The most important indicators are the Effective Gross Income (EGI), the Total Expenses, the Residential Net Operating Income (NOI), the Debt Coverage Ratio (DCR) and the Surplus. As seen in the tables below in the first year, the DCR is 1.10 and the Surplus is positive.



Preliminary Year 1 to 5 Proforma

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Residential Revenues	\$168,987.86	\$173,212.56	\$177,542.87	\$181,981.45	\$186,530.98
Additional Income	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$168,987.86	\$173,212.56	\$177,542.87	\$181,981.45	\$186,530.98
Vacancy Loss : Res. Revenues	\$(16,170.45)	\$(16,574.71)	\$(16,989.08)	\$(17,413.80)	\$(17,849.15)
Vacancy Loss : Bad Debts	\$(2,534.82)	\$(2,598.19)	\$(2,663.14)	\$(2,729.72)	\$(2,797.96)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(18,705.27)	\$(19,172.90)	\$(19,652.22)	\$(20,143.53)	\$(20,647.11)
Effective Gross Income (EGI)	\$150,282.60	\$154,039.66	\$157,890.65	\$161,837.92	\$165,883.87
Operating Expense	Year 1	Year 2	Year 3	Year 4	Year 5
Taxes	\$-	\$-	\$-	\$-	\$-
Insurance	\$5,550.00	\$5,688.75	\$5,830.97	\$5,976.74	\$6,126.16
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$8,275.00	\$8,481.88	\$8,693.92	\$8,911.27	\$9,134.05
Electricity	\$6,250.00	\$6,406.25	\$6,566.41	\$6,730.57	\$6,898.83
Heat	\$6,250.00	\$6,406.25	\$6,566.41	\$6,730.57	\$6,898.83
Maintenance & Repairs	\$18,750.00	\$19,218.75	\$19,699.22	\$20,191.70	\$20,696.49
Superintendent	\$12,000.00	\$12,300.00	\$12,607.50	\$12,922.69	\$13,245.75
Management Fees	\$6,011.30	\$6,161.59	\$6,315.63	\$6,473.52	\$6,635.35
General & Admin.	\$1,502.83	\$1,540.40	\$1,578.91	\$1,618.38	\$1,658.84
Replacement Reserve	\$3,005.65	\$3,080.79	\$3,157.81	\$3,236.76	\$3,317.68
Housekeeping	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$67,594.78	\$69,284.65	\$71,016.77	\$72,792.19	\$74,611.99
Total Expenses as % of EGI	44.98%	44.98%	44.98%	44.98%	44.98%
Total Expenses as % of PGI	40.00%	40.00%	40.00%	40.00%	40.00%
Res. Net Operating Income (NOI)	\$82,687.82	\$84,755.01	\$86,873.89	\$89,045.73	\$91,271.88
Annual Debt Payment	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01
Debt Coverage Ratio (DCR)	1.10	1.13	1.16	1.18	1.21
Cash Flow / Surplus	\$7,519.80	\$9,587.00	\$11,705.87	\$13,877.72	\$16,103.86
Asset Value	\$1,438,048.96	\$1,474,000.19	\$1,510,850.19	\$1,548,621.45	\$1,587,336.98
Growth in Residential Revenue (Per Yr)	2.50%	Cap Rate 5.75%			
Growth in Expenses (Per Yr)	2.50%				
Total Accumulated Replacement Reserve	\$3,005.65	\$6,086.45	\$9,244.26	\$12,481.02	\$15,798.69
Total Ending Surplus	\$7,519.80	\$17,106.80	\$28,812.67	\$42,690.39	\$58,794.25
Ending Reserve and Surplus	\$10,525.45	\$23,193.24	\$38,056.93	\$55,171.40	\$74,592.94

Preliminary Year 6 to 10 Proforma

Revenue	Year 6	Year 7	Year 8	Year 9	Year 10
Residential Revenues	\$191,194.26	\$195,974.11	\$200,873.47	\$205,895.30	\$211,042.69
Additional Income	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$191,194.26	\$195,974.11	\$200,873.47	\$205,895.30	\$211,042.69
Vacancy Loss : Res. Revenues	\$(18,295.38)	\$(18,752.76)	\$(19,221.58)	\$(19,702.12)	\$(20,194.67)
Vacancy Loss : Bad Debts	\$(2,867.91)	\$(2,939.61)	\$(3,013.10)	\$(3,088.43)	\$(3,165.64)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(21,163.29)	\$(21,692.37)	\$(22,234.68)	\$(22,790.55)	\$(23,360.31)
Effective Gross Income (EGI)	\$170,030.96	\$174,281.74	\$178,638.78	\$183,104.75	\$187,682.37
Operating Expense	Year 6	Year 7	Year 8	Year 9	Year 10
Taxes	\$-	\$-	\$-	\$-	\$-
Insurance	\$6,279.32	\$6,436.30	\$6,597.21	\$6,762.14	\$6,931.19
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$9,362.40	\$9,596.46	\$9,836.37	\$10,082.28	\$10,334.34
Electricity	\$7,071.30	\$7,248.08	\$7,429.29	\$7,615.02	\$7,805.39
Heat	\$7,071.30	\$7,248.08	\$7,429.29	\$7,615.02	\$7,805.39
Maintenance & Repairs	\$21,213.90	\$21,744.25	\$22,287.86	\$22,845.05	\$23,416.18
Superintendent	\$13,576.90	\$13,916.32	\$14,264.23	\$14,620.83	\$14,986.36
Management Fees	\$6,801.24	\$6,971.27	\$7,145.55	\$7,324.19	\$7,507.29
General & Admin.	\$1,700.31	\$1,742.82	\$1,786.39	\$1,831.05	\$1,876.82
Replacement Reserve	\$3,400.62	\$3,485.63	\$3,572.78	\$3,662.10	\$3,753.65
Housekeeping	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$76,477.29	\$78,389.22	\$80,348.95	\$82,357.68	\$84,416.62
Total Expenses as % of EGI	44.98%	44.98%	44.98%	44.98%	44.98%
Total Expenses as % of PGI	40.00%	40.00%	40.00%	40.00%	40.00%
Res. Net Operating Income (NOI)	\$93,553.67	\$95,892.52	\$98,289.83	\$100,747.07	\$103,265.75
Annual Debt Payment	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01
Debt Coverage Ratio (DCR)	1.24	1.28	1.31	1.34	1.37
Cash Flow / Surplus	\$18,385.66	\$20,724.50	\$23,121.81	\$25,579.06	\$28,097.74
Asset Value	\$1,627,020.41	\$1,667,695.92	\$1,709,388.32	\$1,752,123.02	\$1,795,926.10
Growth in Residential Revenue (Per Yr)	2.50%	Cap Rate			
Growth in Expenses (Per Yr)	2.50%				
Total Accumulated Replacement Reserve	\$19,199.31	\$22,684.95	\$26,257.72	\$29,919.82	\$33,673.47
Total Ending Surplus	\$77,179.91	\$97,904.41	\$121,026.22	\$146,605.28	\$174,703.02
Ending Reserve and Surplus	\$96,379.22	\$120,589.36	\$147,283.95	\$176,525.10	\$208,376.48

