Worksheet Booklet
Accompanying the 'Step-by-Step Guide to Developing Affordable Housing'

Sustainable Housing Initiative

Developed By:

The Sustainable Housing Initiative (SHI)
An Initiative of the Alberta Rural Development Network (ARDN)

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*The opinions and interpretations in this publication are those of the author and do not necessrily reflect those of the Government of Canada or the Canadian Mortgage Housing Corporation.

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PRELIMINARY PROJECT CONCEPT WORKSHEET

1. Who are we going to provide housing for (seniors, families, youth, women etc.) and what type of housing are we providing? (emergency shelter, second stage shelter, transitional housing, co-op housing, affordable rental, affordable ownership etc.)

2. What do we envision the new project will be?

   Number of units: ______________________________
   Type of units: ______________________________
   Size of units: ______________________________
   Commercial space: ______________________________
   Office space: ______________________________
   Common space: ______________________________
   Number of storeys: ______________________________
   Accessibility considerations: ______________________________
   Other Details: ______________________________

3. Where will the new development be located, do we own land, or is there land available and do we have cash to purchase it?

1. When do we want the building to be built by?

2. What are the main reasons we have decided to explore developing affordable housing? Are there other organizations addressing this housing need in our community?

3. How have we identified the need, and is there a need for a new development?

ORGANIZATIONAL READINESS ASSESSMENT

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

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

IMPORTANT: WHEN SCORING, IF THE QUESTION IS NOT APPLICABLE FOR YOUR ORGANIZATION - ANSWER "YES" AND COMMENT WHY IT IS NOT APPLICABLE.

1. ORGANIZATIONAL STRUCTURE		Yes	No	Need to Address
Corporation Status	Is the organization incorporated & nonprofit status intact (if appl.)?			
	Are you in good standing with relevant government bodies?			
	Have you made all required tax filings?			
	If you are going to use a single-purpose entity or other new entity for development, has it been created? (If not relevant answer yes)			
Corporate Planning	Do you have a strategic plan or mission that identifies housing development as a key activity?			
Membership	Is the membership active and in support of housing activities?			
	Does the organization reach out to recruit low-income beneficiaries as members?			
	Has the organization made efforts to recruit members with relevant professional skills?			
Corporate Management Structure	Are the corporate lines of authority for development activities clear?			
	Does management have the ability to manage additional activities?			
	Are policies & procedures in place governing development activities?			
	Are personnel policies and performance appraisal systems in place?			
	Does the organization have a conflict of interest policy governing employees and development activities, particularly in procurement of contract services and the award of housing units for occupancy?			
Corporate Liability	Does the organization have adequate liability insurance?			
	Does the organizational structure separate housing development from other corporate activities? e.g., development subsidiary, independent development entities, separate portfolio management entity, or other legal firewalls?			
	TOTAL SCORE:			

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

2. BOARD, STAFF, AND DEVELOPMENT TEAM CAPACITY			Yes	No	Need to Address
Board Composition/Capacity:		Do board members have professional skills directly relevant to housing development (e.g., real estate, legal, architecture, finance, management)? What efforts have been made to recruit such board members?			
		Has there been stability/continuity of board members over the last several years?			
		Does the board have a committee structure or other means of overseeing planning and implementation of development?			
		Has the board demonstrated the ability to make timely decisions?			
		Are there systems in place to evaluate the board's performance?			
		Is there a good relationship between board and staff? Do they have shared goals for the organization?			
Staff Skills	Staff skills: Do staff have adequate skills and training in the following areas:	Management of housing development			
		Fundraising/grantsmanship			
		Oversight of design & construction			
		Marketing & intake			
		Oversight of property management (if rental housing)			
		Pre-development work e.g., Business Cases, Needs Assessments etc.			
		Training: Do you provide adequate opportunities and encouragement for staff to receive training and expand their development skills?			
Use of Consultants		Do you have access to experts beyond your staff in housing development?			
		Do you have a policy/procedure for procuring consultants and development team members?			
		TOTAL SCORE:			

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

3. FINANCIAL MANAGEMENT AND CAPACITY		Yes	No	Need to Address
Financial Management	Do you do an annual budget?			
	Do you have a process for regularly tracking and monitoring expenditures against budget?			
	Do you have adequate procedures in place to monitor cash flow (receipts and disbursements)?			
	Do you have adequate internal controls to ensure separation of duties and safeguarding of assets?			
	Do you make regular reports to the board updating financial positions?			
Audit	Do you have a regular and current audit?			
	Is the most recent audit clean, or have all management or compliance findings been resolved?			
	Do your financial management and accounting systems conform to all relevant standards?			
Financial Stability	Does the organization have a diversified and stable funding base for operations?			
	Are the revenues predictable year-to-year?			
	Is the organization able to exist without developer fees?			
	Are any programs or projects currently at risk?			
	Are existing rental housing projects (if any) producing positive cash flow and paying management fees?			
Liquidity	Do you have adequate cash to pay bills most of the time?			
	Do you have current assets that exceed current liabilities by at least 50%?			
	Do you have enough liquid capital to make capital advances to a project (5 - 10% of project costs)?			
	Do you have the capacity to quickly raise such capital for projects?			
	Capacity for project:			
	Can you afford to provide land for this project?			
	Can you afford equity for this project?			
	Are you eligible for a mortgage?			
	TOTAL SCORE:			

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

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

LEGEND	"Yes" = 1 point "No" with a mitigation strategy = 0.5 points "No" = 0 point
10 points	We are fully ready to take on housing development
8 to 9 points	We are ready to take on many kinds of development
6 to 7 points	We can do limited development, but need to grow
4 to 5 points	We need to develop capacity in this area
0 to 3 points	We're not ready

CONCLUSIONS OF THE ORGANIZATIONAL ASSESSMENT

ORGANIZATIONAL ASSESSMENT TOTAL SCORE	
1. Organizational Structure Score:	
2. Board, Staff, and Development Team Capacity Score:	
3. Financial Management and Capacity Score:	
4. Project Planning and Management Score:	
TOTAL SCORE:	

Our organization is strongest in the following areas:

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

PART 2: ASSESSMENT OF PROJECT IMPACT ON THE ORGANIZATION

PROPOSED PROJECT SUMMARY	
Project Name:	
Project Description:	
Estimated Total Capital Requirements (Funds to be Raised):	$
Estimated Total Annual Operating Budget (Non-Revenue):	$
Time Frame for Development:	

Organizational Impacts/Organizations	
1.	Does the proposed project directly support the mission of the organization?
2.	How strong is the internal support of board, members, and staff for the project? Is there internal disagreement? What is the potential impact of the disagreement?
3.	Does the organization have the capacity to undertake another development project? Do we have the required staff and skills? Can we create a partnership or venture to obtain the required capacity?
4.	Does the project use or build on organizational strengths (identified in the assessment)?
5.	Is the project compatible with current organizational activities and our existing portfolio? Does it enhance other operations? Will there be economies of scale in the operation/management of the portfolio?
6.	What are the opportunity costs of the project: Other projects/activities that may not be able to occur due to diversion of management attention and corporate resources to this project? Diversion of capital from operational or portfolio needs?

Project Feasibility/Risks		
7.	Do we have evidence of a sufficient demand for this housing at affordable prices?	
8.	Is there a financial plan or analysis demonstrating feasibility and long-term viability?	
9.	Is there land available / set aside for the project?	
10.	Is there equity available / set aside for the project?	
11.	Can debt be secured for the project?	
12.	How strong is the external support or opposition of the community, constituents, and the public sector? Will this affect the approvals of the project? Will it affect the project schedule?	
13.	What are the other key completion risk factors?	
14.	What are the total financial (capital advances and equity) requirements of your project?	
	Pre-development capital costs and advances:	$
	Project equity requirements:	$
	Organizational overhead costs during implementation:	$
	Initial operating deficits and capitalized reserves:	$
	Total Equity/Capital Advance Requirements:	$
15.	Are the fees that can be earned reasonable and sufficient to cover the effort involved?	
16.	To what extent could the risks/costs/impacts of any of the above be reduced by: a change in the type of project or clients served? A reduction in scale? A change in financing? A change in implementation schedule?	
Long-term Considerations		
17.	What contingent liabilities exist for the corporation if the project fails either before or after completion? Should the project be organizationally separate from other ventures?	
18.	What other benefits result from the project: economic opportunities for customers? Physical improvement and other community benefits? Organizational benefits? Replicability?	
19.	Overall, does the project provide reasonable benefits to our organization and our customers relative to the associated risks?	
20.	What will your organization look like in 20-30 years and what will be your capacity to manage it?	

Adapted From: *Development Seminar Series 2010, Monte Franke, Franke Consulting Group under contract to NY DHCR/HTFC. www.nyshcr.org/AboutUs/training/2010DevSem1Intro.pptx*

TEMPLATE: NEEDS AND DEMAND ASSESSMENT

Below is a template that outlines all the relevant topics that should be covered in a standard Needs Assessment report. It is recommended to read this template alongside and in reference to the following documents:

- The Structure of a Needs Assessment Document
- This document will provide context for each section and subsection, justification for each section and subsection, source for each section and subsection, and the 'why' for each section and subsection
- The 'Needs and Demand Assessment' section of the Affordable Housing Project Strategy (Refer to ARDN Website)
- This document will provide further context to each section and subsection and explain what exactly the section or subsection is addressing

Reading these three documents will provide context and understanding of the purpose and structure of a Needs Assessment as well as how to properly write one.

NOTES ABOUT TEMPLATE

The format of the template is such that it provides instruction on how each paragraph should be constructed. It will refer to data and how it should be presented. Placeholder tables and images will be included to demonstrate what data presentation should look like. Please note that all information in this template is a suggestion and may be modified as required. It might be required to include additional sections or to not include standard sections used in the template. Again, note that the template is based off the 'Structure of a Needs Assessment' document which itself justifies the sections included. Please refer to the 'Structure of a Needs Assessment' document before deciding to add or remove sections from the template.

Regarding the paragraphs, there are two types which will be used in regards to data reporting. Type A will prelude the data and Type B will be after the data is presented. The general format of these two paragraph types is given below:

TYPE A:

This paragraph should begin with an explanation of [METRIC]. It also preludes the presentation of [METRIC] data. This data should be presented as a [SUGGESTED FORMAT].

TYPE B:

After the [SUGGESTED FORMAT], discuss the information. This paragraph should discuss the information regarding [METRIC] in the [RELEVANT AREAS]. The metrics to discuss are what [DESIRED DISCUSSION OF METRIC].

Not all paragraphs follow this exact format, but will generally be similar in structure. Note that Type B paragraphs will vary much more than Type A ones.

Note that for Type A paragraphs, the explanation of the metric can generally be found in the 'Structure of a Needs Assessment' document.

Regarding references to the area, the document is written so every reference to an area or community is listed as 'local area(s)'. 'Local areas(s)' is to refer to all interest or target areas of the report. The plural is included in case there are more than one target communities of the report.
Regarding references to the greater region, this refers to the county or district the area falls under. Depending on the circumstance, this information may not have to be included.

Regarding methodology for referencing, note that this is to the discretion of the writer creating the report. Regardless of the methodology, it is important to remain consistent throughout the report. It might be required in certain formats to include in-text citations. In that case, ensure that all in-text citations are included as part of the 'presentation of [METRIC] data' in Paragraph Type A's.

Regarding if the report has a specific focus, note that this template intends to cover the local area(s) in a general sense. If there is a specific focus for the report such as Indigenous peoples or women in need, adjust the report as needed. The recommendation is to still include the paragraphs concerning general data and add additional equivalent paragraphs to address the data for the specific focus.

EXECUTIVE SUMMARY

This is a summary of the entire document. Someone should be able to read just this summary and understand the key points of the entire document. It is recommended to prepare this portion of the document last. In this paragraph, mention the client, the organization preparing this document and the purpose of the study.

In this paragraph, mention the methodology used to prepare the document, as well as some of the sources used. End with mentioning that your findings will follow. Note that these following points are being suggested, add or remove points as needed.

- One of the key points should be population, mention the local area(s) current population as well as historical growth trends. The trends should be presented as 5-year trends.
- Mention the population of the greater region. This does not need to be as detailed as the previous point but should still have current numbers and some trends.
- Here, the long-term growth of the local area(s) should be mentioned. Use the growth over the past 15 years.
- Also discuss:
  1. The median age of the local area(s) and compare it to the provincial number, with trends as well.

2. For the greater region, the median ages of residents against the provincial data.
3. The local area(s) median income, with comparisons to the province.
4. The percentage of people in the local area(s), and then greater region, considered "low-income", compared to provincial data.
5. The diversity of the local area(s) housing stock (% homes, % apartments etc.). Usually the two or three major types of the stock are mentioned. M
6. The proportion of owners vs renters in the local area(s), and also the greater region.
7. The vacancy rates in the local area(s) and greater region, including which bedroom types are vacant.
8. The trend of rental rates in the local area(s).
9. The trend of rental unit counts in the local area(s).
10. The rate of repair required in the local area(s) and compare it to the province. Mention the greater region as well.
11. Any peridos of high housing development in the local area(s), with information about the age of the housing.
12. The unsuitability rates in the local area(s) and compare it to provincial data.
13. Housing affordability in the local area(s). Mention the greater region as well.

- Summarize the findings of any sort of 'Gap Analysis'.
- If the study was targeted towards a certain demographic, mention information regarding that demographic wherever relevant. If need be, mention the demographic specifically in all the points above.

1. INTRODUCTION & BACKGROUND

1.1 PURPOSE

In this paragraph, mention the client, the organization preparing this document and the purpose of the study. Mention what the current vision for the development is (structure type, purpose) and where the development would be located.

