



**AGENDA**  
**Bentley Town Council Regular Meeting**  
**Tuesday January 12, 2021**  
**6:45 pm**

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- 1. Call to Order**
- 2. Amendments & Acceptance of Agenda**
- 3. Adoption of Previous Minutes:**
  - a) Regular Meeting December 15, 2020**
- 4. Financial:**
  - a) Prepaid Cheque Listing – Cheques No. 20200870 to 20200946**
- 5. New Business**
  - a) Capital Purchase of Freightliner M2106 Garbage Truck from Amtruck**
  - b) Capital Purchase of International 5 Ton Dump Truck from City of Wetaskiwin**
  - c) Town of Bentley & Lacombe County (IDP) & (ICF) Committee Joint Alberta Community Partnership Grant Application**
  - d) Town of Bentley & Lacombe County (IDP) & (ICF) Committee Terms of Reference**
- 6. Correspondence**
  - a) Keep it Central Contest**
  - b) Affordable Housing Review Panel Report**
- 7. Council Reports**
  - a) Mayor Rathjen**
  - b) Deputy Mayor Dickau**
  - c) Councillor Knutson**
  - d) Councillor Talsma**
  - e) Councillor Maki**
- 8. Other Business/Council Question Period:**
- 9. Adjournment**



**Minutes of the Regular Meeting of the Council of the Town of Bentley  
December 15, 2020**

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**Date & Place:** Minutes of the Regular Meeting of the Council of the Town of Bentley, held beginning Tuesday, December 15, 2020 at 6:45am, in the Bentley Municipal Office.

**In Attendance** Mayor Greg Rathjen  
Deputy Mayor Joan Dickau  
Councillor Doug Talsma  
Councillor Cora Knutson  
Councillor Neil Maki  
CAO Marc Fortais

**Call to Order** Mayor Greg Rathjen called the council meeting to order at 6:45pm

**Agenda** **Motion 237/2020** Moved by Councillor Talsma, "THAT the agenda of the December 15, 2020 Council Meeting be accepted."  
**Carried**

**Previous Minutes** **Motion 238/2020** Moved by Councillor Maki, "THAT the minutes of the regular meeting held on December 8, 2020 be confirmed."  
**Carried**

**Financial**

a) **Prepaid Cheque Listing – Cheques 20200836 to 20200870**

**Motion 239/2020** Moved by Deputy Mayor Dickau, "THAT cheques numbered 20200836 to 20200870," be received as information.  
**Carried**

**New Business**

a) **Bylaw 223/2020 – Water and Sewer Rates 2021**

**Motion 240/2020** Moved by Councillor Maki, "THAT Bylaw No. 223/2020 being a bylaw of the Town of Bentley, in the Province of Alberta to amend schedule A of Bylaw No 207/2018 to establish water and sewer rates for the 2021 year, be read a first time this 15<sup>th</sup> day of December, 2020."  
**Carried**

**Motion 241/2020** Moved by Deputy Mayor Dickau, "THAT Bylaw No. 223/2020 be read a second time this 15<sup>th</sup> day of December 2020."  
**Carried**

**Motion 242/2020** Moved by Councillor Talsma, "THAT Bylaw No. 223/2020 be presented and considered for third reading this 15<sup>th</sup> day of December 2020."

**Carried Unanimously**

**Motion 243/2020** Moved by Councillor Knutson, "THAT Bylaw No. 224/2020 be read a third and final time and passed this 15<sup>th</sup> day of December 2020."

**Carried**

**b) 2021 Budget Presentation and Recommendation for Approval**

CAO Marc Fortais presented the 2021 Operating and Capital Budget in detail for Mayor and Council's consideration and approval as per the presentation included in the Agenda Package.

**Motion 244/2020** Moved by Councillor Talsma, "THAT the 2021 Operating Budget and Capital Budgets, be approved with Revenues totaling \$3,879,803.91, and Expenses totaling \$3,879,493.00 inclusive of capital expenses in the amount of \$1,104.059, and inclusive of Provincial Requisitions in the amount of \$322,389.32 for education, seniors and policing."

**Carried**

**Correspondence** None

**Other Business/Council Question Period** None

**Adjournment:** **Motion 245/2020** Moved by Councillor Maki, "THAT the regular meeting of council be adjourned. Time: 8:10 pm."