Preliminary Year 11 to 15 Proforma

Revenue	Year 11	Year 12	Year 13	Year 14	Year 15
Residential Revenues	\$216,318.75	\$221,726.72	\$227,269.89	\$232,951.64	\$238,775.43
Additional Income	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$216,318.75	\$221,726.72	\$227,269.89	\$232,951.64	\$238,775.43
Vacancy Loss : Res. Revenues	\$(20,699.54)	\$(21,217.03)	\$(21,747.46)	\$(22,291.14)	\$(22,848.42)
Vacancy Loss : Bad Debts	\$(3,244.78)	\$(3,325.90)	\$(3,409.05)	\$(3,494.27)	\$(3,581.63)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(23,944.32)	\$(24,542.93)	\$(25,156.50)	\$(25,785.42)	\$(26,430.05)
Effective Gross Income (EGI)	\$192,374.43	\$197,183.79	\$202,113.39	\$207,166.22	\$212,345.38
Operating Expense	Year 11	Year 12	Year 13	Year 14	Year 15
Taxes	\$-	\$-	\$-	\$-	\$-
Insurance	\$7,104.47	\$7,282.08	\$7,464.13	\$7,650.74	\$7,842.00
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$10,592.70	\$10,857.52	\$11,128.96	\$11,407.18	\$11,692.36
Electricity	\$8,000.53	\$8,200.54	\$8,405.56	\$8,615.69	\$8,831.09
Heat	\$8,000.53	\$8,200.54	\$8,405.56	\$8,615.69	\$8,831.09
Maintenance & Repairs	\$24,001.59	\$24,601.62	\$25,216.67	\$25,847.08	\$26,493.26
Superintendent	\$15,361.01	\$15,745.04	\$16,138.67	\$16,542.13	\$16,955.69
Management Fees	\$7,694.98	\$7,887.35	\$8,084.54	\$8,286.65	\$8,493.82
General & Admin.	\$1,923.74	\$1,971.84	\$2,021.13	\$2,071.66	\$2,123.45
Replacement Reserve	\$3,847.49	\$3,943.68	\$4,042.27	\$4,143.32	\$4,246.91
Housekeeping	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$86,527.04	\$88,690.21	\$90,907.47	\$93,180.15	\$95,509.66
Total Expenses as % of EGI	44.98%	44.98%	44.98%	44.98%	44.98%
Total Expenses as % of PGI	40.00%	40.00%	40.00%	40.00%	40.00%
Res. Net Operating Income (NOI)	\$105,847.39	\$108,493.58	\$111,205.92	\$113,986.07	\$116,835.72
Annual Debt Payment	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01
Debt Coverage Ratio (DCR)	1.41	1.44	1.48	1.52	1.55
Cash Flow / Surplus	\$30,679.38	\$33,325.56	\$36,037.90	\$38,818.05	\$41,667.70
Asset Value	\$1,840,824.25	\$1,886,844.86	\$1,934,015.98	\$1,982,366.38	\$2,031,925.54
Growth in Residential Revenue (Per Yr)	2.50%				
Growth in Expenses (Per Yr)	2.50%				
Total Accumulated Replacement Reserve	\$37,520.95	\$41,464.63	\$45,506.90	\$49,650.22	\$53,897.13
Total Ending Surplus	\$205,382.40	\$238,707.96	\$274,745.87	\$313,563.92	\$355,231.62
Ending Reserve and Surplus	\$242,903.35	\$280,172.59	\$320,252.76	\$363,214.14	\$409,128.75