In this paragraph it should be mentioned what the various benefits of housing development is. It should also cover how the document will investigate the housing market of the local area(s) and what it will provide information on. It would be ideal to mention the idea of unsuitability and what standards are used to measure unsuitability in housing in the context of this study.

The figure below highlights the spectrum of the affordable housing challenge which ranges from the provision of emergency housing to assisted ownership models. Given this wide range, it is important to clarify that the focus of this study remains centered on an inventory analysis of affordable housing supply for low to moderate income households and individuals. An example of housing information such as this should be provided in the Assessment.

THE HOUSING CONTINUUM

This paragraph should explain what the Need and Demand assessment will do. It should mention the different metrics of housing such as affordability and suitability and that the assessment will analyze these. The local area(s) should be reiterated as well as the greater region. Any issues concerning the data used such as inconsistency or lack of data should be mentioned here as well. Finally, the paragraph should end with a list of objectives the Assessment should accomplish. An example list is provided:

- To gain a better understanding of the current housing gaps, issues and challenges in the local area(s).
- To provide direction to the proponent and other interested stakeholders in terms of local housing priorities.
- To support funding applications to government bodies.

1.1.1 SCOPE

This section should go over the major metrics of the study. A list should be included and contain all major categories the Assessment will cover. For example:

- Population and demographic trends.
- Household income constraints.
- Housing availability (housing supply, form and tenure).
- Housing issues related to adequacy, suitability, affordability and accessibility.
- Other indicators of housing/economic hardship where data is available.

1.1.2 DATA SOURCES

A list of data sources used in the document should be placed here:

- Source 1
- Source 2
- Etc.

State whether or not this data is of quality and recent. If not, explain why.

Next, highlight the relevant geographies of the report. This means to include the greater region of the local area(s) as well as any other relevant area.

- Area 1
- Area 2
- Greater Region
- Etc.

1.1.3 GLOSSARY

Uncommon terms and important definitions should be included here. Thoroughly explain any terminology to ensure the reader has no issue understanding these terms when they appear in the document.

1.1.4 REPORT FORMAT

This section should explain the report format of the Assessment. The report should be sectioned off here and what each section contains should be explained. The section should also briefly explain the purpose of analyzing the metrics contained in that section. Additionally, it can be mentioned per section what data sources are relevant.

An example of Report Format is below:

Section 2:
Study Area and Regional Context provides the context for the local area(s) and the greater region by highlighting key economic drivers, and associated implications for housing for those readers who may not be familiar with the region. It also provides a summary of population, demographic and incomes statistics gathered through various sources to build a better understanding of the current population characteristics of the local area(s).

Section 3:
Housing Supply provides a summary of the region's current housing supply – both rental and homeownership – in terms of affordable market and near-market housing to assess the range of housing options available to residents living in the region. It also provides a summary of housing issues affecting residents in the region in terms of adequacy, suitability, accessibility and affordability. It estimates the number of households likely to be experiencing housing challenges using these primary data sources:

> *> 2018 Core Need Income Thresholds produced by Alberta Seniors and Housing.*
>
> *> An analysis of Census data produced by Statistics Canada and identifying the number of households paying 30% or more of their income on housing.*
>
> *> Alberta Health Interactive Health Data Application (IHDA).*

2. STUDY AREA & REGIONAL CONTEXT

2.1 TOWN PROFILE

2.1.1 LOCATION

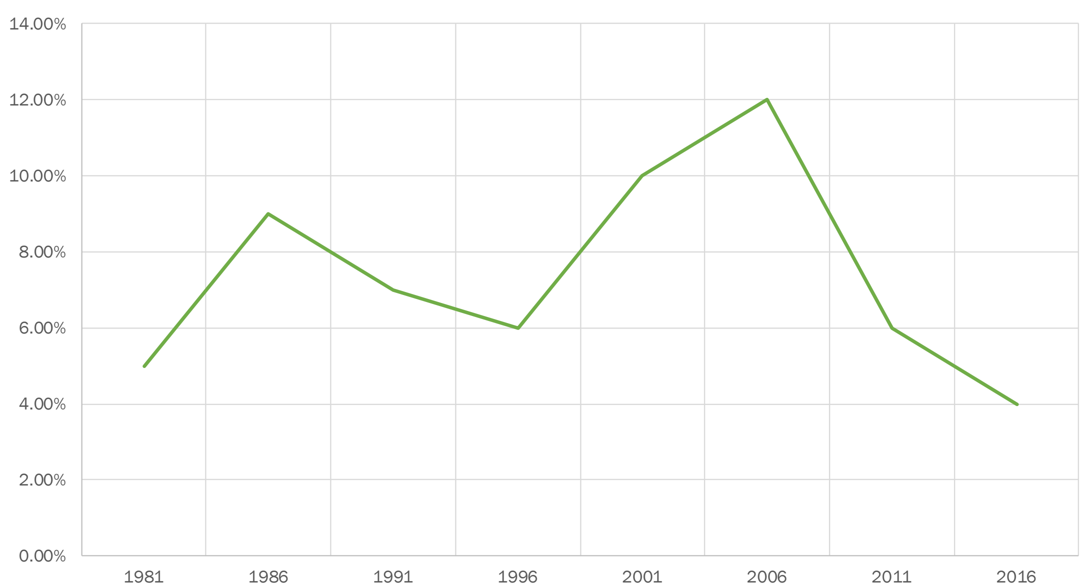
This paragraph should give the background on the local area(s). This information should include location, proximity to a major center, some history, and the population as per the most recent information. A reference to the appendix should be included which leads to a map of the local area(s).

2.1.2 ECONOMY

This paragraph should contain basic economic information about the local area(s). The information should include some key economic information, the largest industries in the local area(s), and any important economic events or news that would affect the local economy of the local area(s).

Also in this section, unemployment should be discussed. The information should be accompanied by a graph showcasing the trend of unemployment in the local area(s).

Figure 1: UNEMPLOYMENT DATA



2.1.3 HOUSING

This section should include information about the proponent in their efforts to develop or advance the housing system in the local area(s). This can include existing developments or past achievements as well as future initiatives. Any initiative or program of the proponent, which relate to housing, should be mentioned here.

2.2 COMMUNITY DEMOGRAPHICS

This paragraph should briefly explain what metrics are going to be covered in this topic. Data sources should also be mentioned.

2.2.1 POPULATION

This paragraph should begin with an explanation of population information and its importance. It also preludes the presentation of population data. It should be accompanied with a description of the data in terms of what years will be covered. This data should be presented in tables.

TABLE 1: POPULATION COUNTS

YEAR	AREA 1	AREA 2	GREATER REGION	PROVINCE
YEAR 1	X	X	X	X
YEAR 2	X	X	X	X
YEAR 3	X	X	X	X
YEAR 4	X	X	X	X

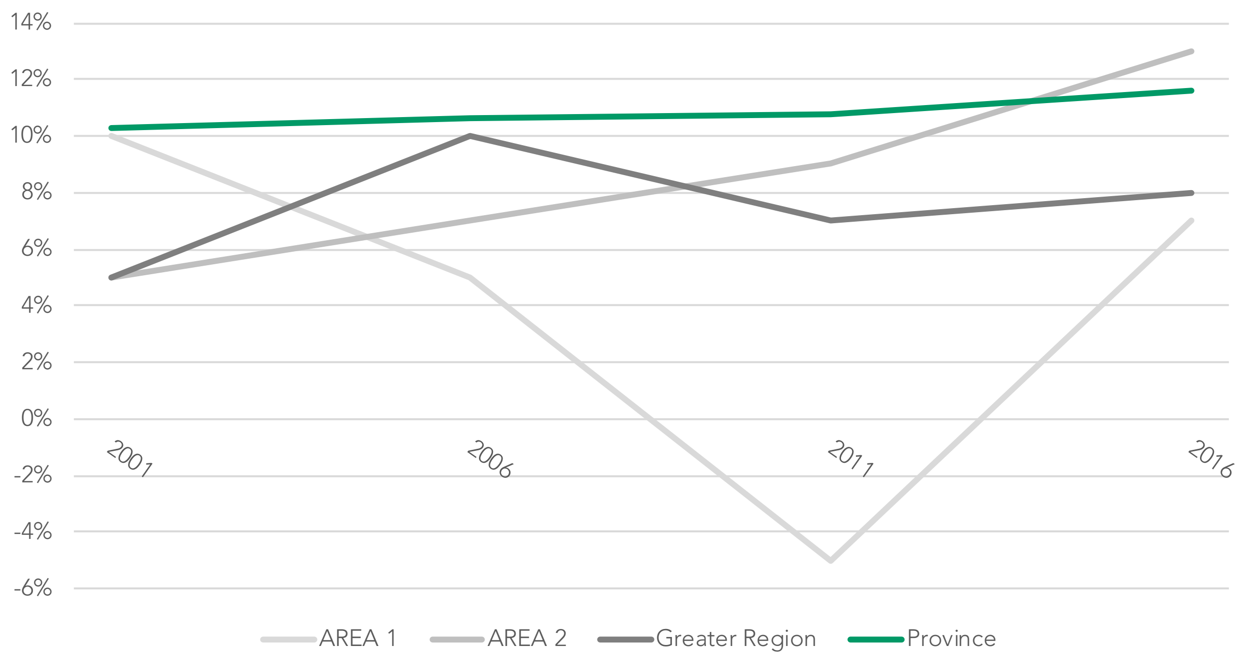
TABLE 2: POPULATION GROWTH RATES

YEAR	AREA 1	AREA 2	GREATER REGION	PROVINCE
YEAR 1 TO YEAR 2	X%	X%	X%	X%
YEAR 2 TO YEAR 3	X%	X%	X%	X%
YEAR 3 TO YEAR 4	X%	X%	X%	X%
YEAR 4 TO YEAR 5	X%	X%	X%	X%

After the tables, discuss the information. Discussions should give a detailed breakdown of the population data. This means to give the following information: present population of the local area(s), the population growth trends (usually over the past 15 years) and how the trend compares to the greater region and the province. The growth from 15 years ago should be given and be presented as an annual growth rate. A basic projection should also be done here, using the 15-year annual growth rate to project forward another 15 years.

This paragraph preludes the presentation of growth rate data. It should discuss the specific growth rates of the local area(s). The growth rate should be a percentage and be compared to the greater region's and comparable area. This data should be presented as a graph.

Figure 2: POPULATION GROWTH RATES



After the graph, discuss the information. Discussions should further break down the growth rates in detail, discussing the trend period by period as well as discussing any anomalies. Discussions should also include how the trends compare to the greater region and the province.

2.2.2 MOBILITY

This paragraph should explain the importance of mobility data and what it measures. This is a good place to justify the inclusion of this data.

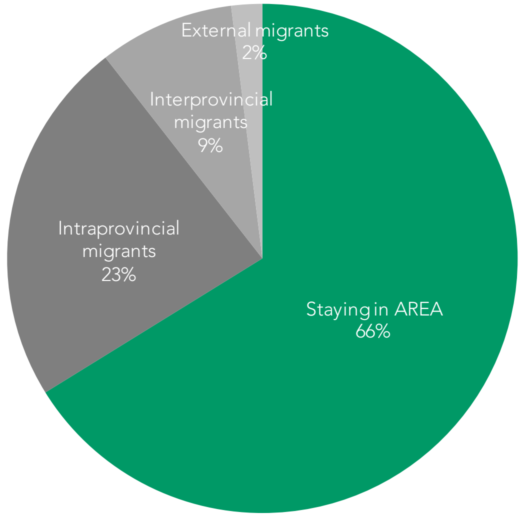
This paragraph preludes the presentation of mobility data. Usually, both 1-year and 5-year mobility is provided. This data should be presented in a table.

TABLE 3: MOBILITY				
MOBILITY TYPE	AREA 1	AREA 2	GREATER REGION	PROVINCE
1-YEAR MOBILITY	X%	X%	X%	X%
2-YEAR MOBILITY	X%	X%	X%	X%

After the table, discuss the information. Discussions should include what the numbers imply for the local area(s). It should also contain comparisons of the local area(s) numbers to the greater region as well as the province.

Here a graph of the mobility data should be shared, usually the graph only considers 5-year mobility. This graph should be more detailed than the table above and should include information on international and internal migration.

Figure 3: MOBILITY DATA



After the image, discuss the information. Explain where the greatest sources of people moving in to the local area(s) are coming from as well as any anomalies.

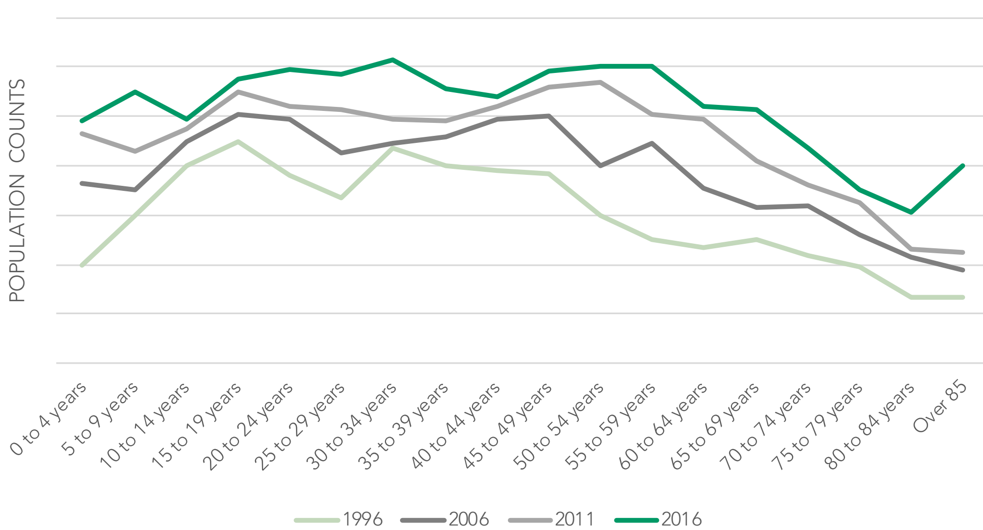
2.2.3 POPULATION GROWTH AND AGE DISTRIBUTIONS

This section should first explain the importance of population growth information and what information can be derived from population growth data.