**Carried**

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Mayor Greg Rathjen

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Marc Fortais



# TOWN OF BENTLEY

## Cheque Listing For Council

Cheque			Invoice #	Invoice Description	Invoice Amount	Cheque Amount
Cheque #	Date	Vendor Name				
20200870	2020-12-15	MAKI, NEIL				
20200871	2020-12-15	CARSON, BARBARA J				
20200872	2020-12-15	JENSEN, DARREN J				
20200873	2020-12-15	MEREDITH, SANDRA L				
20200874	2020-12-15	GIBSON, COLE C				
20200875	2020-12-15	DENNEHY, NATHAN				
20200876	2020-12-15	GREAVES, LORYANNE				
20200877	2020-12-15	FORTAIS, MARC C				
20200878	2020-12-15	KIKSTRA, ROBERT B				
20200879	2020-12-15	327241 ALBERTA LTD.	817	PAYMENT NOVEMBER ANIMAL CONTROL SER'	892.50	892.50
20200880	2020-12-15	ACCESS GAS SERVICES	01Nov2020	PAYMENT NOVEMBER NATURAL GAS BILL	2,791.63	2,791.63
20200881	2020-12-15	ALBERTA HEALTH SERVICES	C103331-19	PAYMENT JANITORIAL AT DOCTOR'S CLINIC A'	288.50	288.50
20200882	2020-12-15	BENTLEY ESSO	01-Nov2020	PAYMENT NOVEMBER VEHICLE/EQUIPMENT C	1,443.48	1,443.48
20200883	2020-12-15	BENTLEY I.D.A. PHARMACY	16112020	PAYMENT OFFICE SUPPLIES	21.66	21.66
20200884	2020-12-15	BENTLEY TIRE & AUTO	2882	PAYMENT REPAIRS ON UNIT 55 DODGE 3 TON	1,344.42	1,344.42
20200885	2020-12-15	BRANDT TRACTOR LTD.	054589952	PAYMENT GRADER PUSH BLOCK	3,958.50	3,958.50
20200886	2020-12-15	BUNZL CLEANING & HYGIENE	123919	PAYMENT ARENA JANITORIAL SUPPLIES	46.14	46.14
20200887	2020-12-15	CAMPUS ENERGY PARTNERS LP	1000894-202011 1000895-202011	PAYMENT NOVEMBER ELECTRICITY BILL STREET LIGHT NOVEMBER ELECTR	10,028.29 5,608.32	15,636.61
20200888	2020-12-15	CARSON, BARB	01-Nov2020 11122020	PAYMENT REIMBURSEMENT OF RECEIPTS, SA REIMBURSE SHELLY SAUVE FOR SA	416.24 250.00	666.24
20200889	2020-12-15	G.L.D.C. GAS CO-OP LTD.	01-Nov2020	PAYMENT BENTLEY FIRE HALL GAS COOP BIL	617.65	617.65
20200890	2020-12-15	GARY MOE	161540	PAYMENT REPAIRED COMPUTER MODULE IN :	1,306.22	1,306.22
20200891	2020-12-15	GREAVES, LORYANNE	01122020	PAYMENT REIMBURSE WATER & PAPERTOWE	27.93	27.93
20200892	2020-12-15	GREGG DISTRIBUTORS LP	059-331022 059-332231 059-332232 059-332867 059-332868	PAYMENT P.W. OFFICE SUPPLIES P.W. SHOP SUPPLIES, ARENA PAINT PLOW PARTS ROADS & STREETS PLOW LIGHTS SHOP TOOLS	46.81 472.35 106.18 106.18 35.03	766.55
20200893	2020-12-15	LACOMBE COUNTY	IVC00039753	PAYMENT COST SHARE FIRE EXPENSES 3RD	5,063.26	5,063.26
20200894	2020-12-15	LACOMBE REGIONAL WASTE SERVICES COMMISSIO	36315	PAYMENT 2020 RECYCLING BIN AGREEMENT	5,800.89	5,800.89
20200895	2020-12-15	LACOMBE SIGNMASTERS	31496	PAYMENT ACRYLIC BARRIER FOR TOWN OFFI	262.50	262.50