Preliminary Year 16 to 21 Proforma

Revenue	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
Residential Revenues	\$244,744.81	\$250,863.43	\$257,135.02	\$263,563.40	\$270,152.48	\$276,906.29
Additional Income	\$-	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$244,744.81	\$250,863.43	\$257,135.02	\$263,563.40	\$270,152.48	\$276,906.29
Vacancy Loss : Res. Revenues	\$(23,419.63)	\$(24,005.12)	\$(24,605.25)	\$(25,220.38)	\$(25,850.89)	\$(26,497.16)
Vacancy Loss : Bad Debts	\$(3,671.17)	\$(3,762.95)	\$(3,857.03)	\$(3,953.45)	\$(4,052.29)	\$(4,153.59)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(27,090.80)	\$(27,768.07)	\$(28,462.28)	\$(29,173.83)	\$(29,903.18)	\$(30,650.76)
Effective Gross Income (EGI)	\$217,654.01	\$223,095.36	\$228,672.74	\$234,389.56	\$240,249.30	\$246,255.53
Operating Expense	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
Taxes	\$-	\$-	\$-	\$-	\$-	\$-
Insurance	\$8,038.05	\$8,239.01	\$8,444.98	\$8,656.11	\$8,872.51	\$9,094.32
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$11,984.67	\$12,284.28	\$12,591.39	\$12,906.18	\$13,228.83	\$13,559.55
Electricity	\$9,051.86	\$9,278.16	\$9,510.11	\$9,747.87	\$9,991.56	\$10,241.35
Heat	\$9,051.86	\$9,278.16	\$9,510.11	\$9,747.87	\$9,991.56	\$10,241.35
Maintenance & Repairs	\$27,155.59	\$27,834.48	\$28,530.34	\$29,243.60	\$29,974.69	\$30,724.06
Superintendent	\$17,379.58	\$17,814.07	\$18,259.42	\$18,715.90	\$19,183.80	\$19,663.40
Management Fees	\$8,706.16	\$8,923.81	\$9,146.91	\$9,375.58	\$9,609.97	\$9,850.22
General & Admin.	\$2,176.54	\$2,230.95	\$2,286.73	\$2,343.90	\$2,402.49	\$2,462.56
Replacement Reserve	\$4,353.08	\$4,461.91	\$4,573.45	\$4,687.79	\$4,804.99	\$4,925.11
Housekeeping	\$-	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$97,897.40	\$100,344.83	\$102,853.45	\$105,424.79	\$108,060.41	\$110,761.92
Total Expenses as % of EGI	44.98%	44.98%	44.98%	44.98%	44.98%	44.98%
Total Expenses as % of PGI	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%
Res. Net Operating Income (NOI)	\$119,756.61	\$122,750.53	\$125,819.29	\$128,964.77	\$132,188.89	\$135,493.61
Annual Debt Payment	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01
Debt Coverage Ratio (DCR)	1.59	1.63	1.67	1.72	1.76	1.80
Cash Flow / Surplus	\$44,588.60	\$47,582.51	\$50,651.28	\$53,796.76	\$57,020.88	\$60,325.60
Asset Value	\$2,082,723.68	\$2,134,791.77	\$2,188,161.56	\$2,242,865.60	\$2,298,937.24	\$2,356,410.67
Growth in Residential Revenue (Per Yr)	2.50%					
Growth in Expenses (Per Yr)	2.50%					
Total Accumulated Replacement Reserve	\$58,250.21	\$62,712.12	\$67,285.57	\$71,973.36	\$76,778.35	\$81,703.46
Total Ending Surplus	\$399,820.22	\$447,402.73	\$498,054.01	\$551,850.76	\$608,871.64	\$669,197.24
Ending Reserve and Surplus	\$458,070.43	\$510,114.85	\$565,339.58	\$623,824.13	\$685,649.99	\$750,900.70

Preliminary Additional Years Proforma

Revenue	Year 25	Year 30	Year 35	Year 40	Year 45	Year 50
Residential Revenues	\$305,652.73	\$345,818.01	\$391,261.34	\$442,676.29	\$500,847.60	\$566,663.08
Additional Income	\$-	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$305,652.73	\$345,818.01	\$391,261.34	\$442,676.29	\$500,847.60	\$566,663.08
Vacancy Loss : Res. Revenues	\$(29,247.91)	\$(33,091.33)	\$(37,439.80)	\$(42,359.69)	\$(47,926.11)	\$(54,223.99)
Vacancy Loss : Bad Debts	\$(4,584.79)	\$(5,187.27)	\$(5,868.92)	\$(6,640.14)	\$(7,512.71)	\$(8,499.95)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(33,832.70)	\$(38,278.60)	\$(43,308.72)	\$(48,999.84)	\$(55,438.82)	\$(62,723.94)
Effective Gross Income (EGI)	\$271,820.03	\$307,539.42	\$347,952.62	\$393,676.46	\$445,408.78	\$503,939.15
Operating Expense	Year 25	Year 30	Year 35	Year 40	Year 45	Year 50
Taxes	\$-	\$-	\$-	\$-	\$-	\$-
Insurance	\$10,038.43	\$11,357.56	\$12,850.04	\$14,538.64	\$16,449.13	\$18,610.69
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$14,967.21	\$16,934.02	\$19,159.29	\$21,676.98	\$24,525.51	\$27,748.37
Electricity	\$11,304.54	\$12,790.05	\$14,470.76	\$16,372.34	\$18,523.80	\$20,957.98
Heat	\$11,304.54	\$12,790.05	\$14,470.76	\$16,372.34	\$18,523.80	\$20,957.98
Maintenance & Repairs	\$33,913.61	\$38,370.14	\$43,412.29	\$49,117.02	\$55,571.40	\$62,873.94
Superintendent	\$21,704.71	\$24,556.89	\$27,783.87	\$31,434.89	\$35,565.70	\$40,239.32
Management Fees	\$10,872.80	\$12,301.58	\$13,918.10	\$15,747.06	\$17,816.35	\$20,157.57
General & Admin.	\$2,718.20	\$3,075.39	\$3,479.53	\$3,936.76	\$4,454.09	\$5,039.39
Replacement Reserve	\$5,436.40	\$6,150.79	\$6,959.05	\$7,873.53	\$8,908.18	\$10,078.78
Housekeeping	\$-	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$122,260.44	\$138,326.46	\$156,503.69	\$177,069.57	\$200,337.96	\$226,664.01
Total Expenses as % of EGI	44.98%	44.98%	44.98%	44.98%	44.98%	44.98%
Total Expenses as % of PGI	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%
Res. Net Operating Income (NOI)	\$149,559.60	\$169,212.96	\$191,448.93	\$216,606.89	\$245,070.82	\$277,275.13
Annual Debt Payment	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01	\$75,168.01	\$60,081.95
Debt Coverage Ratio (DCR)	1.99	2.25	2.55	2.88	3.26	4.61
Cash Flow / Surplus	\$74,391.58	\$94,044.94	\$116,280.91	\$141,438.88	\$169,902.80	\$217,193.18
Asset Value	\$2,601,036.48	\$2,942,834.03	\$3,329,546.59	\$3,767,076.36	\$4,262,101.13	\$4,822,176.23
Growth in Residential Revenue (Per Yr)	2.5%			0.05%		
Growth in Expenses (Per Yr)	2.5%					
Total Accumulated Replacement Reserve	\$102,666.35	\$131,956.25	\$165,095.07	\$202,588.62	\$245,009.12	\$293,004.02
Total Ending Surplus	\$884,904.91	\$1,314,852.58	\$1,850,687.37	\$2,506,323.72	\$3,297,504.55	\$4,257,127.57
Ending Reserve and Surplus	\$987,571.26	\$1,446,808.82	\$2,015,782.44	\$2,708,912.33	\$3,542,513.66	\$4,550,131.59