This paragraph should explain age distribution data. This paragraph also preludes the presentation of age distribution data. The data is usually given in 5-year intervals (96, 06, 11, 16). This data should be presented in a graph.

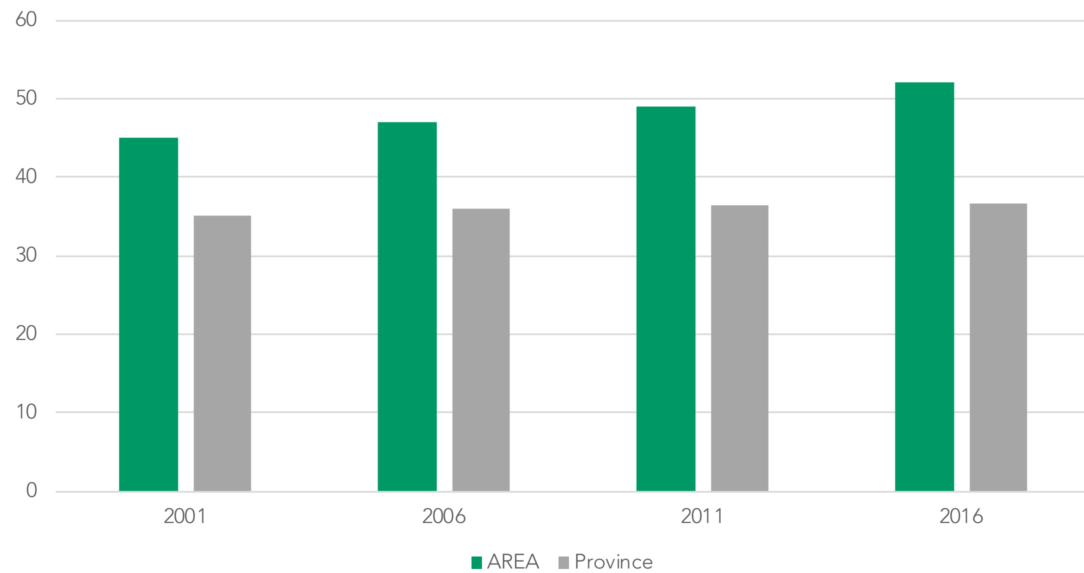
After the image is shown, discuss the information. The percent growth since '96 can be included. This paragraph should focus on what the overall 20-year trend is, on how the population is aging or what age groups are becoming more prominent. Focus should also be brought to what age brackets are most populated for each interval.

Figure 4: POPULATION DISTRIBUTIONS



This paragraph should briefly state that median ages are going to be investigated next. This paragraph also preludes the presentation of median age data. Commonly, the median age of the local area(s) is compared to the median age of the province. This data is usually presented as a graph.

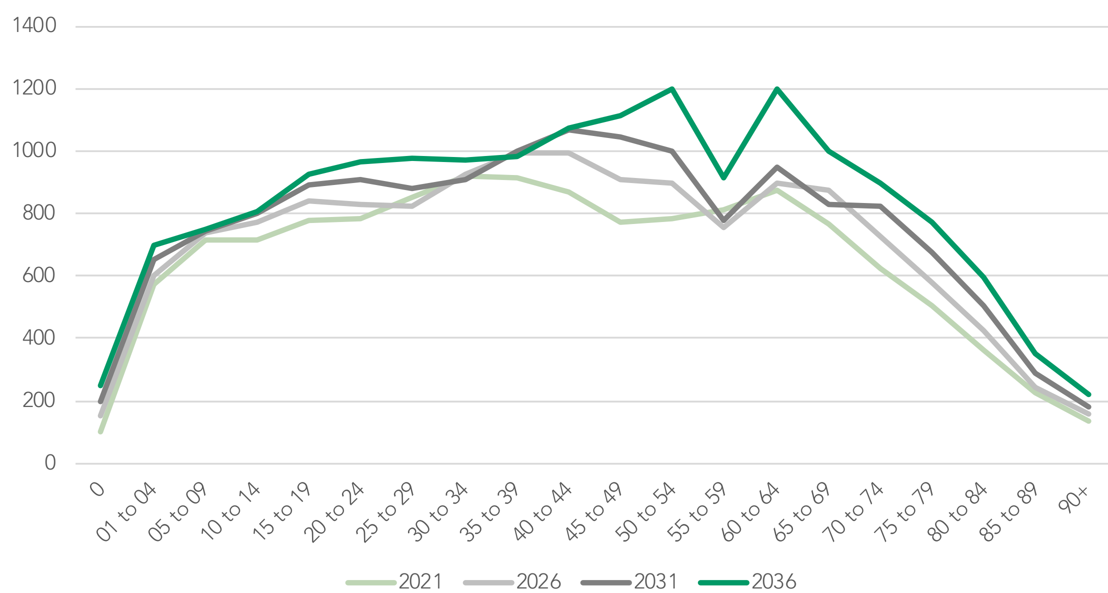
Figure 5: MEDIAN AGE



After the image, discuss the information. The median ages of both the local area(s) and the province should be given. Discuss the trend over time and whether or not the local area(s) are on average younger or older than the province.

This paragraph should explain that population projection data is the next metric to be investigated. This paragraph also preludes the presentation of population projection data. This should usually project 20-years into the future in 5 year intervals (21, 26, 31, 36). This data is usually presented as a chart or graph.

Figure 6: POPULATION PROJECTIONS



After the image, discuss the information. Discussions should include the projected growth rate per annum as well as the total actual growth in population count. Then, details about the age brackets should be discussed. The main age brackets to focus on are: below 20, 20—50, 50—65, and above 65. See how the brackets grow or shrink over the years and describe their movements in this paragraph. The growth should be given in actual terms as well as in percentage of total population. Each of the main brackets should have their trends discussed. Talk mostly about how the proportion changes from 2021 to 2036 for each bracket.

2.2.4 DISTRIBUTION OF FAMILY TYPES

This section discusses the family types of the local area(s) and the province. This paragraph should simply state that family type data is going to be investigated and give a brief overview of the data. This paragraph also preludes the presentation of family type data. This data is usually presented in a table.

TABLE 4: FAMILY TYPES				
FAMILY TYPE	AREA 1	AREA 2	GREATER REGION	PROVINCE
TYPE 1	X X%	X X%	X X%	X X%
TYPE 2	X X%	X X%	X X%	X X%
TYPE 3	X X%	X X%	X X%	X X%
TYPE 4	X X%	X X%	X X%	X X%
TYPE 5	X X%	X X%	X X%	X X%
AVERAGE PEOPLE PER FAMILY	X X%	X X%	X X%	X X%

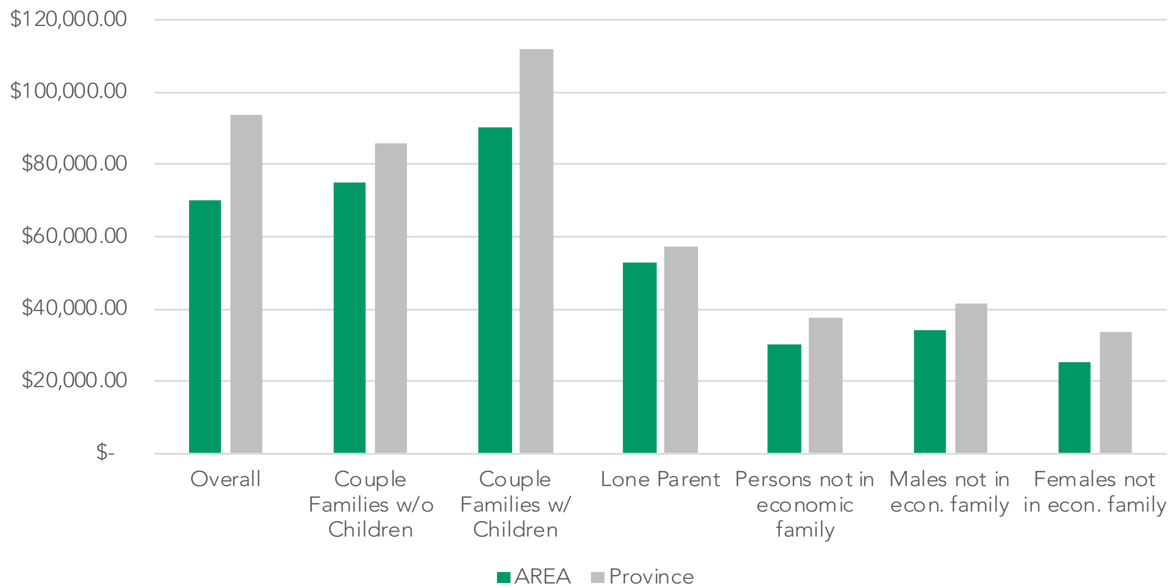
2.2.5 HOUSEHOLD INCOME

Median Household Income by Houseld Size

This section should discuss the income data of the local area(s) and the province. This paragraph also preludes the presentation of income data. This data is usually presented in a graph or chart.

After the image, discuss the information. Information regarding what % of the population is in the top-half of Canada's income distribution should be given, for both the local area(s) and the province. The incomes of the different family types should also be discussed and it should be stated whether or not the local area(s) incomes are greater or less than the province's. Groups earning much less should be explicitly stated as should any anomalies.

Figure 7: INCOME INFORMATION



Household Income (OTHER METRIC)

In case of the need to discuss additional metrics regarding income, they should be described in this paragraph prior to the chart, table or graph containing the data.

After the data is presented, discuss the information. The level of detail and type of discussion depends on the metric investigated. Discuss as needed.

Low-Income

This section should discuss the low-income metrics of both the local area(s) and the province. This paragraph preludes the presentation of low-income data. This paragraph should briefly talk about how the data will be broken out and the details of what kind of low-income data it is. This data should be presented in a table.

TABLE 5: LOW INCOME

AGE GROUP	AREA 1	AREA 2	GREATER REGION	PROVINCE
GROUP 1	X X%	X X%	X X%	X X%
GROUP 2	X X%	X X%	X X%	X X%
GROUP 3	X X%	X X%	X X%	X X%
GROUP 4	X X%	X X%	X X%	X X%
GROUP 5	X X%	X X%	X X%	X X%
OVERALL	X X%	X X%	X X%	X X%

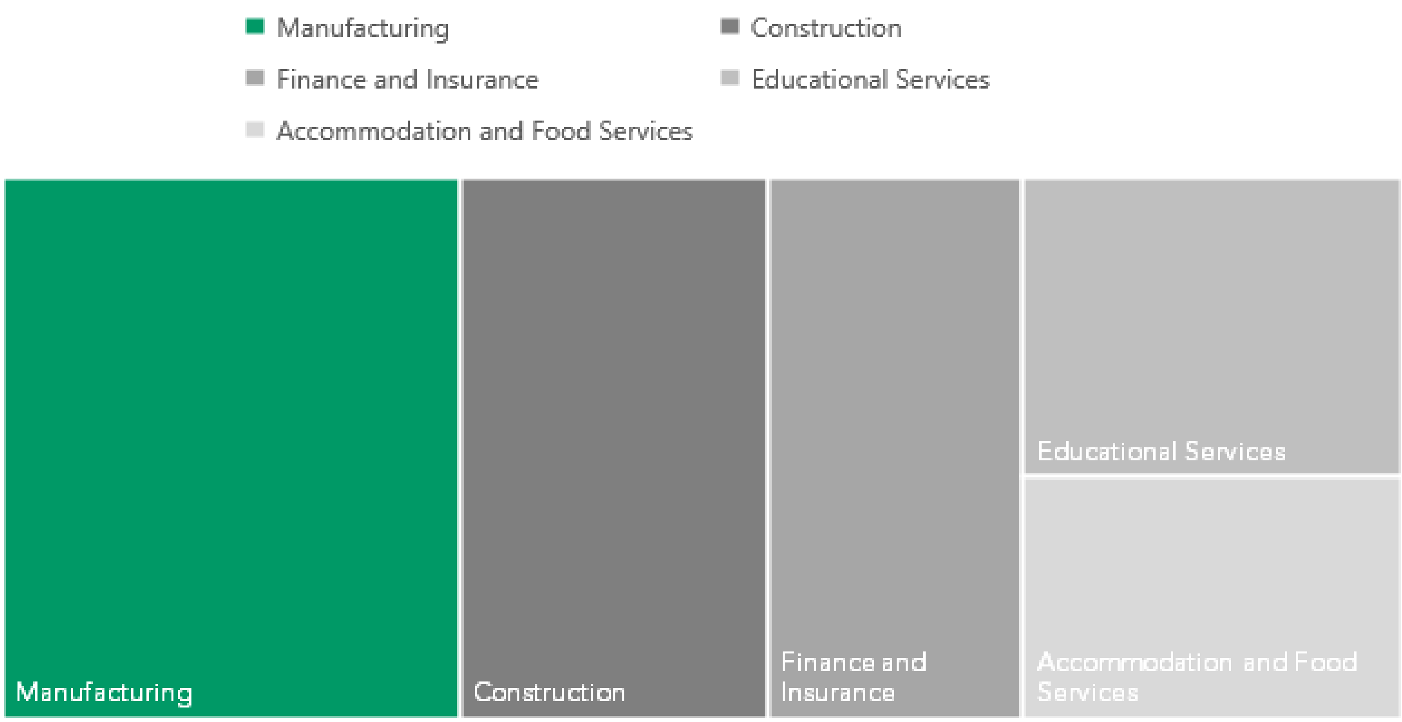
After the data is given, discuss the information. The discussion should include the proportion of low-income overall in the local area(s) compared to the greater region and province. Any unique properties such as high proportion of low-income in a certain group compared to the province should also be noted, as well as any other anomalies. If multiple areas are being investigated, the data should be compared to one another in this paragraph and then to the province in the following paragraph.