# TOWN OF BENTLEY

## Cheque Listing For Council

2021-Jan-4  
11:28:18AM

Cheque		Vendor Name	Invoice #	Invoice Description	Invoice Amount	Cheque Amount
Cheque #	Date					
20200896	2020-12-15	MEREDITH, SANDRA	01Dec2020	PAYMENT OFFICE JANITORIAL	200.00	200.00
20200897	2020-12-15	PETCH, MICHELE	07Dec2020	PAYMENT BASEMENT JANITORIAL CONTRACT	50.00	50.00
20200898	2020-12-15	PETTY CASH	11Dec2020	PAYMENT COVID SUPPLIES, CHRISTMAS CARI	71.65	71.65
20200899	2020-12-15	PIKE, KATHY	15122020	PAYMENT HELPED ORGANIZE & PACK TREAT I	50.00	50.00
20200900	2020-12-15	PITNEYWORKS	03Dec2020	PAYMENT POSTAGE	555.62	555.62
20200901	2020-12-15	RUTTAN MECHANICAL	INV-0165	PAYMENT ARENA & CURLING RINK SEWER RE	588.00	588.00
20200902	2020-12-15	SERVUS CREDIT UNION	30Nov2020	PAYMENT SERVUS MASTERCARD FOR NOVEN	393.17	393.17
20200903	2020-12-15	SYLVAN LAKE SUMMER HOCKEY CAMP LTD	01Dec2020	PAYMENT DECEMBER ARENA CARETAKER CC	10,500.00	10,500.00
20200904	2020-12-15	TELUS COMMUNICATIONS INC.	04122020 04122020. 04Dec2020	PAYMENT ARENA WIFI FOR DECEMBER TELUS BILL FOR DECEMBER INTERAC LINE FOR DECEMBER	68.25 937.12 105.66	1,111.03
20200905	2020-12-15	TELUS MOBILITY INC.	09122020	PAYMENT P.W. CELL PHONES & FIRE DEPT RE	174.09	174.09
20200907	2020-12-15	WASTE CONNECTIONS OF CANADA INC.	7425-0000227003	PAYMENT COMMERCIAL WASTE PICKUP FOR I	810.08	810.08
20200908	2020-12-15	WASTE MANAGEMENT	1108851-0613-5	PAYMENT RECYCLING FOR NOVEMBER	4,709.00	4,709.00
20200909	2020-12-15	WILD ROSE ASSESSMENT SERVICES	01Dec2020	PAYMENT PROGRESS PAYMENT FOR DECEME	1,330.88	1,330.88
20200911	2020-12-15	HAHN, MARION	202012151	PAYMENT CREDIT BALANCE PAID	316.04	316.04
20200912	2020-12-15	RURAL MUNICIPALITIES ASSOC. INSURANCE	37141 & 37399. INS00033602. INS00034412. INS00035640. INS00036359. INS00037619. INS00038009. INS00038140. INS-CN4240.	PAYMENT BUILDING AND CONTENTS VFIS - ANNUAL INSURANCE BOILER AND MACHINERY BOND & CRIME AUTOMOBILES UMBRELLA LIABILITY DEDUCTION BUYDOWN COMPREHENSIVE LIABILITY CREDIT MEMO	44,599.00 4,462.99 453.20 1,596.50 8,283.26 2,740.83 151.41 21,543.48 (164.80)	83,665.87
20200913	2020-12-30	DICKAU, JOAN L				
20200914	2020-12-30	RATHJEN, ARTHUR M				
20200915	2020-12-30	KNUTSON, CORA				
20200916	2020-12-30	TALSMA, DOUGLAS C				
20200917	2020-12-30	MAKI, NEIL				
20200918	2020-12-30	CARSON, BARBARA J				
20200919	2020-12-30	JENSEN, DARREN J				
20200920	2020-12-30	MEREDITH, SANDRA L				
20200921	2020-12-30	GIBSON, COLE C				
20200922	2020-12-30	DENNEHY, NATHAN				