7.2 Small Scale Affordable Housing Development

Overview

As detailed in the development plan (section 6), the Small Scale Affordable Housing Development is planned to be designed as a multi-unit development. It will likely be in the form of row housing or duplexes.

A total of 5 affordable units will be built (Table 11). The development is planned to provide approximately 3,215 square feet of living space across an estimated two storeys, for a total square footage of 4,338 square feet (2,169 square feet per floor). The exact structure of the building has not been determined, but it is assumed the development will consist of row housing and a potential secondary suite. There will be a total of 1 one bedroom, 2 two bedroom and 2 three bedroom units in the development. This building program is supported by the analysis of housing need in Fort Macleod. Depending on the configuration of the project, zoning variances may be required. Specific unit sizes may also vary depending on land location, size and configuration as well as detailed design requirements. The town will work with you to identify a site and zoning that is compatible with this development.

Table 11: Proposed Small Scale Affordable Housing Development

Unit Type	# of Units	Square Footage per Unit	Total Square Footage
Affordable Units			
One Bedroom	1	465	465
Two Bedroom	2	600	1,200
Three Bedroom	2	775	1,550
Total	5		3,215
Leasable Square Footage			3,215
Stairs & Corridors Gross Up			3,858
Administrative & Reception			480
Total Square Footage of Development			4,338
Parking Stalls			5
Parking Stalls Square Footage			555

Financing & Funding

The development will be cash positive from year 1, with a total estimated cost of **\$1,403,630**.

Equity will be made available by contributions from various parties, which may include the provincial government, CMHC and other programs that support affordable housing development. Land costs are \$0 as it is assumed that land will either be donated by or brought in as equity by another party, such as the Town, private investor, etc. An overview of the project funding breakdown can be seen below in Table 12.

Table 12: Small Scale Affordable Housing Development Construction Funding Breakdown

Total Project Cost	\$1,403,630
Cost of Land	\$0
Required Equity	\$818,982
Required Financing (41.65% of costs)	\$584,648

As seen below in Table 13, the sources of rental revenue for the development are highlighted. The affordable rental rates were derived by taking a discount of the local rental rates and considering what tenants can afford to pay for housing without overspending.

Table 13: Proposed Rent Roll for Small Scale Affordable Housing Development

Unit Type	# of Units	Monthly Rent per Unit	Monthly Income
Affordable Units			
One Bedroom	1	\$504.97	\$504.97
Two Bedroom	2	\$671.40	\$1,342.80
Three Bedroom	2	\$1,050.00	\$2,100.00
Total	5		\$3,947.77

Table 14 below highlights the operating summary of the development. It tabulates the following: the potential income of the building and the income after projected losses due to vacancy (based on a 10-year average), the expenses of the building and the expenses as a percentage of effective income (operating expense ratio), the income after operating expenses (net income), the ratio of net income over debt payments (DCR) in the first year and the overall surplus after all payments and expenses in the first year.

Table 14: Small Scale Affordable Housing Development Operating Summary

Potential Gross Income (PGI)	\$47,373
Effective Gross Income (EGI)	\$42,129
Operating Expenses	\$14,364
Operating Expense Ratio (as % of EGI)	\$34.1
Net Income	\$27,765
DCR	1.10
Surplus	\$2,537

The following tables provide the proforma for the development from year 1-21 as well as additional years. It is a detailed breakdown of all the revenues, expenses and debt payments of the development. The most important indicators are the Effective Gross Income (EGI), the Total Expenses, the Residential Net Operating Income (NOI), the Debt Coverage Ratio (DCR) and the Surplus. As seen in the tables below in the first year, the DCR is 1.10 and the Surplus is positive.