If multiple areas are being investigated, this paragraph should be where the comparisons to the province are made. This should include overall prevalence of low-income compared to the province and some information about specific groups. The specific information depends on the nature of the investigation and should be discussed as needed.

2.2.6 INDUSTRIAL MIX

This section discusses the major industries of the local area(s). This paragraph preludes the presentation of industrial mix data. The discussion can simply be what are the largest industries in the local area(s) in order. The data should be presented in a figure or image.

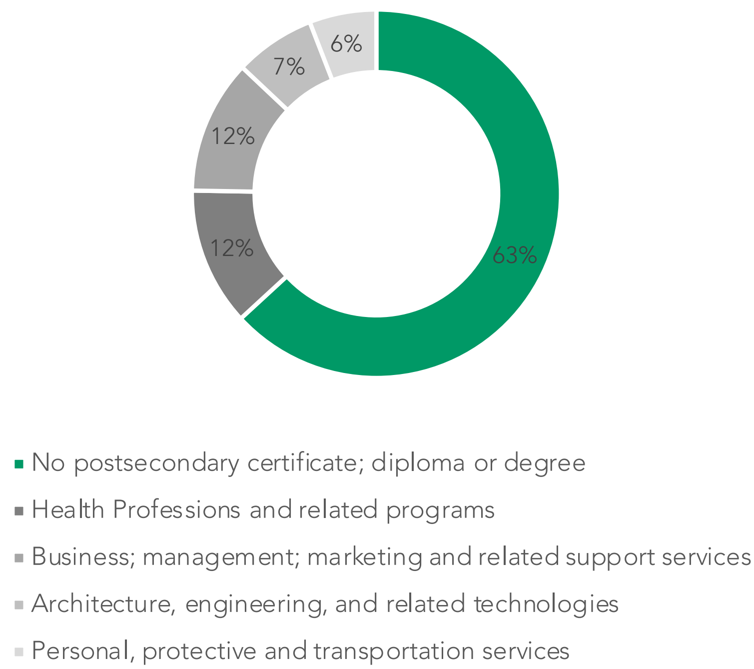
Figure 8: INDUSTRIAL MIX



2.2.7 FIELD OF STUDY

This section discusses the major fields of study in the local area(s). This paragraph preludes the presentation of education data. This data should be presented in a figure or image.

Figure 12: FIELDS OF STUDY



After the image, discuss the information. The discussion should describe the findings from the data regarding which fields are most popular in the local area(s). It should also be discussed if a significant portion of the population does not pursue a post-secondary education. The importance of post-secondary education data should also be highlighted in this paragraph.

3. HOUSING SUPPLY

3.1 RENTS, VACANCY AND HOUSING STOCK

3.1.1 OWNER, RENTING + STRUCTURE TYPE OVERVIEW

This section talks about the counts of housing in the local area(s) as well as information regarding tenure. This paragraph should briefly explain the key topics that will be discussed.

The first metric being investigated is the proportion of renters against owners in the local area(s) and the province. This paragraph preludes the presentation of owner proportion data. This paragraph should briefly describe the metric. The data should be presented in a table.

TABLE 6: TENURE INFORMATION

TENURE TYPE	AREA 1	AREA 2	GREATER REGION	PROVINCE
OWNER	X%	X%	X%	X%
RENTER	X%	X%	X%	X%

After the data is presented, discuss the information. The discussion should compare the data for the local area(s) to the greater region and province, any anomalies should also be mentioned.

This paragraph should define the term "Housing Diversity" and refer to housing diversity data. This paragraph should also include some information about the data to be presented. The information should include the majority house-type in the local area(s), median home value and periods of high construction. This data is typically given over time.

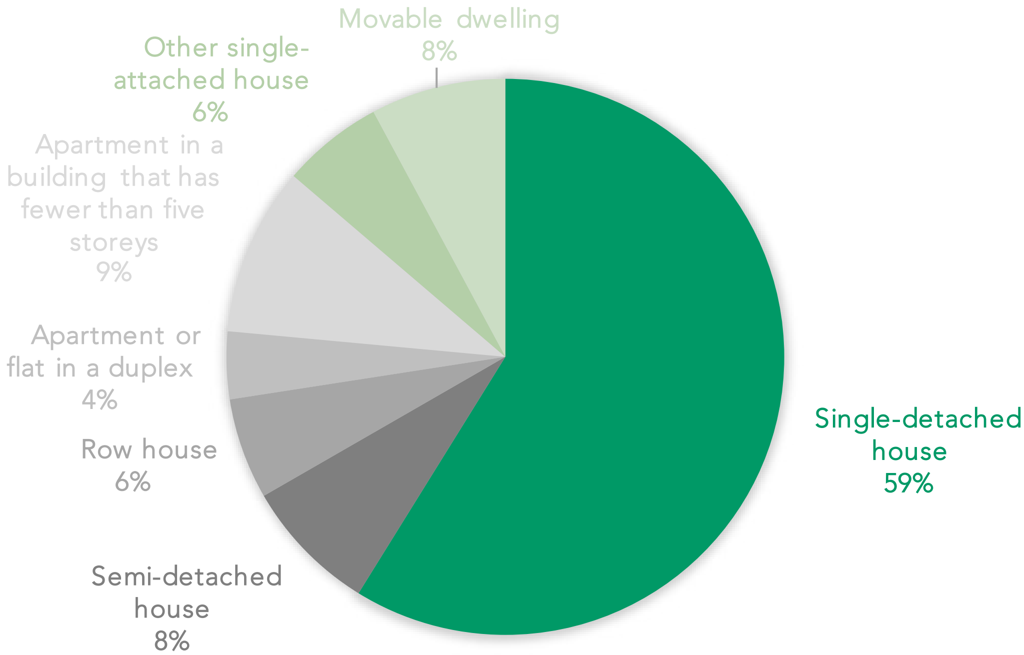
This line preludes the presentation of housing diversity data. It should refer to the data and describe the presentation form briefly. The data should be given as a table.

TABLE 7: STRUCTURAL TYPES			
STRUCTURE TYPE	YEAR 1	YEAR 2	YEAR 3
TYPE 1	X	X	X
TYPE 2	X	X	X
TYPE 3	X	X	X
SUBTYPE 1	X	X	X
SUBTYPE 2	X	X	X
SUBTYPE 3	X	X	X
SUBTYPE 4	X	X	X
SUBTYPE 5	X	X	X
TYPE 4	X	X	X
TOTAL:	X	X	X

After the table, discuss the information. The discussion should address how the dwelling units increased or decreased in terms of percentage. It should also talk about which units in particular increased or decreased.

This paragraph should describe the housing diversity data snapshot for 2016. It also preludes the presentation of housing diversity data. Discussions should include the majority housing type and secondary housing type as well as any special characteristics or anomalies. This data should be presented as a figure.

FIGURE 13: HOUSING DIVERSITY



After the image, discuss the information. Discussion should be something interesting about the housing diversity either from the previous table or the snapshot figure. Interesting characteristics can include the growth of a minor housing type, stagnant growth etc.

3.1.2 RENTS AND VACANCY RATES

This section discusses rental and vacancy rates of the local area(s). This paragraph should introduce the section and explain the importance of these metrics.

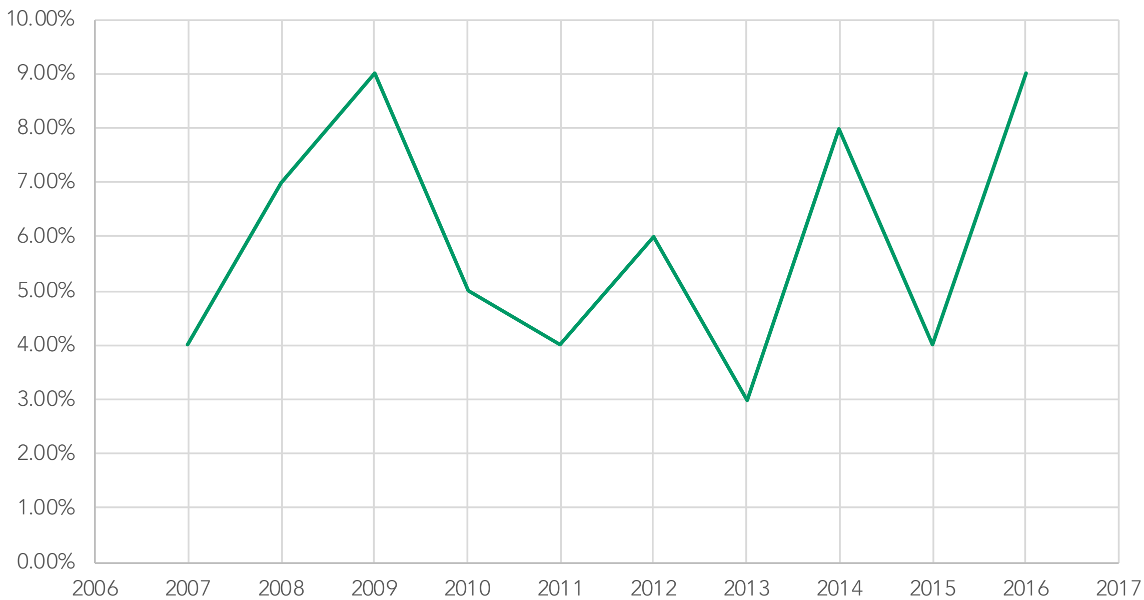
This paragraph should prelude the presentation of vacancy data for the local area(s). The data should be given as a timespan. This data should be presented in a table.

TABLE 8: VACANCY				
UNIT TYPE	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Bachelor	X%	X%	X%	X%
1-Bedroom	X%	X%	X%	X%
2-Bedroom	X%	X%	X%	X%
3-Bedroom	X%	X%	X%	X%
OVERALL	X%	X%	X%	X%

After the table, discuss the information. Discussions should include the trend of vacancy in the local area(s) over the years. Peaks and troughs of vacancy should also be stated. If the data is specific enough, vacancy should be discussed in further detail as to which bedroom type holds the greatest vacancies. Any special characteristics or anomalies should be stated. If there are any special characteristics or anomalies, attempt to explain them in this paragraph—if possible.

This paragraph should prelude the presentation of vacancy data in figure form. This figure should contain the entire timespan available.

Figure 12: VACANCY DATA



After the figure, discuss the information. Usually this will be the same as previously discussed, however, trends can be more easily identified in this figure and should be reiterated.

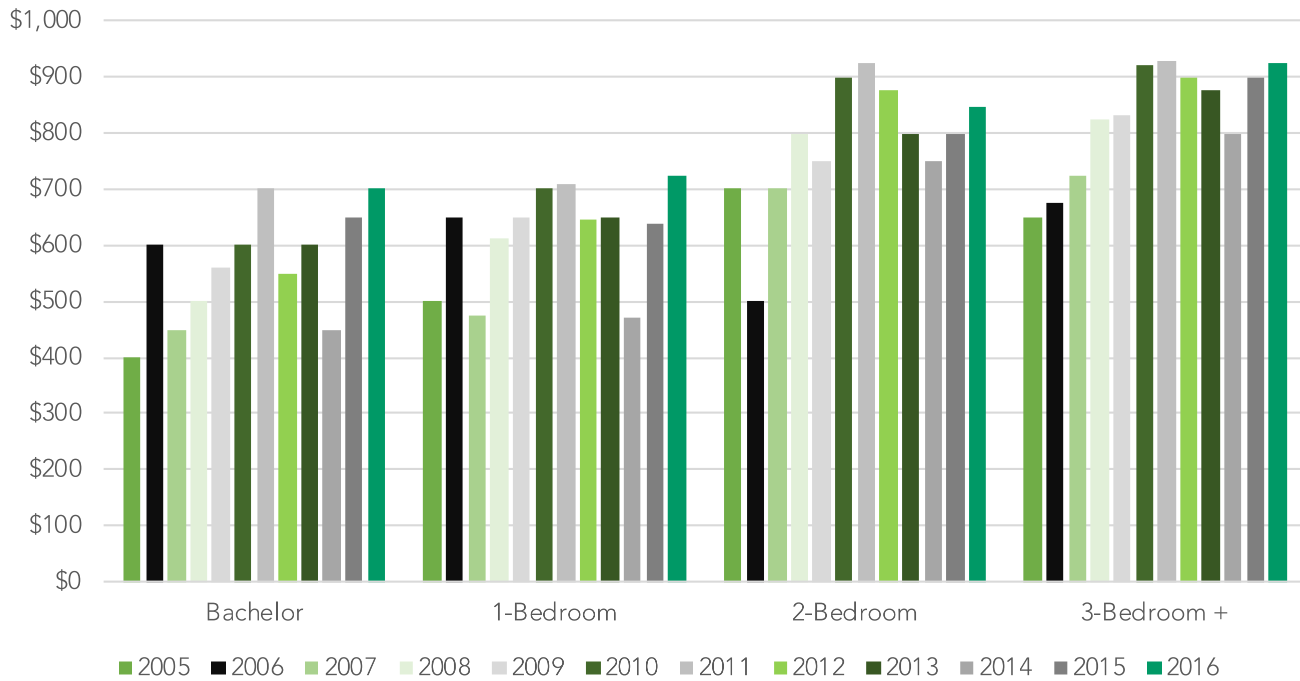
This paragraph should prelude the presentation of rental universe data for the local area(s). The data should be given as a snapshot of the most recent year of information. This data should be presented in a table.