# TOWN OF BENTLEY

## Cheque Listing For Council

2021-Jan-4  
11:28:18AM

Cheque		Vendor Name	Invoice #	Invoice Description	Invoice Amount	Cheque Amount
Cheque #	Date					
20200923	2020-12-30	MCLAREN, JAMES I				
20200924	2020-12-30	GREAVES, LORYANNE				
20200925	2020-12-30	FORTAIS, MARC C				
20200926	2020-12-30	KIKSTRA, ROBERT B				
20200927	2020-12-23	DENNEHY, NATHAN	6220251807001	PAYMENT REIMBURSE FOR RONA FOR PAINT	102.60	102.60
20200928	2020-12-23	VEUGER, JULIAN	12012020	PAYMENT DECEMBER MILEAGE & EXPENSES	1,132.80	1,132.80
20200929	2020-12-24	ALBERTA HEALTH SERVICES	C103331-20	PAYMENT JANITORIAL FOR DOCTORS CLINIC	288.50	288.50
20200930	2020-12-24	BUNZL CLEANING & HYGIENE	124091	PAYMENT ARENA NITRILE GLOVES	66.68	66.68
20200931	2020-12-24	CHAPMAN RIEBEEK LLP	2012033	PAYMENT BYLAW PROSECUTIONS FOR NOVEI	475.39	475.39
20200932	2020-12-24	DIGITEX CANADA LTD.	IN707086	PAYMENT OFFICE PHOTOCOPIER	551.68	551.68
20200933	2020-12-24	GREGG DISTRIBUTORS LP	059-332866 059-333909 059-334525 059-334526 059-334855	PAYMENT P.W. REPLACE GM BULB RETURN P.W. GM BULB P.W. GM BULBS P.W. SHOP SUPPLIES & ARTIC VEST P.W. RETURN GM BULB	61.03 (58.59) 122.05 180.87 (51.87)	253.49
20200934	2020-12-24	MOUNTAIN AIR MECHANICALLTD.	10486	PAYMENT ARENA REPAIRS, LABOUR & MILEAC	962.85	962.85
20200935	2020-12-24	MUNICIPAL INFORMATION SYSTEMS INC.	20201846 20201880	PAYMENT BOOK KING INTEGRATION AND ADM BOOKING SOFTWARE TRAINING D	1,548.75 210.00	1,758.75
20200936	2020-12-24	MY TECH ONSITE	INV1582	PAYMENT MAY - JULY 2020 COMPUTER SUPPC	740.25	740.25
20200937	2020-12-24	PARKLAND COMMUNITY PLANNING SERVICES	21276	PAYMENT PROFESSIONAL SERVICES FOR NO'	37.50	37.50
20200938	2020-12-24	RECEIVER GENERAL	12312020 31122020.	PAYMENT REGULAR EMPLOYMENT INSURANC REDUCED EMPLOYMENT INSURANC	611.11 11,663.98	12,275.09
20200939	2020-12-24	RED DEER HEATING & REFRIGERATION	10606	PAYMENT ARENA COMPRESSER & CONDENS	5,979.75	5,979.75
20200940	2020-12-24	ROCKY MOUNTAIN PHOENIX	IN0127170	PAYMENT FIRE HERO XTREME LADIES BUNKE	567.00	567.00
20200941	2020-12-24	SELECT AG FOODS	11192020 11272020 12102020 12142020	PAYMENT OFFICE SUPPLIES OFFICE SUPPLIES OFFICE SUPPLIES OFFICE SUPPLIES	3.09 27.61 7.09 18.85	56.64
20200942	2020-12-24	TIGER CALCIUM SERVICES INC.	95992A	PAYMENT ROAD GUARD PLUS CALCIUM CHLO	8,354.47	8,354.47
20200943	2020-12-24	TOSHIBA BUSINESS SOLUTIONS	AR4106042	PAYMENT FCSS PHOTOCOPIER	189.80	189.80
20200944	2020-12-24	CARMEN HRYNYK	20200266	PAYMENT FORGOT GST ON COVID CREDIT RE	10.52	10.52
20200945	2020-12-24	ON THIS SPOT ENTERPRISES INC.	#86	PAYMENT VIRTUAL MUSEUM TOUR	500.00	500.00



# TOWN OF BENTLEY

## Cheque Listing For Council

2021-Jan-4  
11:28:18AM

Cheque					Invoice	Cheque
Cheque #	Date	Vendor Name	Invoice #	Invoice Description	Amount	Amount
20200946	2020-12-24	SUPERIOR SAFETY CODES INC.				
			2020 1008	PAYMENT BUILDING INSPECTION FEE FOR 492	262.50	262.50

**Total 214,117.16**

\*\*\* End of Report \*\*\*



**Agenda Date:** January 12, 2020

**Agenda Item:** **New Business:**  
**Capital Purchase Used 2011 Freightliner Garbage Truck**

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### **ADMINISTRATIVE RECOMMENDATIONS**

THAT Mayor and Council authorize the CAO Marc Fortais to purchase a 2011 Freightliner M2106 (VIN #1FVACYDT1BHBB7785) Garbage Truck at a capital cost of \$51,850 to be funded from the Garbage Truck Replacement Reserve; AND

THAT Mayor and Council authorize the CAO Marc Fortais to sell the 1992 Ford F700 Garbage Truck (VIN#1FDHK72P2NVA36043) for fair market value.

### **SUMMARY**

The Town of Bentley Public Works Department undertakes garbage removal on a weekly basis and utilizes a garbage truck to facilitate this collection. The current garbage truck, which is a 1992 Ford F700, was acquired in May 25, 2001 and has outlived its useful life. The Town has been fortunate that the Public Works crew has managed to extend the life of this asset for many years.