Preliminary Year 1 to 5 Proforma

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Residential Revenues	\$47,373.19	\$48,557.52	\$49,771.46	\$51,015.75	\$52,291.14
Additional Income	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$47,373.19	\$48,557.52	\$49,771.46	\$51,015.75	\$52,291.14
Vacancy Loss : Res. Revenues	\$(4,533.14)	\$(4,646.47)	\$(4,762.63)	\$(4,881.70)	\$(5,003.74)
Vacancy Loss : Bad Debts	\$(710.60)	\$(728.36)	\$(746.57)	\$(765.24)	\$(784.37)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(5,243.74)	\$(5,374.83)	\$(5,509.20)	\$(5,646.93)	\$(5,788.11)
Effective Gross Income (EGI)	\$42,129.45	\$43,182.69	\$44,262.26	\$45,368.81	\$46,503.03
Operating Expense	Year 1	Year 2	Year 3	Year 4	Year 5
Taxes	\$-	\$-	\$-	\$-	\$-
Insurance	\$1,110.00	\$1,137.75	\$1,166.19	\$1,195.35	\$1,225.23
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$1,655.00	\$1,696.38	\$1,738.78	\$1,782.25	\$1,826.81
Electricity	\$1,250.00	\$1,281.25	\$1,313.28	\$1,346.11	\$1,379.77
Heat	\$1,250.00	\$1,281.25	\$1,313.28	\$1,346.11	\$1,379.77
Maintenance & Repairs	\$3,750.00	\$3,843.75	\$3,939.84	\$4,038.34	\$4,139.30
Superintendent	\$2,400.00	\$2,460.00	\$2,521.50	\$2,584.54	\$2,649.15
Management Fees	\$1,685.18	\$1,727.31	\$1,770.49	\$1,814.75	\$1,860.12
General & Admin.	\$421.29	\$431.83	\$442.62	\$453.69	\$465.03
Replacement Reserve	\$842.59	\$863.65	\$885.25	\$907.38	\$930.06
Housekeeping	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$14,364.06	\$14,723.16	\$15,091.24	\$15,468.52	\$15,855.24
Total Expenses as % of EGI	34.10%	34.10%	34.10%	34.10%	34.10%
Total Expenses as % of PGI	30.32%	30.32%	30.32%	30.32%	30.32%
Res. Net Operating Income (NOI)	\$27,765.39	\$28,459.53	\$29,171.02	\$29,900.29	\$30,647.80
Annual Debt Payment	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88
Debt Coverage Ratio (DCR)	1.10	1.13	1.16	1.19	1.21
Cash Flow / Surplus	\$2,536.51	\$3,230.65	\$3,942.13	\$4,671.41	\$5,418.92
Asset Value	\$482,876.39	\$494,948.30	\$507,322.01	\$520,005.06	\$533,005.18
Growth in Residential Revenue (Per Yr)	2.50%	Cap. Rate		5.75%	
Growth in Expenses (Per Yr)	2.50%				
Total Accumulated Replacement Reserve	\$842.59	\$1,706.24	\$2,591.49	\$3,498.86	\$4,428.93
Total Ending Surplus	\$2,536.51	\$5,767.16	\$9,709.29	\$14,380.70	\$19,799.61
Ending Reserve and Surplus	\$3,379.10	\$7,473.40	\$12,300.78	\$17,879.56	\$24,228.54

Preliminary Year 6 to 10 Proforma

Revenue	Year 6	Year 7	Year 8	Year 9	Year 10
Residential Revenues	\$53,598.42	\$54,938.38	\$56,311.84	\$57,719.64	\$59,162.63
Additional Income	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$53,598.42	\$54,938.38	\$56,311.84	\$57,719.64	\$59,162.63
Vacancy Loss : Res. Revenues	\$(5,128.83)	\$(5,257.05)	\$(5,388.48)	\$(5,523.19)	\$(5,661.27)
Vacancy Loss : Bad Debts	\$(803.98)	\$(824.08)	\$(844.68)	\$(865.79)	\$(887.44)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(5,932.81)	\$(6,081.13)	\$(6,233.16)	\$(6,388.99)	\$(6,548.71)
Effective Gross Income (EGI)	\$47,665.61	\$48,857.25	\$50,078.68	\$51,330.65	\$52,613.92
Operating Expense	Year 6	Year 7	Year 8	Year 9	Year 10
Taxes	\$-	\$-	\$-	\$-	\$-
Insurance	\$1,255.86	\$1,287.26	\$1,319.44	\$1,352.43	\$1,386.24
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$1,872.48	\$1,919.29	\$1,967.27	\$2,016.46	\$2,066.87
Electricity	\$1,414.26	\$1,449.62	\$1,485.86	\$1,523.00	\$1,561.08
Heat	\$1,414.26	\$1,449.62	\$1,485.86	\$1,523.00	\$1,561.08
Maintenance & Repairs	\$4,242.78	\$4,348.85	\$4,457.57	\$4,569.01	\$4,683.24
Superintendent	\$2,715.38	\$2,783.26	\$2,852.85	\$2,924.17	\$2,997.27
Management Fees	\$1,906.62	\$1,954.29	\$2,003.15	\$2,053.23	\$2,104.56
General & Admin.	\$476.66	\$488.57	\$500.79	\$513.31	\$526.14
Replacement Reserve	\$953.31	\$977.15	\$1,001.57	\$1,026.61	\$1,052.28
Housekeeping	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$16,251.62	\$16,657.91	\$17,074.36	\$17,501.21	\$17,938.74
Total Expenses as % of EGI	34.10%	34.10%	34.10%	34.10%	34.10%
Total Expenses as % of PGI	30.32%	30.32%	30.32%	30.32%	30.32%
Res. Net Operating Income (NOI)	\$31,413.99	\$32,199.34	\$33,004.33	\$33,829.43	\$34,675.17
Annual Debt Payment	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88
Debt Coverage Ratio (DCR)	1.25	1.28	1.31	1.34	1.37
Cash Flow / Surplus	\$6,185.11	\$6,970.46	\$7,775.44	\$8,600.55	\$9,446.29
Asset Value	\$546,330.31	\$559,988.57	\$573,988.28	\$588,337.99	\$603,046.44
Growth in Residential Revenue (Per Yr)	2.50%	Capex			
Growth in Expenses (Per Yr)	2.50%				
Total Accumulated Replacement Reserve	\$5,382.24	\$6,359.38	\$7,360.96	\$8,387.57	\$9,439.85
Total Ending Surplus	\$25,984.72	\$32,955.19	\$40,730.63	\$49,331.18	\$58,777.47
Ending Reserve and Surplus	\$31,366.96	\$39,314.57	\$48,091.59	\$57,718.75	\$68,217.32