TABLE 9: RENTAL UNIVERSE									
	AREA 1			AREA 2			AREA 3		
UNIT TYPE	# OF	#VACANT	% VACANCY	# OF	#VACANT	% VACANCY	# OF	#VACANT	% VACANCY
Bachelor	X	X	X%	X	X	X%	X	X	X%
1-Bedroom	X	X	X%	X	X	X%	X	X	X%
2-Bedroom	X	X	X%	X	X	X%	X	X	X%
3-Bedroom	X	X	X%	X	X	X%	X	X	X%
TOTAL	X	X	X%	X	X	X%	X	X	X%

After the table, discuss the information. Discussions should include which bedroom types are most and least prevalent in the local area(s). It should also reiterate which bedroom types the vacancy in the local area(s) is.

This paragraph should prelude the presentation of rental rate data for the local area(s). This data should be given as a timespan. This data should be presented in a graph or chart. Topics of discussions are: the trend of rental rates per bedroom type over the years, any anomalies or special characteristics.

Figure 13: RENTAL RATES



After the image, discuss the information. Topics of discussions are: the trend of rental rates per bedroom type over the years, any particular characteristics.

This paragraph should prelude the presentation of rental rate data for the local area(s) in table format. This table should contain all the timespan available.

TABLE 10: RENTAL RATES				
UNIT TYPE	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Bachelor	X	X	X	X
1-Bedroom	X	X	X	X
2-Bedroom	X	X	X	X
3-Bedroom	X	X	X	X
AVERAGE	X	X	X	X

After the table, this paragraph should discuss the information presented. Discussions should include the trend of the rental rates overall as well as per bedroom type. Any special characteristics or anomalies should also be discussed.

This line preludes the rental count data for the local area(s). This data should cover a timespan. This data should be presented as a table.

TABLE 11: RENTAL COUNTS				
UNIT TYPE	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Bachelor	X	X	X	X
1-Bedroom	X	X	X	X
2-Bedroom	X	X	X	X
3-Bedroom	X	X	X	X
TOTAL	X	X	X	X

After the table, discuss the information. Discussions should include the trend of the rental counts in the local area(s) over time. Special characteristics or anomalies should also be discussed.

3.1.3 RENTS & INCOME REQUIRED

This section discusses the Core Needs Income Thresholds (CNITs) of the local area(s) and the associated affordable rents. The CNIT states the maximum income levels that a household may earn and still be eligible for a rent subsidy in eligible rental projects in the community. This paragraph should include CNIT data for the local area, with a table, and explain its importance in determining rental affordability.

TABLE 12: CNIT					
	BACHELOR	1 BDRM	2 BDRM	3 BDRM	4 BDRM
INCOME THRESHOLD	X	X	X	X	X
RENT BASED ON 30%	X	X	X	X	X

After the table, discuss the information. Discussion should include how the rental rates are derived. It should also explain what the thresholds mean and provide an example.

3.2 CONDITION AND SUITABILITY

This section discusses data regarding the adequacy, suitability and affordability of housing in the local area(s). This paragraph should briefly explain which metrics are going to be investigated in this section.

3.2.1 HOUSING STATE OF REPAIR

Age and Major Repairs

This paragraph should begin with stating the need for major repairs in the local area(s). It also preludes the presentation of the relevant data. The data should include provincial information. This data should be presented in a table.

TABLE 13: NEED FOR REPAIRS				
	AREA 1	AREA 2	GREATER REGION	PROVINCE
MAJOR REPAIRS NEEDED	X%	X%	X%	X%

After the table, discuss the information. The discussions should include comparisons of the local area(s) data to that of the greater region and province. Any special characteristics or anomalies should be noted.

This paragraph should prelude the presentation of housing age data for the local area(s). This data should be presented as a table.

TABLE 14: AGE OF HOUSING			
DATE OF CONSTRUCTION	AREA 1	AREA 2	GREATER REGION
TIMESPAN 1	X	X	X
TIMESPAN 2	X	X	X
TIMESPAN 3	X	X	X
TIMESPAN 4	X	X	X
TIMESPAN 5	X	X	X
TOTAL:	X	X	X

After the table, discuss the information. This discussion should be focused on the major times of development for the local area(s). It should compare the similarity or differences of high building times between the local area(s) and the greater region. The discussion should also include a statement regarding how old on average the housing is, and should state if the majority of housing falls under a certain age group.

3.2.2 HOUSING SUITABILITY

Suitability

This paragraph should begin with an explanation of housing suitability. It also preludes the presentation of suitability data. This data should be presented in a table.

TABLE 15: UNSUITABILITY DATA	
AREA	UNSUITABILITY RATE
AREA 1	X%
AREA 2	X%
GREATER REGION	X%
PROVINCE	X%

After the table, discuss the information. The discussion should compare the information for the local area(s) to that of the greater region and province. Any special characteristics or anomalies should be noted.

Affordability
This paragraph preludes the presentation of housing affordability data for the local area(s). This data should be presented in a table.

TABLE 16: AFFORDABILITY DATA			
OWNER METRICS	AREA 1	AREA 2	GREATER REGION
% OVERSPENDING ON SHELTER	X%	X%	X%
AVERAGE MONTHLY COST	X	X	X
TENURE METRICS		X%	
SUBSIDIZED HOUSING	X%	X%	X%
OVERSPENDING ON SHELTER	X%	X%	X%
AVERAGE MONTHLY COSTS	X	X	X

After the table, discuss the information. This paragraph should discuss the information regarding home owners in the local area(s) and greater region. The metrics to discuss are what percentage overpay for shelter and the average cost of mortgage.

This paragraph should discuss the information regarding tenants in the local area(s) and greater region. The metrics to discuss are the percentage overpaying for shelter, the average monthly cost of shelter for tenants and the percentage of tenants in subsidized housing. If there are multiple areas of interest, each one should have its metrics discussed in detail.

3.3 SPECIAL NEEDS HOUSING

This section is to provide information regarding the proponent's current, past or future efforts within or outside the local area(s) to develop a housing system. The discussions should include information regarding current, past or future programs and operations. This section can also include specific information about amounts of people served by the proponent as well as other statistics. The exact nature of the discussion is contingent on the information available regarding the proponent.

SUMMARY & CONCLUSIONS

This section is to summarize the document and reiterate all the findings presented in the various sections. This first paragraph should reiterate the importance of affordable housing.

This paragraph should state the purpose of the study and what sorts of metrics were investigated. Reasoning should also be given as to why these metrics were investigated.

This paragraph should summarize the population data. It should give the most recent population count for the local area(s) and give the estimated population in 15 years if growth trends continue. Historical growth rates should then be stated. Afterwards, the median age of the local area(s) should be stated and compared to the province. Lastly, age projection data should be summarized. The discussion regarding projection data should focus on the change in standard age brackets from the current year to the *furthest* projected year.

This paragraph should summarize the income data. The first topic should be the differences in income between family types within the local area(s). Afterwards, the proportion of the population in the top-half of the income distribution in the local area(s) should be stated and compared to the province. Lastly, low-income data should be summarized. The discussion should include the prevalence of low-income compared to the province and which group within the community suffers the greatest rate of low-income.

This paragraph should summarize the housing supply data. The first topic should be the housing diversity of the local area(s). The discussion should talk about which housing type is primary in the area(s). It should also talk about the trend of housing diversity over time. The next topic is regarding the proportion of renters versus homeowners in the local area(s). It should simply be stated which group is the majority. Lastly, the rental market and vacancy rates for the local area(s) should be discussed. For rental rates, the discussion should focus on the trend over time. For vacancy, the most recent vacancy rate for the local area(s) should be provided and the trend should be briefly discussed.

This paragraph should summarize the rental universe data. The first topic should be the most recent count of units in the local area(s). The trend over time should also be discussed in whether the count increased or decreased. Lastly, the trend of unit diversity should be discussed.

This paragraph should summarize the need for major housing repair data. The first topic should be comparing the rate of major repairs needed in the local area(s) to the province's rate. This paragraph should end with stating the periods of major development in the local area(s) and the age of the majority of housing.

This paragraph should summarize the suitability data. The discussion should compare the unsuitability rate of the local area(s) to that of the province.

This paragraph should summarize the affordability data. The first topic should be the number of owner and tenant households overpaying for shelter in the local area(s). This discussion should also include the proportion of unaffordability in both owners and renters. The threshold for unaffordability should also be mentioned. Afterwards, the median shelter cost should be provided for both owners and tenants.

This paragraph should reiterate the mandate of the proponent and their goal in conducting this assessment. It should end with mentioning how the proponent's goals can benefit the local area(s).

APPENDIX

This section should contain all maps, raw data files, statistics and other information used in the assessment that should also be available for review. Usually this is information that is not readily available via a reference or source. This also contains reference information such as maps and background economic information. Ensure that there is reference to the Appendix in the main document whenever necessary. Note that each Appendix item should be on a separate page and assigned a separate list number.

REFERENCES

This is where the sources used in the document should be referenced and acknowledged. Ensure that the desired citation methodology is used here and consistent with the rest of the document.

TEMPLATE: COMMUNITY CONSULTATIONS

COMMUNITY CONSULTATION #1

Introduction and Discussion about Affordable Housing

Overview:

Why are we having this community consultation, and why is it needed?

- To introduce the community to the idea of an affordable housing project, discuss the need for affordable housing, and explore what affordable housing means to individuals in the community.
- To engage the community in the project and get their feedback so that this can be incorporated into decision making and ensure the project is right fit for the community, and fulfills their needs. This also allows any concerns or issues to be addressed early on in the process.

Intended Outcome: *Participants have a better understanding of what affordable housing is, the need for it, and how it can benefit their community.*

- Increased knowledge of what affordable housing is, and the need for affordable housing in the community.
- A change in attitude towards affordable housing to be more positive and supportive if there are individuals who are reluctant to see an affordable housing development in their community.

Opening Presentation:

1. Who is the ARDN and what we do. Present the project with ARDN, and what ARDN is engaged to do.
2. Why we are here today, and desired outcomes.
3. Present the main points from the needs assessment, and the main findings.

Set up:

Discussion #1: What is the need for affordable housing?

Question 1: Understanding Affordable Housing: *What do the words "affordable housing" mean to each of us around the tables?*

- Write ideas on stickees or cards and place on wall in room
- Facilitator goes over cards and with group identify themes and commonalities in the room

Question 2: Issues and Needs: *What are some of the issues and needs that exist now or potentially could emerge in the future concerning affordable housing in this community? Include both human and physical issues and needs in your discussion.*

- Table groups discuss question and identify together responses to the question
- Responses are written on cards and placed on flipcharts and/or walls near each group (1 idea/card)

- Gallery walk to view the work of all tables
- Facilitator has large group identify themes and commonalities

Question 3: Addressing Affordable Housing Issues in the Community: *How could the proposed project (presentation earlier) assist the community to address affordable housing issues and needs? What are the benefits of the project? What might be some of the challenges or obstacles? How can the community be involved in the project? What else could the community do? What else within its mandate could ARDN do?*

- Placemat sheet with each question handed out to each participant
- Participants complete sheet individually
- Participants share their responses to all at their table
- One person from each table presents a snapshot of the responses/discussion to each question on the placemat
- Facilitator will have group identify themes and commonalities on how to address affordable housing issues in the community from the report back
- Individual placemats will be collected

Following the community consultation:

1. Prepare the "What We've Heard" document for the consultation.
2. Identify potential sites for the project.

COMMUNITY CONSULTATION #2

Feedback on Potential Project Sites

Overview:

Why are we having this community consultation, and why is it needed?

- To review the potential sites for the affordable housing development based on the site selection analysis, and get feedback from the community on the suitability of these sites.
- This is necessary to ensure the community's feedback is incorporated in the site selection, and any concerns with the site location are heard and addressed in the decision process so that the ideal site is selected for the project and the community supports the decision.

Intended Outcome: *Community members have provided their feedback on the site location for the affordable housing project based on the site selection analysis.*

- Pros and cons of each site are identified. Any major concerns are raised, and preferences are identified.

Opening Presentation:

1. Recap of who the ARDN is and what we do.
2. Why we are here today, and desired outcomes.
3. Review main points from the "What We've Heard" document from community consultation #1.
4. Present the potential site(s) identified.

Set up:

Discussion #1: What is the need for affordable housing?

Question 1: *What do you think the strengths, weaknesses, opportunities, and threats of each site are to the community?*

- SWOT analysis, in small groups with a volunteer from the group writing down their answers on flip charts. Then they share with the group, in short one minute summaries.
- If the group is very small, this can be done as an entire group.

Question 2: What do you think the strengths, weaknesses, opportunities and threats of each site are to the project?

- SWOT analysis, in small groups with a volunteer from the group writing down their answers on flip charts. Then they share with the group, in short 1 minute summaries.
- If the group is very small, this can be done as an entire group.

Discussion #2:

Question 1: *Are there any other considerations that we should have for this site, or any other thoughts you want to share about the site?*

- General group discussion, with the option of writing feedback on pieces of paper and submit them to the facilitators.

Following the community consultation:

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

COMMUNITY CONSULTATION #3

Building Program

Overview:

Why are we having this community consultation, and why is it needed?