Garbage removal is an essential service to the community and failure to update equipment can result in the inability to effectively provide such services without interruption. The town has also set aside funds for several years in anticipation of acquiring a new garbage truck and it had been thought that this truck would be purchased brand new. However, administration has found a 2011 Freightliner M2106 (Attachment 1) which was a former Regional Municipality of Wood Buffalo vehicle and has been municipally maintained. This truck can be purchased at a fraction of the cost of a new vehicle and upon inspection by the public work foreman and myself, we are satisfied that the vehicle is in excellent condition. Administration is recommending that the purchase of this new to us garbage truck and the sale of the existing garbage truck be authorized.

### **BACKGROUND**

The current 1992 Ford F700 Garbage Truck continues to be utilized weekly for garbage collection. The vehicle is 29 years old and has served its purpose. Fortunately we have found a replacement vehicle at a fraction of the cost of a new unit. A comparable new vehicle would cost upwards of \$280,000 and we have found the 2011 Freightliner M2106 with 123,256 km and 7,820 hrs. at a purchase price of \$49,350 plus new tires and minor maintenance. It should be noted that the vehicle that we are looking at purchasing has been inspected at Freightliner Red Deer, has a current CVIP certificate and is in excellent condition.



## BUDGET AND FINANCIAL CONSIDERATIONS

- 2011 Freightliner M2106 (VIN #1FVACYDT1BHBB7785)
  - Purchase Price (Invoice Attachment 2) \$47,000.00
  - GST @ 5% \$ 2,350.00
  - Tires and Minor Maintenance \$ 2,500.00
  - Total Cost to acquire \$51,850.00
  
- There is no impact to the operational budget as there are sufficient reserves specifically for the purchase utilized for this purchase.

## ATTACHMENTS

- 1) 2011 Freightliner Spec Sheet
- 2) 2011 Freightliner Purchase Invoice from Amtruck

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Marc Fortais, CAO

(866) 511-0007  
(905) 751-1989  
www.amtruck.com



**AMTRUCK**  
REFUSE & MUNICIPAL VEHICLES

**2011 FREIGHTLINER M2106 / FANOTECH (17 YARD)  
Stock # 20023-7785**



(866) 511-0007  
 (905) 751-1989  
 www.amtruck.com

STOCK NO.	20023-7785
VIN	1FVACYDT1BHBB7785
YEAR	2011
MAKE	FREIGHTLINER
MODEL	M2106
ODOMETER	123,256 KM / 76,587 MI
HOURS	7,820
ENGINE MFG	CUMMINS
MODEL	ISB10-EPA10
TRANS MFG	ALLISON
MODEL	3000 RDS
FRONT AXLE CAP	13,220 LBS
REAR AXLE CAP	23,000 LBS
WHEELBASE	269"
BODY MFG	FANOTECH
CAPACITY	17 YARD
NOTES: CAMERA SYSTEM ** CART TIPPER ** DUAL DRIVE ** MUNICIPALITY OWNED & MAINTAINED	



**Amtruck Limited**  
 1920 Yonge Street, Suite 200  
 Toronto ON M4S 3E2  
 905-751-1989  
 sales@amtruck.com  
 www.amtruck.com



# INVOICE

**BILL TO**  
 Town of Bentley  
 4918 50 Ave  
 Bentley AB T0C 0J0

**SHIP TO**  
 Town of Bentley  
 4918 50 Ave  
 Bentley AB T0C 0J0

**INVOICE #** 64969  
**DATE** 01/01/2021  
**TERMS** upon receipt

**SHIP VIA**  
 PICKUP

**SALES REP**  
 ADAM ASHLEY

**FOB**  
 RED DEER

QTY	VIN/SKU	DESCRIPTION	UNIT PRICE	EXT PRIC
1	20023-7785	2011 FREIGHTLINER M2106 VIN: 1FVACYDT1BHBB7785	47,000.00	47,000.00

VEHICLE(s) SOLD \*AS IS\* with all faults and is not covered by any dealer warranty. I understand that the dealer is not required to make any repairs after I buy this equipment and I will have to pay for any repairs this vehicle may need.

SUBTOTAL 47,000.00  
 GST @ 5% 2,350.00  
 TOTAL 49,350.00  
 BALANCE DUE **CAD 49,350.00**

Alberta CVIP included in price.

Purchaser's Signature *[Signature]*  
 Purchaser's Name..... Town of Bentley  
 Date..... December 17, 2020

GST/HST #: 100197052RT0001  
 DLR #: 4275822



**Agenda Date:** January 12, 2020

**Agenda Item:** **New Business:**  
**Capital Purchase Used City of Wetaskiwin 5 Ton with Dump**

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## **ADMINISTRATIVE RECOMMENDATIONS**

THAT Mayor and Council authorize the CAO Marc Fortais to purchase a 2016 International Model 7400S single axle truck with dump at a capital cost of \$65,000 to be funded from the Garbage Truck Replacement Reserve; AND

THAT Mayor and Council authorize the CAO Marc Fortais to sell the 2009 Dodge 5500 SLT Crew Cab with dump (VIN#3D6WD78L89G510413) for fair market value to offset the purchase cost of the new unit. Any proceeds from the sale of this unit will be placed back into the reserve for future acquisitions.