Preliminary Year 11 to 15 Proforma

Revenue	Year 11	Year 12	Year 13	Year 14	Year 15
Residential Revenues	\$60,641.69	\$62,157.73	\$63,711.68	\$65,304.47	\$66,937.08
Additional Income	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$60,641.69	\$62,157.73	\$63,711.68	\$65,304.47	\$66,937.08
Vacancy Loss : Res. Revenues	\$(5,802.80)	\$(5,947.87)	\$(6,096.57)	\$(6,248.98)	\$(6,405.21)
Vacancy Loss : Bad Debts	\$(909.63)	\$(932.37)	\$(955.68)	\$(979.57)	\$(1,004.06)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(6,712.43)	\$(6,880.24)	\$(7,052.25)	\$(7,228.55)	\$(7,409.27)
Effective Gross Income (EGI)	\$53,929.26	\$55,277.49	\$56,659.43	\$58,075.92	\$59,527.82
Operating Expense	Year 11	Year 12	Year 13	Year 14	Year 15
Taxes	\$-	\$-	\$-	\$-	\$-
Insurance	\$1,420.89	\$1,456.42	\$1,492.83	\$1,530.15	\$1,568.40
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$2,118.54	\$2,171.50	\$2,225.79	\$2,281.44	\$2,338.47
Electricity	\$1,600.11	\$1,640.11	\$1,681.11	\$1,723.14	\$1,766.22
Heat	\$1,600.11	\$1,640.11	\$1,681.11	\$1,723.14	\$1,766.22
Maintenance & Repairs	\$4,800.32	\$4,920.32	\$5,043.33	\$5,169.42	\$5,298.65
Superintendent	\$3,072.20	\$3,149.01	\$3,227.73	\$3,308.43	\$3,391.14
Management Fees	\$2,157.17	\$2,211.10	\$2,266.38	\$2,323.04	\$2,381.11
General & Admin.	\$539.29	\$552.77	\$566.59	\$580.76	\$595.28
Replacement Reserve	\$1,078.59	\$1,105.55	\$1,133.19	\$1,161.52	\$1,190.56
Housekeeping	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$18,387.21	\$18,846.89	\$19,318.07	\$19,801.02	\$20,296.04
Total Expenses as % of EGI	34.10%	34.10%	34.10%	34.10%	34.10%
Total Expenses as % of PGI	30.32%	30.32%	30.32%	30.32%	30.32%
Res. Net Operating Income (NOI)	\$35,542.05	\$36,430.60	\$37,341.37	\$38,274.90	\$39,231.77
Annual Debt Payment	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88
Debt Coverage Ratio (DCR)	1.41	1.44	1.48	1.52	1.56
Cash Flow / Surplus	\$10,313.17	\$11,201.72	\$12,112.48	\$13,046.02	\$14,002.89
Asset Value	\$618,122.60	\$633,575.67	\$649,415.06	\$665,650.44	\$682,291.70
Growth in Residential Revenue (Per Yr)	2.50%				
Growth in Expenses (Per Yr)	2.50%				
Total Accumulated Replacement Reserve	\$10,518.43	\$11,623.98	\$12,757.17	\$13,918.69	\$15,109.25
Total Ending Surplus	\$69,090.64	\$80,292.36	\$92,404.84	\$105,450.86	\$119,453.75
Ending Reserve and Surplus	\$79,609.07	\$91,916.34	\$105,162.01	\$119,369.55	\$134,563.00

Preliminary Year 16 to 21 Proforma

Revenue	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
Residential Revenues	\$68,610.51	\$70,325.77	\$72,083.92	\$73,886.01	\$75,733.16	\$77,626.49
Additional Income	\$-	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$68,610.51	\$70,325.77	\$72,083.92	\$73,886.01	\$75,733.16	\$77,626.49
Vacancy Loss : Res. Revenues	\$(6,565.34)	\$(6,729.47)	\$(6,897.71)	\$(7,070.15)	\$(7,246.91)	\$(7,428.08)
Vacancy Loss : Bad Debts	\$(1,029.16)	\$(1,054.89)	\$(1,081.26)	\$(1,108.29)	\$(1,136.00)	\$(1,164.40)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(7,594.50)	\$(7,784.36)	\$(7,978.97)	\$(8,178.44)	\$(8,382.90)	\$(8,592.48)
Effective Gross Income (EGI)	\$61,016.01	\$62,541.41	\$64,104.95	\$65,707.57	\$67,350.26	\$69,034.02
Operating Expense	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
Taxes	\$-	\$-	\$-	\$-	\$-	\$-
Insurance	\$1,607.61	\$1,647.80	\$1,689.00	\$1,731.22	\$1,774.50	\$1,818.86
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$2,396.93	\$2,456.86	\$2,518.28	\$2,581.24	\$2,645.77	\$2,711.91
Electricity	\$1,810.37	\$1,855.63	\$1,902.02	\$1,949.57	\$1,998.31	\$2,048.27
Heat	\$1,810.37	\$1,855.63	\$1,902.02	\$1,949.57	\$1,998.31	\$2,048.27
Maintenance & Repairs	\$5,431.12	\$5,566.90	\$5,706.07	\$5,848.72	\$5,994.94	\$6,144.81
Superintendent	\$3,475.92	\$3,562.81	\$3,651.88	\$3,743.18	\$3,836.76	\$3,932.68
Management Fees	\$2,440.64	\$2,501.66	\$2,564.20	\$2,628.30	\$2,694.01	\$2,761.36
General & Admin.	\$610.16	\$625.41	\$641.05	\$657.08	\$673.50	\$690.34
Replacement Reserve	\$1,220.32	\$1,250.83	\$1,282.10	\$1,314.15	\$1,347.01	\$1,380.68
Housekeeping	\$-	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$20,803.44	\$21,323.53	\$21,856.62	\$22,403.03	\$22,963.11	\$23,537.19
Total Expenses as % of EGI	34.10%	34.10%	34.10%	34.10%	34.10%	34.10%
Total Expenses as % of PGI	30.32%	30.32%	30.32%	30.32%	30.32%	30.32%
Res. Net Operating Income (NOI)	\$40,212.57	\$41,217.88	\$42,248.33	\$43,304.54	\$44,387.15	\$45,496.83
Annual Debt Payment	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88
Debt Coverage Ratio (DCR)	1.59	1.63	1.67	1.72	1.76	1.80
Cash Flow / Surplus	\$14,983.68	\$15,989.00	\$17,019.45	\$18,075.65	\$19,158.27	\$20,267.95
Asset Value	\$699,348.99	\$716,832.71	\$734,753.53	\$753,122.37	\$771,950.43	\$791,249.19
Growth in Residential Revenue (Per Yr)	2.50%					
Growth in Expenses (Per Yr)	2.50%					
Total Accumulated Replacement Reserve	\$16,329.57	\$17,580.39	\$18,862.49	\$20,176.64	\$21,523.65	\$22,904.33
Total Ending Surplus	\$134,437.44	\$150,426.43	\$167,445.88	\$185,521.53	\$204,679.80	\$224,947.75
Ending Reserve and Surplus	\$150,767.00	\$168,006.83	\$186,308.37	\$205,698.18	\$226,203.45	\$247,852.08