- To generate ideas of what the affordable housing development could look like based on the need that has been identified.
- To involve the community in the process, incorporate their feedback, and ensure the community's needs are appropriately addressed.

Intended outcome: *community members have provided their feedback on the proposed project details, and have identified ancillary uses for the building that could provide added value to the community.*

- Feedback is provided and ideas are generated on the number of units, type of units, and who would live there.
- Feedback is provided and ideas are generated on potential ancillary uses for the building.

Opening presentation:

1. Recap of who the ARDN is and what we do.
2. Why we are here today, and desired outcomes.
3. Review main points from the "What We've Heard" document from the previous community consultation, and briefly the main points from the need assessment.
4. Present site selection analysis.
5. Provide attendees with precedent images and other examples of affordable housing projects. (Kennedy document).

Set up:

- What we heard and needs assessment points on foam boards

Discussion #1: *Generate ideas about type of units, number of units (density), and who will live there.*

- Small group discussions, and sharing with the group
- At the end, a survey to get statistics on total number of people that agreed with each option.

Discussion #2: *Talk about community opportunities for ancillary uses (daycare, coffee shop).*

- Stickees, grouping ideas together, etc

Following the community consultation:

1. Prepare the "What We've Heard" document for the consultation.
2. Select the site
3. Complete functional site analysis

COMMUNITY CONSULTATION #4

Building Form

Overview:

Why are we having this community consultation, and why is it needed?

- To get feedback from the community about the build form for the project, and what would best suit the community and the specific site.
- To involve the community in the process, incorporate their feedback, and ensure the community's needs are appropriately addressed.

Intended outcome: *community members have provided their feedback on the build form for the project.*

- Feedback is provided and ideas are generated on the best build form for the project.

Opening presentation:

1. Recap of who your organization is and what you do.
2. Why we are here today, and desired outcomes.
3. Review main points from the "What We've Heard" document from the previous community consultation,
4. Present the selected site, and functional site analysis

Set up:

- **What we heard and needs assessment points on foam boards**

Discussion #1: *Generate ideas about the best building form to suit the site, demographic, number of units, etc.*

- Small group discussions, and sharing with the group

Discussion #2:
Question 1: Are there any other considerations that we should have for this site, or any other thoughts you want to share about the site?

- General group discussion, with the option of writing feedback on pieces of paper and submit them to the facilitators.

Following the community consultation:

1. Prepare the "What We've Heard" document for the consultation.
2. Finalize the building form and site layout
3. Do elevation studies
4. Do the landscape study

COMMUNITY CONSULTATION #5

Review of Recommended Concept

Overview:
Why are we having this community consultation, and why is it needed?

- To get feedback from the community about the recommended concept for the project.
- To involve the community in the process, incorporate their feedback, and ensure the community's needs are appropriately addressed.

Intended outcome: *community members have provided their feedback on the recommended concept for the project.*

Opening presentation:

1. Recap of who your organization is and what you do.
2. Why we are here today, and desired outcomes.
3. Review main points from the "What We've Heard" document from the previous community consultation,
4. Present the recommended concept for the project, including building form, site layout, elevation studies, and landscape study.

Set up:

- **What we heard and needs assessment points on foam boards**
- **Recommended concept on foam boards with details**

Discussion #1: *Get feedback on the design and concept.*

- Group discussions, and sharing with the group.

Discussion #2:

Question 1: Are there any other considerations that we should have for this site, or any other thoughts you want to share about the site?

- General group discussion, with the option of writing feedback on pieces of paper and submit them to the facilitators.

Following the community consultation:

1. Prepare the "What We've Heard" document for the consultation.
2. Finalize the recommended concept and incorporate any feedback that needs to be incorporated.

TEMPLATE: BUSINESS CASE

Below is a template for the report that outlines all the relevant topics that should be covered in a standard Business Case report.

NOTES ABOUT TEMPLATE

The format of the template is such that each paragraph instructs how the paragraph should be constructed. It will refer to data and how it should be presented. Placeholder tables and images will be included to demonstrate what data presentation should look like. Please note that **all information in this template is a suggestion and may be modified as required**. It might be required to include additional sections or to not include standard sections used in the template.

Regarding references to the area, the document is written so every reference to an area or community is listed as 'local area(s)'. 'Local areas(s)' is to refer to all interest or target areas of the report. The plural is included in case there are more than one target communities of the report.

Regarding references to the greater region, this refers to the county or district the area falls under. Depending on the circumstance, this information may not have to be included.

Regarding methodology for referencing, note that this is to the discretion of the writer creating the report. Regardless of the methodology, it is important to remain consistent throughout the report. It might be required in certain formats to include in-text citations.

Regarding if the report has a specific focus, note that this template intends to cover the local area(s) in a general sense. If there is a specific focus for the report such as Indigenous peoples or women in need, adjust the report as needed.

EXECUTIVE SUMMARY

This is a summary of the entire document. One should be able to read just this summary and understand the key points of the entire document. It is recommended to prepare this portion of the document last. In this paragraph, mention the client, the organization preparing this document and the purpose of the study.

This paragraph should continue from the previous one stating that this document was conducted to prove the viability of the project. It should also state that the need has been proven based on a previously conducted Needs Assessment. It should be made clear how one can access the Needs Assessment. The paragraph should end with reiterating the purpose of the document, which is to highlight the project as well as to prove the viability of the project.

This paragraph should be a brief summary of the findings of the Needs and Demand Assessment. Whatever metric is most interesting or most relevant to the overall project should be mentioned here.

This might be income metrics or age distribution metrics or some combination. The paragraph should end with stating that this project would help fill the gap existing in the community, as identified by the Needs and Demand Assessment.

This paragraph should state any special features of the project. This might be innovative building design or something similar. State the reason for the feature as well, such as if it reduces overall cost or increases efficiency etc.

This paragraph should summarize the building metrics of the project. It should include the total square footage of the project and the exact amount of units. The form of the project should also be stated. For example, whether it's a building or row housing etc. This paragraph should also state what unit types the build forms contain, for example if there both market and affordable units in a building it should be stated as such. Then, the unit mix should be included. There should be a breakdown of the unit mix for each unit type (affordable, market, emergency etc.). State the amount of living spaces the project will create and mention what metric is being used to measure the rental rates for each unit type. Finally, mention the cost of the project and whether or not the amount is inclusive of the land cost.

FINANCING SUMMARY

This paragraph should summarize again the reason this Business Case has been conducted. It should also note that it will evolve as the project does. Lastly, this summary should contain information regarding where the funding for the project is expected to come from. This includes stating equity and debt funding both. Where land will come from and whether it will be equity or debt funded should also be stated.

TOTAL PROJECT COST INCLUDING LAND	
Owner Equity including Land @ X% of total cost	X
EQUITY FUNDING @ X% of total cost	X
FUNDING SOURCE 1 @ X% of proj. amt.	X
FUNDING SOURCE 2 @ X% of proj. amt.	X
Financing Required @ X% of total cost	X

This paragraph should again outline the purpose of the project and state that this Business Case will illustrate that this project is feasible and a solid investment opportunity.

GLOSSARY

Uncommon terms and important definitions should be included here. Thoroughly explain any terminology to ensure the reader has no issue understanding these terms when they appear in the document.

1. INTRODUCTION

1.1 CONTEXT

This paragraph should contain background information about why the project was started and state the overarching need that exists in the community.

This paragraph should state that the proponent has identified this need and started this project in order to address it. Mention the actions that the proponent has done for the project up until the creation of this Business Case.

Selected Site
This section should be included if site analysis has already been conducted and/or a site has been selected for the project.

In case it is appropriate to include this section, this paragraph should define the process that was undertaken in selecting the site, mention other potential sites that were considered (if any), give a brief overview of site details and explain why this site was selected and why it is ideal for the project.

Work Completed To-Date
This section is to define all the work that has been completed for the project up until the creation of this Business Case. This paragraph should state who the proponent engaged to complete the work defined below.

Needs and Demand Assesment
This section is to discuss the first step of a housing project which is to determine need. This paragraph should state that a Needs and Demand Assessment was conducted and also state who conducted the study.

Community Consultation
This section is to discuss the importance of community input in a housing project. This paragraph should state that the community was engaged and also state who was involved in engaging them.

Financial Model
This section is to discuss the importance of proving the financial feasibility of a project. This paragraph should state that a model was prepared showing financial feasibility and also state who created the model.

Business Case
This section is to discuss the importance of combining all previous information into a Business Case to be used for gathering support. This paragraph should state that a Business Case was prepared using all previous information and who created the Business Case.

2. CORPORATE PROFILE

2.1 HISTORY

This paragraph is optional in case the information following has been obtained from a published document of the proponent. If so, state the documents where the information is from.

This paragraph should summarize the overall history of the proponent and go into the details of their history in housing. This information should usually be taken directly from the proponent.

2.2 MANDATE AND VALUES

This paragraph should start with the mission statement of the proponent. If they have a vision it should also be stated here. This is followed by a list of the proponent's values.

List the proponent's values here:

- Value 1
- Value 2
- Value 3
- Value 4
- Etc.

This is where the organizational chart of the proponent specific to the project should be placed. Specific to the project means that this isn't necessarily the same as the proponent's internal organizational chart but rather a organizational chart which showcases how the proponent will organize people to manage the project.

3. PORTFOLIO PROFILE

3.1 OPERATIONS

This section should summarize the operations of the proponent as they relate to housing. This paragraph should include information like the size of their operations and the type of housing they provide. Information should also be provided regarding who the current operations aim to serve.

In this paragraph the capacity of the proponent should be talked about and whether or not current operations can sustain the demand that the proponent is facing.

3.2 PROGRAMS / FACILITIES

This section can differ between different proponents as per their specific situations. For example, if the proponent is operating facilities, they should be listed here with details. The details should include the years of operation, size, target market etc. If the proponent does not have current operations the alternative is to provide the program(s) the proponent operates. These programs do not necessarily have to be related to housing.

Another alternative might be to include details of how one can apply to the proponent's existing programs or housing. This gives insight into the capacity of the organization.

4. INSTITUTIONAL CONTEXT

4.1 ROLE IN PROVIDING HOUSING

This section should contain information on the role of the proponent in the local housing system. This paragraph should illustrate who the proponent aims to serve, how they serve them and whether or not they have the capacity to fully serve them. If they do not have the capacity, state what their plans are to meet the demand.

4.2 STAKEHOLDER RELATIONSHIPS

This section should contain information about the proponent recognizing the importance of stakeholder relationships and give examples of what they do to create and maintain these relationships. This paragraph should also contain a list of the important stakeholders that the proponent keeps relations with. These stakeholders should be related to housing or the project under consideration.

This line should reiterate that the proponent recognizes the importance of these relationships both overall and for this project.

5. ENVIRONMENTAL SCAN

5.1 CONTEXT

This section should give the background information of the local area(s). Include the geographical location and proximity to a major hub as well as a brief explanation of its history. Maps should be included and referred to in the Appendix. This paragraph should also include the most recent population count as well as the count for the greater region. A general projection of the population should also be given.

This paragraph should be a summary of the findings in the Needs and Demand Assessment. The information included here depends on the nature of the project and is situational. The information provided should be the part of the Needs and Demand Assessment which showcases the greatest need in the local area(s). This might be a large gap between local and provincial incomes, a high unsuitability rate, or a projection for growth in senior age groups. Whichever metrics are the most impactful to the local area(s) need are the ones which should be discussed here. The format to present these metrics are available in Summary and Conclusions section of the Needs and Demand Assessment template.

The previous paragraph should contain summary information for one of the investigated metrics in the Needs and Demand Assessment. This paragraph should contain summary information for the other key metric.

This section is where the metrics summarized previously should be shown in full. It is recommended to simply copy these sections as they were from the Needs and Demand Assessment. Include all figures, tables etc. that were included in the presentation of the data in the Needs and Demand Assessment. Also ensure to include all discussions regarding the data.

5.2 AFFORDABLE HOUSING CONTINUUM

This section should discuss the metrics of affordable housing used in the document and provide definitions. Usually the federal definition of affordable housing is provided here.

This paragraph is similar to the previous one but provides the definition for affordability at a provincial level.

This paragraph further defines affordability in terms of the continuum. It should explain the concept of the continuum as well as the specific ranges it contains.

This paragraph highlights the goal of the proponent with this project and how they are hoping to develop the local housing system. Details should include their target market, the type of housing to be developed and the recognized need for more housing. Any additional context behind the proponent's goal with the project should also be added here.

This paragraph should state whether or not the review of the demographic and housing data shows a demand for affordable housing in the local area(s) or not. It should also reiterate the priority of the proponent.

This paragraph should relay the importance of housing in a community, especially affordable housing. It should also state what the project will do to develop the local housing system. The economic implications of developing affordable housing should also be stated.

6. DEVELOPMENTAL PLAN

Assuming a site has been selected/confirmed.

6.1 PROJECT OVERVIEW

This section should give an overview of the site and the development. Details on the site and development such as design choices and unit mix should be included.

This paragraph should restate which site the proponent has selected for the project. Also restate why this site was chosen.

This paragraph should define the details of the site. This includes: location, distance to amenities, any special considerations, all features and required site development.
This sentence should introduce which types of units will be included in the development and be fol-

lowed with pictures of the units.

This paragraph should define one of the unit types in the development. The square footage should be mentioned as should any details and special characteristics. Additional paragraphs should be included for as many unit types there are.

Design considerations that were made for the development should be mentioned in this paragraph. This can include considerations such as safety or required infrastructure upgrades.

The proposed design concept should be presented in this paragraph. This means to talk about what the development will be like. Metrics to include are: the form of the development, special considerations and special features.