## **SUMMARY**

The Town of Bentley Public Works Department undertakes programs such as snow removal frequently and as required during the winter months. As well the department pays for suppliers to ship gravel and rock products as needed throughout the summer months. Public works currently utilizes a 3 ton truck with a dump to remove snow and in the summer, will contract for delivery of gravel and gravel products due to our equipment not being of sufficient size to haul such materials ourselves.

Although the current 3 ton is in excellent condition, its size creates inefficiencies when removing snow and does not allow for us to haul our own materials to meet our needs. This results in down time of equipment and staff, between dumps in the winter and also additional costs for contracting shipment of materials in the summer. Administration has found an incredible deal on a 2016 International Model 7400 S single axle dump truck with a GVWR of 39,000lbs. This truck is more than double the current capacity of our existing fleet truck and will improve overall efficiency of operations, reduce wait times and expedite snow removal as well as reduce costs associated to transportation of materials.

## **BACKGROUND**

The current 2009 Dodge Truck with dump was acquired in March of 2009 for a purchase price of \$65,057 and has been heavily utilized since this time. The current km on the vehicle are 67,697.

As mentioned above this vehicle is utilized mainly for snow removal in the winter months and has not been very efficient in the summer for hauling materials due to its small size. As such there are not many kilometers on the vehicle and we will look to sell on the market to offset the purchase cost of the new larger unit.

Administration has been in negotiations with the City of Wetaskiwin for the purchase of a 2016 International model 7400 S (Attachment 1) single axle truck plumbed for a sander and plow, with a Navistar N9 300hp diesel and Allison 3500 RDS 6 speed transmission. The vehicle is rated at 39000

lbs GVWR and has an 8 yard dump box with parker spread master controls. There is only 28,517 km on the vehicle or 1660 hrs and the CVIP is current with all maintenance records from the City of Wetaskiwin.

The asking price for the vehicle was \$75,000 and the Town of Bentley has managed to negotiate a price of \$65,000. Administration feels that this truck is better suited to the job of hauling snow as it is more than double the current capacity of our existing fleet vehicle. This will create efficiencies for removal allowing crews to work more uninterrupted between dumps and will also reduce contracted hauling costs to deliver gravel and rock material to the town public works department. The vehicle is also 7 years newer than our existing fleet vehicle and has barely been used.

It is recommended that due to the significant savings with our recent garbage truck purchase, that some of the reserve funds set aside for the capital purchase of a brand new garbage truck, be utilized to acquire the 5 ton truck. Also that the current 2009 Dodge 3 ton in the fleet will be sold to offset the acquisition cost of the new 5 ton and any funds received from that sale, be placed back in reserve for future capital asset acquisitions.

## **BUDGET AND FINANCIAL CONSIDERATIONS**

- 2016 International Model 7400 S (VIN#1HTWD5TR6GH033992)
  - Purchase Price (Attachment #2 Bill of Sale)                      \$65,000.00
  
- There is no impact to the operational budget as there are sufficient reserves due to savings as a result of finding a good deal on a slightly used garbage truck.
  
- Sale of the 2009 3 ton may result in approximately an offsetting revenue of anywhere between \$30,000 and \$35,000 to be placed back in reserve.

## **ATTACHMENTS**

- 1) 2016 International Model 7400 S
- 2) 2016 International Model 7400 S Purchase Invoice

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Marc Fortais, CAO





**INVOICE**

Invoice	IVC0032685
Date	1/4/2021
Customer ID	TOWN0023
Account	89481
Page	1

CITY OF WETASKIWIN  
 PO BOX 6210  
 WETASKIWIN AB T9A 2E9

**Bill to:**

TOWN OF BENTLEY  
 4918 50 AVE  
 BENTLEY AB T0C 0J0

**Ship to:**

TOWN OF BENTLEY  
 4918 50 AVE  
 BENTLEY AB T0C 0J0

Purchase Order	Customer ID	Salesperson ID	Shipping Method	Payment Terms ID	
2016 INTERNATIONAL	TOWN0023		DELIVERY	NET 30	
Quantity	Item Number	Description	U Of M	Unit Price	Ext. Price
1.00	DUMP TRUCK PURCHA	2016 INTERNATIONAL	Each	\$65,000.00	\$65,000.00
				<b>Subtotal</b>	\$65,000.00
				<b>GST</b>	\$0.00
				<b>Total</b>	\$65,000.00