Preliminary Additional Years Proforma

Revenue	Year 25	Year 30	Year 35	Year 40	Year 45	Year 50
Residential Revenues	\$85,685.12	\$96,944.85	\$109,684.20	\$124,097.61	\$140,405.05	\$158,855.43
Additional Income	\$-	\$-	\$-	\$-	\$-	\$-
Potential Gross Income (PGI)	\$85,685.12	\$96,944.85	\$109,684.20	\$124,097.61	\$140,405.05	\$158,855.43
Vacancy Loss : Res. Revenues	\$(8,199.21)	\$(9,276.65)	\$(10,495.68)	\$(11,874.90)	\$(13,435.36)	\$(15,200.88)
Vacancy Loss : Bad Debts	\$(1,285.28)	\$(1,454.17)	\$(1,645.26)	\$(1,861.46)	\$(2,106.08)	\$(2,382.83)
Vacancy Loss : Others	\$-	\$-	\$-	\$-	\$-	\$-
Total Vacancy Loss	\$(9,484.49)	\$(10,730.83)	\$(12,140.94)	\$(13,736.36)	\$(15,541.44)	\$(17,583.71)
Effective Gross Income (EGI)	\$76,200.64	\$86,214.03	\$97,543.26	\$110,361.24	\$124,863.62	\$141,271.72
Operating Expense	Year 25	Year 30	Year 35	Year 40	Year 45	Year 50
Taxes	\$-	\$-	\$-	\$-	\$-	\$-
Insurance	\$2,007.69	\$2,271.51	\$2,570.01	\$2,907.73	\$3,289.83	\$3,722.14
Backup for Heat & Electricity	\$-	\$-	\$-	\$-	\$-	\$-
Water & Sewer	\$2,993.44	\$3,386.80	\$3,831.86	\$4,335.40	\$4,905.10	\$5,549.67
Electricity	\$2,260.91	\$2,558.01	\$2,894.15	\$3,274.47	\$3,704.76	\$4,191.60
Heat	\$2,260.91	\$2,558.01	\$2,894.15	\$3,274.47	\$3,704.76	\$4,191.60
Maintenance & Repairs	\$6,782.72	\$7,674.03	\$8,682.46	\$9,823.40	\$11,114.28	\$12,574.79
Superintendent	\$4,340.94	\$4,911.38	\$5,556.77	\$6,286.98	\$7,113.14	\$8,047.86
Management Fees	\$3,048.03	\$3,448.56	\$3,901.73	\$4,414.45	\$4,994.54	\$5,650.87
General & Admin.	\$762.01	\$862.14	\$975.43	\$1,103.61	\$1,248.64	\$1,412.72
Replacement Reserve	\$1,524.01	\$1,724.28	\$1,950.87	\$2,207.22	\$2,497.27	\$2,825.43
Housekeeping	\$-	\$-	\$-	\$-	\$-	\$-
Direct Operating Costs	\$-	\$-	\$-	\$-	\$-	\$-
Advertising & Promotion	\$-	\$-	\$-	\$-	\$-	\$-
Garbage / Snow / Landscaping	\$-	\$-	\$-	\$-	\$-	\$-
Wages & Benefits (Property Manager)	\$-	\$-	\$-	\$-	\$-	\$-
Professional Fees	\$-	\$-	\$-	\$-	\$-	\$-
Elevator(s)	\$-	\$-	\$-	\$-	\$-	\$-
Miscellaneous	\$-	\$-	\$-	\$-	\$-	\$-
Total Expenses	\$25,980.65	\$29,394.72	\$33,257.43	\$37,627.73	\$42,572.32	\$48,166.68
Total Expenses as % of EGI	34.10%	34.10%	34.10%	34.10%	34.10%	34.10%
Total Expenses as % of PGI	30.32%	30.32%	30.32%	30.32%	30.32%	30.32%
Res. Net Operating Income (NOI)	\$50,219.99	\$56,819.30	\$64,285.83	\$72,733.51	\$82,291.29	\$93,105.05
Annual Debt Payment	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88	\$25,228.88	\$20,165.50
Debt Coverage Ratio (DCR)	1.99	2.25	2.55	2.88	3.26	4.62
Cash Flow / Surplus	\$24,991.10	\$31,590.42	\$39,056.95	\$47,504.63	\$57,062.41	\$72,939.55
Asset Value	\$873,391.06	\$988,161.81	\$1,118,014.39	\$1,264,930.66	\$1,431,152.94	\$1,619,218.19
Growth in Residential Revenue (Per Yr)	2.5%					
Growth in Expenses (Per Yr)	2.5%					
Total Accumulated Replacement Reserve	\$28,780.96	\$36,991.94	\$46,281.91	\$56,792.66	\$68,684.60	\$82,139.25
Total Ending Surplus	\$297,413.72	\$441,841.37	\$621,824.42	\$842,035.12	\$1,107,759.73	\$1,430,042.53
Ending Reserve and Surplus	\$326,194.68	\$478,833.31	\$668,106.33	\$898,827.78	\$1,176,444.33	\$1,512,181.78

8. Conclusions



Fort Macleod
Business Investment Package

8.1 Things to Consider

When seeking renters, marketing is key for any successful project. Occupancy rates for the Affordable and Market Housing development might be lower than projected if it has not been marketed properly. It is important to communicate to prospective users and the community how this development is different, positive and beneficial. For example, is it:

- Providing a key service to vulnerable people in the community who would otherwise have nowhere to go?
- A novel model that will give people an opportunity to get back on their feet and provide an affordable and sustainable place to stay?
- Innovative, cost effective, and durable?
- Capacity-building with other non-profits?
- A development that will serve as an example to support future public and private investment to improve the community?