This paragraph should state the proposed unit mix of the development, this means to break down the number of units by type.

This sentence should talk about the schedule for project schedule and be followed by a preliminary schedule.

PROJECT SCHEDULE	
PHASE 1	X
PHASE 2	X
PHASE 3	X
PHASE 4	X
PHASE 5	X
PHASE 6	X
PHASE 7	X
PHASE 8	X
PHASE 9	X

6.2 ZONING

This section should detail the zoning of the site and the considerations that have to be made regarding zoning for the development. The information should include the legal outlines provided by the local government on zoning as well as considerations that have to be made specifically for the development.

This paragraph should introduce base legal requirements that detail zoning in the community.

This paragraph should mention any special considerations that have to be made for the development due to zoning laws. For example, if the site is not zoned properly, mention the process that will have to be undertaken for the land-use designation to be changed.

Additionally, outside of zoning, there might be guidelines from the local government on what development must include/exclude etc. List these guidelines in detail and mention any special characteristics they have.

In this paragraph, present a strategy of how the development will conform to all requirements as well as how proper zoning of the site will be ensured.

6.3 INITIATION

Site Description
This section is for formally detailing the site and including details which were not mentioned previously.

Site Analysis
This paragraph should include all the details on mitigations required for development on the site. Issues that require mitigation strategies such as safety concerns, noise concerns, infrastructure needs, etc., should all be mentioned.

Design Considerations
This paragraph should restate an overview of the design considerations the development will undertake.

Site Massing
This paragraph should provide details on the: size of the site, the building form of the development, the height of the development in stories, the types of units in the development, and the unit mix.

Governance Model
This paragraph should highlight the governance model that has been chosen for the development. If a governance model is not yet finalized, mention potential models and a timeline for when a governance model might be finalized.

Financing and Funding
This paragraph should talk about what sort of funding will be sought after for the project and what kind of funding it will be (equity, debt etc.). It should be followed by a list of requirements that fundings have that the project will have to conform to.

6.4 PLANNING

Request for Proposal (RFP) Process
This section details the process and methodology of the RFP that will be done for the project's construction.

The entire proposed RFP process should be mentioned here; this should include all of the following:

- How the RFP will be sent out
- How the selection will occur
- How consultation will occur

All steps that will be taken in the pre-award phase including:

- Requirements the nominee will have to adhere to
- Required documentation
- Required consultation
- Deliverables to be completed before award

All steps that will be taken in the post-award phase including:

- Reporting
- Quality assurance
- Risk mitigation

Design and Permitting

This section should explain the process for obtain permits in the community.

This paragraph should compile information from the local government on what the permit process is. Either give all the details or an overview of the major steps involved in the process.

6.5 EXECUTION

Project Management and Monitoring

This section should provide details on how project management and monitoring is going to be done the project.

This paragraph should highlight which processes will be followed and give details on the process.

6.6 CLOSURE

Stabilization

This section should describe how the project will transition into operations.

This paragraph should describe the close-out process and the initial steps after operations begin that the development will undertake.

Operations

This section should describe how the development will operate.

This paragraph should mention which Standard Operating Procedure (SOP) the development will follow and the specific details of that SOP. Additional details of operations such as requirements that funders might have should also be included here.

7. FINANCIAL PLAN & FORECASTS

This paragraph should talk about the building design of the project and specify the unit types within the building design. If there are any unique properties of the building design they should be mentioned here.

This paragraph should start with stating the number of living spaces in the project. If there are multiple different unit types it should be stated how many living spaces there are for each. The square footage of the project should be stated as well as the building form. Finally, the bedroom types within the unit types should be specified. Any special characteristics of any of these metrics should be mentioned here.

This paragraph should include the details of the rental model. It should specify what is included within rent and what is not and also give information regarding how many of the units will be accessible.

Affordable Housing Project			
UNIT TYPE 1		SF per Unit	Total SF
BEDROOM TYPE 1:	X	X	X
BEDROOM TYPE 2:	X	X	X
BEDROOM TYPE 3:	X	X	X
UNIT TYPE 2			
BEDROOM TYPE 1:	X	X	X
BEDROOM TYPE 2:	X	X	X
Total # of units:	X		X
Total including stairs and corridors:			X
Leasable Sq Ft:	X		
Gross Residential:	X		
Stairs & Corr. & Admin. & Reception	X		
Stalls:	X		
Total Sq-ft of Development:	X		

7.1 FINANCING AND FUNDING

This section summarizes the financials of the project. This paragraph should state whether or not the project is cash positive in year 1. It should also give total project cost and break down by percentage of the amount projected in equity and in debt. The source of the debt should be mentioned here.

This paragraph should detail the sources of the equity funding. Any specifics about the nature of the funding should be mentioned here. This paragraph should also detail the land ownership, how it will be obtained if it isn't already and the value of the land. The details of the debt should be given here as well. This should include the interest, amortization and any special circumstances.

TOTAL PROJECT COST INCLUDING LAND	
Owner Equity including Land @ X% of total cost	X
EQUITY FUNDING @ X% of total cost	X
FUNDING SOURCE 1 @ X% of proj. amt.	X
FUNDING SOURCE 2 @ X% of proj. amt.	X
Financing Required @ X% of total cost	X

This line preludes the presentation of rental information. It should be stated here how the rates for each unit type was determined.

Purpose	Type of Unit	# of Units	Per Unit Monthly Rent	Monthly Income
Unit Type 1	BEDROOM TYPE 1	X	X	X
Unit Type 1	BEDROOM TYPE 2	X	X	X
Unit Type 1	BEDROOM TYPE 3	X	X	X
Unit Type 2	BEDROOM TYPE 1	X	X	X
Unit Type 2	BEDROOM TYPE 2	X	X	X
TOTAL:				X

This paragraph preludes the presentation of the projected operating revenues and expenses in the first year of operations. This paragraph should state which metrics are included in the table and if any assumptions are being made. Things usually included in an operating summary are:

- The potential income of the buildings.
- The income after projected losses due to vacancy (an average of 10% should be assumed if there is no data).
- The expenses of the buildings 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.
- The overall surplus after all payments and expenses – in the first year.

Operating Summary	
Potential Gross Income	X
Effective Gross Income	X
Operating Expenses	X
Operating Expense Ratio	X%
Net Income	X
DCR	X
Surplus	X

This paragraph preludes the presentation of the proforma data. It should state what the proforma contains and which metrics are the most important for review. It should also state whether or not the year 1 DCR and the year 1 surplus are positive.

Year 1 to 5 Proforma					
Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Residential Revenues	X	X	X	X	X
Potential Gross Income (PGI)	X	X	X	X	X
Vacancy Loss : Bad Debts	X	X	X	X	X
Total Vacancy Loss	X	X	X	X	X
Effective Gross Income (EGI)	X	X	X	X	X
Operating Expense	Year 1	Year 2	Year 3	Year 4	Year 5
Expense 1	X	X	X	X	X
Expense 2	X	X	X	X	X
Expense 3	X	X	X	X	X
Total Expenses	X	X	X	X	X
Total Expenses as % of EGI	X%	X%	X%	X%	X%
Res. Net Operating Income (NOI)	X	X	X	X	X
Annual Debt Payment	X	X	X	X	X
Debt Coverage Ratio (DCR)	X	X	X	X	X
Surplus	X	X	X	X	X
Growth in Residential Revenue (Per Yr)		Cap Rate: 5.75%		X%	
Growth in Expenses (Per Yr)				X%	
Total Ending Surplus	X	X	X	X	X

Year 6 to 10 Proforma					
Revenue	Year 6	Year 7	Year 8	Year 9	Year 10
Residential Revenues	X	X	X	X	X
Potential Gross Income (PGI)	X	X	X	X	X
Vacancy Loss : Bad Debts	X	X	X	X	X
Total Vacancy Loss	X	X	X	X	X
Effective Gross Income (EGI)	X	X	X	X	X
Operating Expense	Year 6	Year 7	Year 8	Year 9	Year 10
Expense 1	X	X	X	X	X
Expense 2	X	X	X	X	X
Expense 3	X	X	X	X	X
Total Expenses	X	X	X	X	X
Total Expenses as % of EGI	X%	X%	X%	X%	X%
Res. Net Operating Income (NOI)	X	X	X	X	X
Annual Debt Payment	X	X	X	X	X
Debt Coverage Ratio (DCR)	X	X	X	X	X
Surplus	X	X	X	X	X
Growth in Residential Revenue (Per Yr)			Cap Rate: 5.75%	X%	
Growth in Expenses (Per Yr)				X%	
Total Ending Surplus	X	X	X	X	X

Year 11 to 15 Proforma					
Revenue	Year 11	Year 12	Year 13	Year 14	Year 15
Residential Revenues	X	X	X	X	X
Potential Gross Income (PGI)	X	X	X	X	X
Vacancy Loss : Bad Debts	X	X	X	X	X
Total Vacancy Loss	X	X	X	X	X
Effective Gross Income (EGI)	X	X	X	X	X
Operating Expense	Year 11	Year 12	Year 13	Year 14	Year 15
Expense 1	X	X	X	X	X
Expense 2	X	X	X	X	X
Expense 3	X	X	X	X	X
Total Expenses	X	X	X	X	X
Total Expenses as % of EGI	X%	X%	X%	X%	X%
Res. Net Operating Income (NOI)	X	X	X	X	X
Annual Debt Payment	X	X	X	X	X
Debt Coverage Ratio (DCR)	X	X	X	X	X
Surplus	X	X	X	X	X
Growth in Residential Revenue (Per Yr)			Cap Rate: 5.75%	X%	
Growth in Expenses (Per Yr)				X%	
Total Ending Surplus	X	X	X	X	X

<table>
<tr><th colspan="6">Year 16 to 20 Proforma</th></tr>
<tr><th>Revenue</th><th>Year 16</th><th>Year 17</th><th>Year 18</th><th>Year 19</th><th>Year 20</th></tr>
<tr><td>Residential Revenues</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td>Potential Gross Income (PGI)</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td>Vacancy Loss : Bad Debts</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
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<tr><td>Effective Gross Income (EGI)</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><th>Operating Expense</th><th>Year 16</th><th>Year 17</th><th>Year 18</th><th>Year 19</th><th>Year 20</th></tr>
<tr><td>Expense 1</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td>Expense 2</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td>Expense 3</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td>Total Expenses</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td>Total Expenses as % of EGI</td><td>X%</td><td>X%</td><td>X%</td><td>X%</td><td>X%</td></tr>
<tr><td>Res. Net Operating Income (NOI)</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td>Annual Debt Payment</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td>Debt Coverage Ratio (DCR)</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td>Surplus</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
<tr><td colspan="3">Growth in Residential Revenue (Per Yr)</td><td rowspan="2">Cap Rate: 5.75%</td><td colspan="2">X%</td></tr>
<tr><td colspan="3">Growth in Expenses (Per Yr)</td><td colspan="2">X%</td></tr>
<tr><td>Total Ending Surplus</td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td></tr>
</table>

8. CONCLUSIONS

8.1 TO CONSIDER

This paragraph should state the importance of marketing and how it will be key for the project to be successful. It should also state the key parts of the project that should be advertised. Examples of what should be advertised are given below:

- 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
- Built as per net-zero standards
- Capacity-building with other non-profits
- A building that will serve as an example to support future public and private investment to improve the community

This line should state that venues are also important for proper marketing and state which ones will be used for advertising the project. Examples of venues are given below:

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

Any additional efforts to advertise the project should be mentioned here.

MARKETING THROUGH REALTORS

This section should discuss the importance of marketing through local realtors. It should also mention what efforts have or are being made to obtain this advertising venue.

NEW RENTER AND TRAINING SUPPORT

This section should discuss the importance of training new tenants to prepare them for renting in the development. It should talk about what sorts of things the tenants will be trained on to lessen the risk of major issues arising.

8.2 FINAL

This section summarizes the case and reiterates its major metrics. This paragraph should mention the previously conducted Needs and Demand Assessment and state whether or not the research shows a need in the local area(s). It should also mention who the target market for the project is. The paragraph should end with stating how many living spaces the project will create.

This paragraph should contain the financial metrics of the project. It should include the total project cost, the percent equity funding vs debt funding, the source of land, the land cost and the source of the debt.

This paragraph should finalize the Business Case and again state that the metrics shown prove the feasibility and long-term viability of the project.

This line should mention the next steps of the project and provide them in a list. Examples of next steps are given below:

- Identifying who will own and manage the facility
- Negotiating the debt
- Revising the preliminary proforma statement as and when various pieces of this project are finalized

ACKNOWLEDGEMENTS

This section should acknowledge any parties who helped in the development of this case and the progress of the project.

APPENDIX

This section should contain all maps, raw data files, statistics and other information used in the case that should also be available for review. Usually this is information that is not readily available via a reference or source. This also contains reference information such as maps and background economic information. Ensure that there is reference to the appendix in the main document whenever necessary. Note that each appendix item should be on a separate page and assigned a separate list number.

REFERENCES

This is where the sources used in the document should be referenced and acknowledged. Ensure that the desired citation methodology is used here and consistent with the rest of the document.

SHI Guide
Project Planning & Process

PROJECT CHARTER TEMPLATE

Instructions: This document is your template for producing a project charter. A project charter is a document created by the project initiator that formally defines, measures, and controls a project. Typically, a short document, the project charter includes the objectives of a project, how it will be carried out, and who the stakeholders are. It is a crucial part of the project management toolkit and will be used/referenced throughout the project lifecycle.

Project Charter *Project Description:

Project Name:

EXECUTIVE SUMMARY

*The purpose of this section is to give a high-level, brief description of the project background, purpose, and scope. The Executive Summary should identify the main stakeholders and the key metrics regarding project timelines and budget. Finally, the Executive Summary should provide a general review of the risks and benefits of the project.

