



## PART 2 – Required Attachments

Please ensure each application package contains the following supporting information. Applications will be deemed incomplete if all required information is not submitted. Under extenuating circumstances and at the discretion of The City, Applicants may be asked to clarify application material prior to and during the evaluation process.

Label all files as per the direction indicated on **Application Submission Instructions**.

### 1. **Status**

The named applicant must be an Alberta registered charity, society, or other not-for-profit entity, with a registered office based in Calgary, whose mandate includes, but is not necessarily limited to, the supply and operational management of non-market housing. Supporting information required with applicant submission:

- Organizational structure with director details (name, position, start date, profile summary, etc.),
- Organizational governance model,
- Government of Alberta Corporation/Non-Profit Search for the applicant, and any proposed partners, carried out within the last 30 days.
- Copy of organization bylaw.

### 2. **Non-Market Housing Experience**

The named applicant must have a minimum of 5 years of recent experience in the management of non-market housing in Calgary. Supporting information required with applicant submission:

- Documentation to demonstrate experience managing non-market housing facilities of a similar type, size and scope with similar tenancy over the past 5 years. Provide details of location (property address), type of property, client profile, number of units and number of years of non-market housing management experience.
- If the named applicant does not meet these standard criteria, they may partner with one or more organizations which does meet these criteria. All partnerships shall be clearly documented through a letter of intent, or a memorandum of understanding signed by the named applicant and the partner(s).

### 3. **Development/Construction Experience**

The named applicant must have a minimum of 5 years of recent experience in designing, developing and constructing multi-residential projects in Calgary. Supporting information required with applicant submission:

- Three (3) letters from references familiar with the named applicant's (or partners') work and experience in designing, developing, and constructing multi-residential projects over the past 5 years.
- Documentation to demonstrate the named applicant's experience in designing, developing, and constructing, including a list of completed and current projects of similar size and scope as the proposed subject building with details of



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location (property address), type of property and asset class, number of levels, number of units, overall project budget and year completed.

- If the named applicant does not meet these criteria, they may partner with one or more organizations which does meet these criteria. All partnerships shall be clearly documented in the attachments through a letter of intent, or a memorandum of understanding signed by the named applicant and the partner.

### 4. **Financial Strength**

Supporting information required:

- The named applicant's audited financial statements for the previous three (3) years. Audited financial statements must demonstrate good and prudent financial management with balanced budgets, prudent reserves, a good balance sheet position and reasonable borrowing capacity in place. Auditor Notes must provide confidence in the reliability and consistency of sound financial practices and organizational health.
- Disclosure of any financial liabilities (committed or contingent).
- Documentation validating secured sources of funding to support project development, including cash, grants, in-kind, preapproved loans or financing, forgivable loans, etc. Secured sources of funding must be liquid and readily available to the proposed project as of the application closing date.

### 5. **Ability to Leverage Financial Support**

Supporting information required:

- A description of organizational depth and strength to secure capital and operational funding from Provincial and Federal levels of government and any other sources.
- Three detailed examples where the named applicant was able to secure capital or operational funding from third party sources (i.e. charitable organizations, local non-profit agencies, Provincial and Federal levels of government).

### 6. **Support Service for Residents**

Supporting information required:

- A letter or other documentation describing the extent of support services provided to future residents. In the case of third-party supports, a letter, or memorandum of understanding, or formal agreement outlining the scope of social services provided to future residents. Support services must be designed to benefit residents.

### 7. **Development Details**

Submit a copy of generalized conceptual development intentions including:



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- Site plan
- Building details including unit yield, mix, and configuration
- Timeline
- Project budget

### 8. **Project Proforma**

Evidence demonstrating the Financial Capacity to undertake timely development and construction of non-market housing units on land disposed of by The City, and Administrative Capacity to operate and maintain the constructed units as non-market housing units for the entire term of the Housing Agreement is required. Completion of Appendix “A” Project Proforma is required. The named applicant will need to disclose how they intend to bridge any shortfall(s) where net operating income is negative.