It is important to develop a preliminary marketing strategy using tools such as:

- Free media coverage.
- Community flyers distributed with local organizations.
- Word-of-mouth.
- Churches and other faith based groups.
- Local newsletters and newspapers.

In addition, the project representatives should also consistently speak at pre-arranged meetings and events held by faith groups, civic groups and organizations in the area.

Marketing through Realtors

Local realtors should be utilized to get the word out about this housing option. Realtors are an excellent resource to link renters with suitable accommodations. The Alberta Real Estate Foundation has been very supportive of this initiative and has agreed to support RDN initiatives in the future.

New Renter Training and Support

It should be communicated to potential tenants that checklists will be created and provided to advise them about the things they need to do, have and prepare for, in order to rent and maintain the rooms. This will not only help maintain this facility but also train the tenants and educate them for a brighter future.

8.2 Final

This case summarizes the details of the Town of Fort Macleod's initiative to develop affordable housing of various kinds in the the Town. There is a critical need for housing in Fort Macleod that stretches across the Housing Continuum. The projects proposed in this Business Investment Package will cater to this need, and serve vulnerable people through several different kinds of affordable housing.

Key stakeholder consultations with various groups in the Town of Fort Macleod showcase that there is a gap in capacity in the Town for new singles and family housing. The consultations also identified the importance of ensuring that suitable seniors housing is also created. The current need for these types of housing cannot be met with the current stock available in the community. Furthermore, qualitative data, the Needs Assessment (provided separately) and the research provided in this case illustrate that there is an immediate and strong need for affordable housing in Fort Macleod to service the most vulnerable individuals of the community and surrounding area. Also, a gap analysis shows that upwards of 160 families or 170 households are in immediate housing need.

In response to this gap, Fort Macleod, in collaboration with the Rural Development Network (RDN), developed an **Affordable Housing Strategy** for the Town of Fort Macleod that identifies key strategic bundles of actions to promote and support additional housing development within the community. This Business Investment Package was developed to kickstart key elements of the strategy, including building partnerships with development groups.

Two potential projects were detailed in this Business Investment Package: **a large scale mixed market development** and **a small scale affordable housing development**. These projects were designed to suit differing development needs, including the need for rapid development that houses a large amount of people, as well as the need for small scale infill development that can be replicated on various existing sites throughout the Town. Combined, these projects will help bridge the affordability gap between what is available in the private market and what people require in order to meet their housing needs.

Although specific sites have not been identified for these developments, the Town has several municipally owned sites that could be earmarked for these projects.

A detailed overview of the two potential projects follows on the next page.

Large Scale Mixed Market Development

Total Project Cost: \$4,267,922

Equity Required: \$2,525,997

Financing @ 40.81% of total cost:
\$1,741,925

Unit Type	# of Units	Monthly Rent per Unit
Affordable Units	16	
Studio	4	\$402.22
One Bedroom	10	\$504.97
Three Bedroom	1	\$1,050.00
Shared Spaces	1	\$1,206.65
Market Units	9	
Studio	4	\$502.77
One Bedroom	5	\$631.21
Total	25	

Small Scale Affordable Housing Development

Total Project Cost: \$1,403,630

Equity Required: \$818,982

Financing @ 41.65% of total cost: \$584,648

Unit Type	# of Units	Monthly Rent per Unit
Affordable Units	5	
One Bedroom	1	\$504.97
Two Bedroom	2	\$671.40
Three Bedroom	2	\$1,050.00
Total	5	

Next Steps

- Refining project details to achieve best feasibility, in collaboration with selected development partners.
- Applying towards various funding programs, both provincial and federal.
- Revising the preliminary proforma statement as and when various pieces of this project are finalized.
- The implementation of the Fort Macleod Affordable Housing Strategy, in support of this Business Investment Package.

9. Appendix



Fort Macleod
Business Investment Package

9.1 List of Funding Sources

Below is a list of funding sources that can be leveraged to support affordable housing in Fort Macleod. This is a non-exhaustive list that is current as of June 2021. Funding sources may change in the future.

Purpose	Estimated Funding Amount	Funding Name	Funder	Description	Webpage
Early Project Planning	Upwards of \$25,000 (project dependent)	Planning Grant	FCM	This funding assists groups kick-off their affordable housing projects by paying for early project activities such as determining need, gauging early project feasibility etc.	Link
Project Pre-Development Work	Upwards of \$500,000 (project dependent)	Seed Funding	CMHC	This funding assists groups with completing project pre-development to get their projects ready for construction and applying towards capital funds	Link
Project Pre-Development Work	Upwards of \$175,000 (project dependent)	Study Grant	FCM	This funding assists groups with completing project pre-development to get their projects ready for construction and applying towards capital funds.	Link
Pilot Project Research	Upwards of \$500,000 (project dependent)	Pilot Project	FCM	This funding allows groups to test out a project concept on a small-scale to see how it works before implementing it on a large scale.	Link
Project Capital Funding	Project Dependent (usually upwards of millions of dollars)	Co-Investment Funding	CMHC	This funding is to pay for large parts of project construction (a capital fund). This specific fund focuses on partnership with different levels of government.	Link 1 Link 2
Project Capital Funding	Project Dependent (usually upwards of millions of dollars)	Rental Construction Financing	CMHC	This funding is to pay for large parts of project construction (a capital fund). This specific fund is more readily available to for-profit developers.	Link
Project Capital Funding	Project Dependent (usually upwards of millions of dollars)	Capital Funding	FCM	This funding is to pay for large parts of project construction (a capital fund). This specific fund focuses on energy efficiency for projects and has specific requirements regarding efficiency levels.	Link 1 Link 2



July 2021

info@ruraldevelopment.ca
11443 - 143 St. NW
Edmonton, AB