- How and why was the project initiated?
- Who will use the final deliverable of the project?
- Who will be impacted by the project?
- In some cases, the following is included in the Executive Summary:
    - Project goals and objectives
    - Major milestones
    - Key deliverables
    - Key risks
    - Estimated total costs

1. BACKGROUND AND PROJECT SUMMARY

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

2. PROJECT GOALS, BUSINESS OUTCOMES, AND OBJECTIVES

This section describes the project vision and goals, linking each of them with related, measurable project objectives and business outcomes. A project vision and project goals are high-level statements about what the project is trying to accomplish. They are broad, general intentions and are typically intangible and abstract.

Project objectives and business outcomes are, in contrast, concrete statements describing a desired outcome of the project. They are tightly bound to goals or steps toward achieving the goals. Measurement criteria are attributes of objectives and business outcomes that you can track over a period of time. They are used to confirm that an objective has been met. These will be used to confirm that an objective has been achieved.

Number	Goals	Objectives	Business Outcomes
1.		X	X
2.		X	X
3.		X	X
4.		X	X
5.		X	X

DELIVERABLES

Identify and define what the project must deliver in order to achieve the stated objectives.

Project Deliverable 1: Name	
Responsible person(s):	
Descriptions	
Acceptance criteria	
Due date	
Project Deliverable 2: Name	
Responsible person(s):	
Descriptions	
Acceptance criteria	
Due date	
Project Deliverable 3: Name	
Responsible person(s):	
Descriptions	
Acceptance criteria	
Due date	

3. SCOPE

Outline the formal boundaries of the project by describing how the business may change or alter by delivery of your project, also note what's relevant to the project and what is not. This is how you maintain better control of the project.

What will the project include:

1.
2.

What will the project NOT include:

1.
2.

4. PROJECT OUTLINE

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

PHASE 1

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

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

PHASE 2

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

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

5. LAND USE PLANNING FRAMEWORK

The intent of this section is to develop an understanding of the land use framework.

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

6. PROJECT RISKS, ASSUMPTIONS, AND CONSTRAINTS

Risks

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

*Add rows as needed

Risks	Likelihood (H/M/L)	Effect (H/M/L)	Mitigation Strategy

Assumptions

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

*Add rows as needed

Number	Assumptions
1	
2	
3	
4	

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

*Add rows as needed

Number	Category	Constraints
1		
2		
3		
4		
5		
6		
7		
8		

6. PROJECT MANAGEMENT STRUCTURE/ORGANIZATION

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

Project Driver(s)
    Represented by the following individual(s):
        First Name, Last Name – Position, Organization
    Roles and Responsibilities:
    - *List the responsibilities needed to successfully complete the project

Project Sponsor(s)
    Represented by the following individual(s)
    - First Name, Last Name – Position, Organization

    Roles and Responsibilities:
    - *List the responsibilities needed to successfully complete the project

Consultant(s):
    Represented by the following individual(s):
    - First Name, Last Name – Position, Organization

Project Supervisor:

Project Manager:

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

6. PROJECT SCHEDULE

2019	
January - April	Phase 1 • Task 1 • Task 2 • Task 3
April – August	Phase 2 • Task 1 • Task 2 • Task 3
August - December	Phase 3 • Task 1 • Task 2 • Task 3

PROJECT BRIEF WORKSHEET

1. SITE INFORMATION

Municipal Address:

Current Zoning:

Land Ownership:

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

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

2. PROJECT STATISTICS

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

Number of units: ______________________________

Type of units: ______________________________

Size of units: ______________________________

Commercial space: ______________________________

Office space: ______________________________

Common space: ______________________________

Number of storeys: ______________________________

Accessibility considerations: ______________________________

Parking Needs: ______________________________

3. CONSTRAINTS

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

Known Constraints:

4. COMMUNICATIONS

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

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

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

Communications to Municipality to Date:

20 QUESTIONS TO ASK AN ARCHITECT OR ARCHITECTURAL FIRM BEFORE YOU DECIDE OR SIGN A CONTRACT.

1. What do you see as the key issues, challenges or considerations for this project?
2. How will you approach this project?
3. What will the project start-up process look like?
4. How will you establish priorities and make decisions?
5. Who will we be dealing with directly? Who will be designing the project?
6. How interested is your firm in this project?
7. What about your firm or experience makes you suitable for this project?
8. How do you establish fees?
9. What fee would you expect for this project?
10. What are the steps in the design process?
11. How do you / your team organize the process?
12. What do you expect from us as a client?
13. What is your experience with cost estimating?
14. What is your experience with project management?
15. What is your experience with public consultation?
16. What do you see as milestones or deliverables for approval (models, drawings, rendering) from us during the design process?
17. If the scope of the project changes, will there be a fee adjustment?
18. What services does your firm provide during construction? Will we have a regular meeting during construction with builder/client/architect?
19. How long do you expect construction to take, or how disruptive will it be?
20. Do you have a list of past clients/projects we could look at?

SHI Guide
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REQUEST FOR PROPOSALS (RFP) TEMPLATE

Purpose: This document is your template for producing a Request For Proposal (RFP). An RFP is used to solicit bids from qualified vendors and identify which vendor is best suited to complete your project. The process allows you to outline the specific requirements for your project and detail your organizations needs and constraints.

An RFP is typically used when a client knows what they would like to achieve but has not fully defined the scope of work. An RFP allows the client to benefit from the experience and creativity of the vendors in defining the best path to success.

[INSERT CLIENT NAME]

[INSERT PROJECT NAME]

REQUEST FOR PROPOSALS

[INSERT RFP NUMBER]
FOR
[INSERT PROPOSED SERVICES]

RFP RELEASE DATE: INSERT DATE
RFP CLOSE DATE: INSERT DATE & TIME

PROPOSAL SUBMISSION: INSERT SUBMISSION TYPE/EMAIL ADDRESS
PROPOSAL CONTACT: INSERT CONTACT NAME
EMAIL: INSERT CONTACT EMAIL
ADDRESS: INSERT CONTACT ADDRESS
TELEPHONE: INSERT CONTACT TELEPHONE

CONTENTS

1.0 INTRODUCTION

1.1 Project Overview

Insert a general introduction of the project

1.2 Project Team

Insert description of the Client.

Insert name of Project Manager and Role.

1.3 Proposed Project Schedule

Insert completion date

*project schedule is developed by the client in consultation with the successful proponent.

2.0 INSTRUCTIONS TO PROPONENTS

2.1 Introduction

- Insert description of the site, existing building(s) to be retained and anticipated development.
- Insert description of environmental standards
- Insert description of phasing and/or project schedule targets
- Insert project cost
- Insert method of construction procurement
- Insert preliminary planning, programming or similar information:
    - Describe who the building or renovation is intended to serve?
    - Describe the client organization and decision making structure of the project.
    - Describe the intent of the project.
    - Describe key drivers for the project (eg. funding/financing/expansion/etc.)
    - Describe important factors in the success of the project.

2.2 Proposed Schedule of Events

The following dates (subject to change) apply to the RFP

Insert dates related to:

- Date of RFP:
- Date for addendums to be issued (if required):
- Date and time proposal is due:
- Date(s) for interviews:
- Commencement date of services:

2.3 Inquiries and Changes

Insert all contact information for direct inquiries and questions regarding the RFP Process of Scope of Work to:

- Insert name of contact (telephone, email, etc.)

All other questions and inquiries relating to this project and/or the (insert organization name), are to be directed to:

- Insert name of contact (telephone, email, etc.)

Proposal inquiries may be submitted via email or telephone and must be submitted by:

- Insert date
-

Addenda, will be issued to the confirmed proponents. Addenda will be incorporated into this RFP.

(insert organization name) reserves the right to modify or change the content of this document prior to the date the proposals are due.

Contact is restricted to the person(s) listed above. Contact with individuals other than listed may result in Proposal disqualification.

2.4 Submission Requirements

2.4.1 Proposal submission

Proposals shall be submitted (insert submission type; email, mail, in-person, etc.)

Proposals shall be submitted to:

Insert name and address of contact

Insert number of copies required to be submitted

2.4.2 Minimum Qualifications

Proponents and key team members must be registered to practice in the province of Alberta and have experience working on similar projects.

*Optional

Team members are to be experienced in … (insert description of project components)

2.4.3 Proposal Format

1. Firm overview, background, and values.
2. Project Understanding.
3. A description of key members from each discipline, their roles and a brief description of related experience.
4. A team organization chart and description of the working relationship of team members.
5. A description of three to five directly related projects completed in the last 10 years. Descriptions should identify the cost, completion date and participation of team members proposed on this project.
6. A list of three references including contact information from past projects with direct experience..
7. A statement of proposed design approach and assumptions you firm has made in preparing this proposal.
8. A statement of your proposed project management methodology including costs, schedule and quality control.

2.5 Proposal Evaluation

Item Description	Maximum Points	Proponent Score
Firm: overview, background, values	10	
Individual Team Members: related project experience, expertise and compatibility	20	
Team Organization: organization and compatibility	10	
Directly Related Project Experience	20	
Project Understanding: project and client goals	15	
Design Approach *if applicable	10	
Project Management Methodology: cost, schedule and quality control	15	
Total	100	

3.0 SCOPE OF SERVICES

3.1 Basic Services

The following are the basic services to be provided on the project and to be reimbursed by the percentage fee quoted:

- Insert services (eg. architecture and interior design, structural, mechanical and electrical engineering, civil engineering and landscape architecture).

3.2 Additional services

The following services are additional services and will be reimbursed by an identified fixed fee or on a time basis fee:

- Insert services (eg. facility programming, master planning, community consultation, etc).

4.0 SPECIALTY CONSULTANTS

Specialty consultants will be engaged separately by the client. The successful proponent will coordinate the services of the identified specialty consultants within fee for basic services.

5.0 FORM OF AGREEMENT

Insert form (eg. RAIC Document 7)

END OF REQUEST FOR PROPOSAL

*Template based on Consulting Architects of Alberta - RFP Prime Consultant Form

SHI Guide
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REQUEST FOR QUALIFICATIONS (RFQ) TEMPLATE

Purpose: This document is your template for producing a Request For Qualifications (RFQ). The RFQ process seeks to generate pricing and scope of services from a variety of respondents.

[INSERT CLIENT NAME]

[INSERT PROJECT NAME]

REQUEST FOR QUALIFICATIONS

[INSERT REFERENCE NUMBER]
FOR
[INSERT PROPOSED SERVICES]

RFP RELEASE DATE: INSERT DATE
RFP CLOSE DATE: INSERT DATE & TIME

PROPOSAL SUBMISSION: INSERT SUBMISSION TYPE/EMAIL ADDRESS
PROPOSAL CONTACT: INSERT CONTACT NAME
EMAIL: INSERT CONTACT EMAIL
ADDRESS: INSERT CONTACT ADDRESS
TELEPHONE: INSERT CONTACT TELEPHONE

1.0 INTRODUCTION

1.1 General Conditions

Insert purpose of the request

1.2 Submission Conditions

Request for disclosure of an actual or potential conflict of interest

Insert requirements for completion. No changes or amendments will be accepted after the closing date/time.

1.3 No Commitment

Insert statement (eg. no commitment on the part of the issuing party shall exist under this RFQ until the proponent has received confirmation that it has been selected to complete the work.)

1.4 Insurance and Workers Compensation Board Requirements

Insert 'Mandatory Eligibility Requirements'.

2.0 PROJECT OVERVIEW AND SCOPE

2.1 Project Description

- Insert description of work and role of successful proponent
- Insert description of any standards or qualifications required

2.2 Duties, Responsibilities and Deliverables of the Service Provider

The successful proponent will be responsible for:

- List responsibilities and deliverables

2.3 Anticipated Project Schedule

RFQ Issued	Insert Date
Bid Closing	Insert Date
Contract Award	Insert Date
Start-up	Insert Date
Completion	Insert Date
Final Sign-off	Insert Date

2.4 Submission Requirements

All submissions should be by: (insert preferred submission type: email, mail, in-person, etc.)

END OF REQUEST FOR QUALIFICATIONS

POST-IMPLEMENTATION REVIEW

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

GAP ANALYSIS
Did your project's results match the original objectives outlined in your project charter?
Were the expected deliverables at a satisfactory level of quality?
If there are missing gaps in your project, how do you intend to fill them?

PROJECT GOALS
Is your project functioning as expected?
Is it functioning well, and how can it be adjusted for future operating demands?
Are the necessary controls and systems in place and are they operating at an acceptable level?
What activities are needed to support the project's success?
If you have identified problems, how will it be addressed?
Did the end result achieve the same quality, budget and schedule that was set out in the original concept plan?

STAKEHOLDERS
Is the project sponsor satisfied? Did you meet their expectations?
Were the end users' needs met?
How does the end user benefit?
If key stakeholders are not satisfied with the end results, how should this be addressed?

FUTURE DEVELOPMENT
Are all the expected benefits demonstrated in your end result? If not, what is needed to achieve them?
Are their opportunities available to make additional changes that would deliver more value?
Can other additional benefits be achieved?

LESSONS LEARNED
How well did you adhere to the budget, project timelines and cost? To what extent were the projects' deliverables assessed?
What were the problems and how did they occur?
What solutions could be implemented to improve the situation and how can these problems be avoided in the future?
What went well, and needs to be learned from?

REPORT FINDINGS AND RECOMMENDATIONS
What have you learned by completing this review?
Do you need to correct past actions to achieve your expected benefits?
What lessons have you learned that need to be applied to future projects?
Can future projects build on the success and benefits already achieved?