Public Works

**GST Registration No. R106930647**

**TERMS NET 30 DAYS - 1.00% PENALTY PER MONTH ON OUTSTANDING BALANCES UNTIL PAID.**





PLEASE PRINT CLEARLY

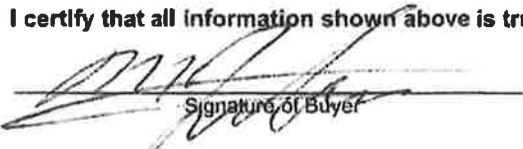

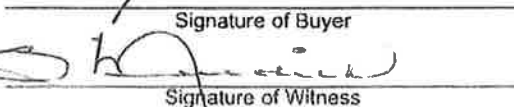
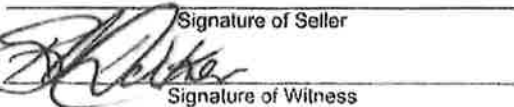
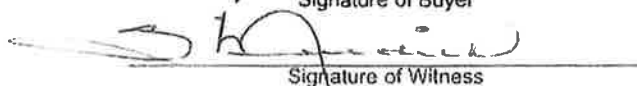
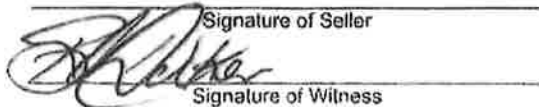
Bill of Sale

- Before buying a used vehicle, search the VIN on the Canadian Police Information Centre (CPIC) website ([www.cpic-cipc.ca](http://www.cpic-cipc.ca)) for any reports of the vehicle being stolen. For other used motor vehicle buying tips and a list of additional resources to help with your purchase, visit [amvic.org](http://amvic.org) and [alberta.ca](http://alberta.ca).
- Sections 1 and 2 must be completed in order to make this Bill of Sale acceptable for vehicle registration. Completion of section 3, on the back of this form, is optional.
- Two copies of this Bill of Sale should be completed. The buyer keeps the original and the seller keeps the copy.
- Alterations or corrections made while completing the Bill of Sale **must** be initialled by both the buyer and seller.

Section 1

SELLER(S) INFORMATION				
Name(s) (Last, First, Second) Byron Edward Olson			Telephone Number 780 312-4411	
Address Street 5520-50ST		City / Town Wetaskiwin	Province / State A.B.	Postal Code / Zip Code T9A-2G9
Personal Identification (DL / ID Number) Public Works Manager				
VEHICLE INFORMATION				
Year 2016	Make International	Model or Series 7400 SFA 4x2		Style Dump Truck
Vehicle Identification Number (VIN) / Serial Number 1HTW0STR6G4033992			Body Colour White	Odometer Reading 34558 Km
BUYER(S) INFORMATION				
Name(s) (Last, First, Second) Town of Bentley			Telephone Number 780-838-2883	
Address Street 4918 50th Ave Box 179		City / Town Bentley	Province / State AB	Postal Code / Zip Code T0C 0J0
Personal Identification (DL / ID Number) Chief Administrative Officer (Card Attached)				
This vehicle was sold for the sum of: Sixty five thousand				
				Dollars \$ 65,000.00
Sum written in full				
(Subject to the terms and special conditions which appear in Section 3 on the back of this form)				

Section 2

GENERAL INFORMATION		
Dated at:	Wetaskiwin City / Town	Alberta Province / State
		Canada Country
on	Dec 21/2020	
I certify that all information shown above is true to the best of my knowledge.		
 Signature of Buyer		 Signature of Seller
 Signature of Buyer		 Signature of Seller
 Signature of Witness		 Signature of Witness

**Section 3**

**SPECIAL CONDITIONS OF SALE**

1. The vehicle described on the front of this form is:  
Check the appropriate box(es)

a) Free of all liens and encumbrances:  Yes    No   If No, please give names of lien holders:

b) Being paid for in full:    Yes    No

Being paid by:    Cash    Cheque    Money Order    Other (please specify): \_\_\_\_\_

2. Payment Terms: \_\_\_\_\_

3. Vehicle was last registered in:   Alberta   Canada  
Province / State   Country

4. Special conditions of sale (if any):  
As Is Where Is

**General Information:**

- The Buyer should make sure that they visually inspect the vehicle identification number (VIN) for the vehicle identified in Section 1.
- The law in the Province of Alberta requires a vehicle to be insured prior to registration. Documentary proof of vehicle insurance is required. Legislation allows a person to whom a valid licence plate is issued to transfer the licence plate to a newly purchased vehicle to be registered within 14 days of the date on their Bill of Sale.

The above does not apply to commercial vehicles used for the transportation of goods or passengers for compensation.

- A vehicle entering Alberta from another jurisdiction may require an out-of-province safety inspection. Information can be obtained from a registry agent. A listing of local registry agents can be found in the telephone directory under Licence and Registry Services; or visit [alberta.ca](http://alberta.ca) for comprehensive registries and consumer information and services.
- In addition to the Bill of Sale, other identification is required to obtain Alberta registration. Where possible, obtain Section 2 of the previous Alberta vehicle registration certificate.
- The prospective purchaser can determine whether a vehicle is free of liens and encumbrances in Alberta by contacting a registry agent.
- In order to perform a search, a registry agent will require the VIN of the vehicle. A request for a search can be made in person or in writing. There is a fee for this service.
- Vehicle Information Reports are available from a registry agent. There is a fee for each service.
- The buyer must produce the original properly completed Bill of Sale, that includes the same information as shown on this standardized form, in order to register a vehicle in Alberta.

*This form is provided as a courtesy by Service Alberta to ensure that sufficient information is contained within the Bill of Sale to permit registration of the described vehicle by the new owner.*

*No liability attaches to the Crown through the use of this document in respect of the sale of this vehicle. Any dispute arising from the sale becomes a civil matter among the parties named in this document.*



**Agenda Date:** January 12, 2021

**Agenda Item:** **New Business:**  
**Town of Bentley/Lacombe County Alberta Community Partnership  
Program Grant – Joint Development Initiative**

---

## **ADMINISTRATIVE RECOMMENDATIONS**

THAT Mayor and Council approve the following resolution:

“THAT the Town of Bentley agree to participate in the Town of Bentley/Lacombe County Joint Development Initiative project to be funded via a grant application to the Alberta Community Partnership Grant program, and furthermore, agree that the Town of Bentley be designated as the managing partner for the project.”

## **SUMMARY**

The Town of Bentley and Lacombe County IDP/ICF Committee initially met on December 16, 2020 to discuss opportunities for the potential development of commercial and industrial lands adjacent to the Town of Bentley along highway 12. The town currently has minimal supply of commercial and industrial land and would like to ensure that we explore the development potential of said land to be able to respond to future needs and demands.

Administration has proposed to the IDP/ICF committee that the Town of Bentley partner with Lacombe County for an Alberta Community Partnership (ACP) grant application for the purposes of undertaking a number of studies and plans related to the potential annexation and development of land located in the County and adjacent to the Town. The Town of Bentley will be the managing partner for the project and the ACP Grant.

The Town of Bentley and Lacombe County IDP/ICF Committee is supportive of this project.

## **BACKGROUND**

The lands being considered are located southeast of Bentley and adjacent to highway 12 (Attachment 1). As per the Future Land Use Concept Plan in the Town of Bentley/Lacombe County Intermunicipal Development Plan the subject lands have been identified for commercial and industrial uses.

Activities to be completed, subject to approval of the ACP grant application, includes:

- Area Structure Plan
- Servicing Study
- Infrastructure Cost Estimates
- Traffic Impact Assessment
- Annexation process and agreements
- Biophysical Assessment

- Revenue Sharing Agreements
- IDP Amendments

These activities, will be coordinated through Parkland Community Planning Services in Red Deer and will commence, and hopefully be completed throughout 2021.

The ACP grant application deadlines was January 5, 2021 and therefore administration has applied for the grant, with the understanding from Municipal Affairs that subsequent council resolutions supporting the application will come after the deadline.

The Town and the County see the value in engaging and informing the public/stakeholders through a variety of mediums. It will be the intent of the project to provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and or solutions that will be proposed. As the project manager, the Town intends to contact any landowners in the study area to inform them of this initiative.

### **BUDGET AND FINANCIAL CONSIDERATIONS**

- The total estimated project budget and corresponding grant application is \$200,000. There is no financial contribution required of the Town of Bentley or Lacombe County at this time.

### **RATIONALE FOR RECOMMENDATION**

- Section 3 of the Municipal Government Act (MGA) state the purposes of a municipality are: 1) to provide good government, 2) provide services, facilities or other things that in the opinion of council, are necessary or desirable for all or part of the municipality, and 3) to develop and maintain safe and viable communities.
- Undertaking this work, will further the work of the IDP and ICF and provide for future opportunities for tax base expansion and commercial and industrial land development.

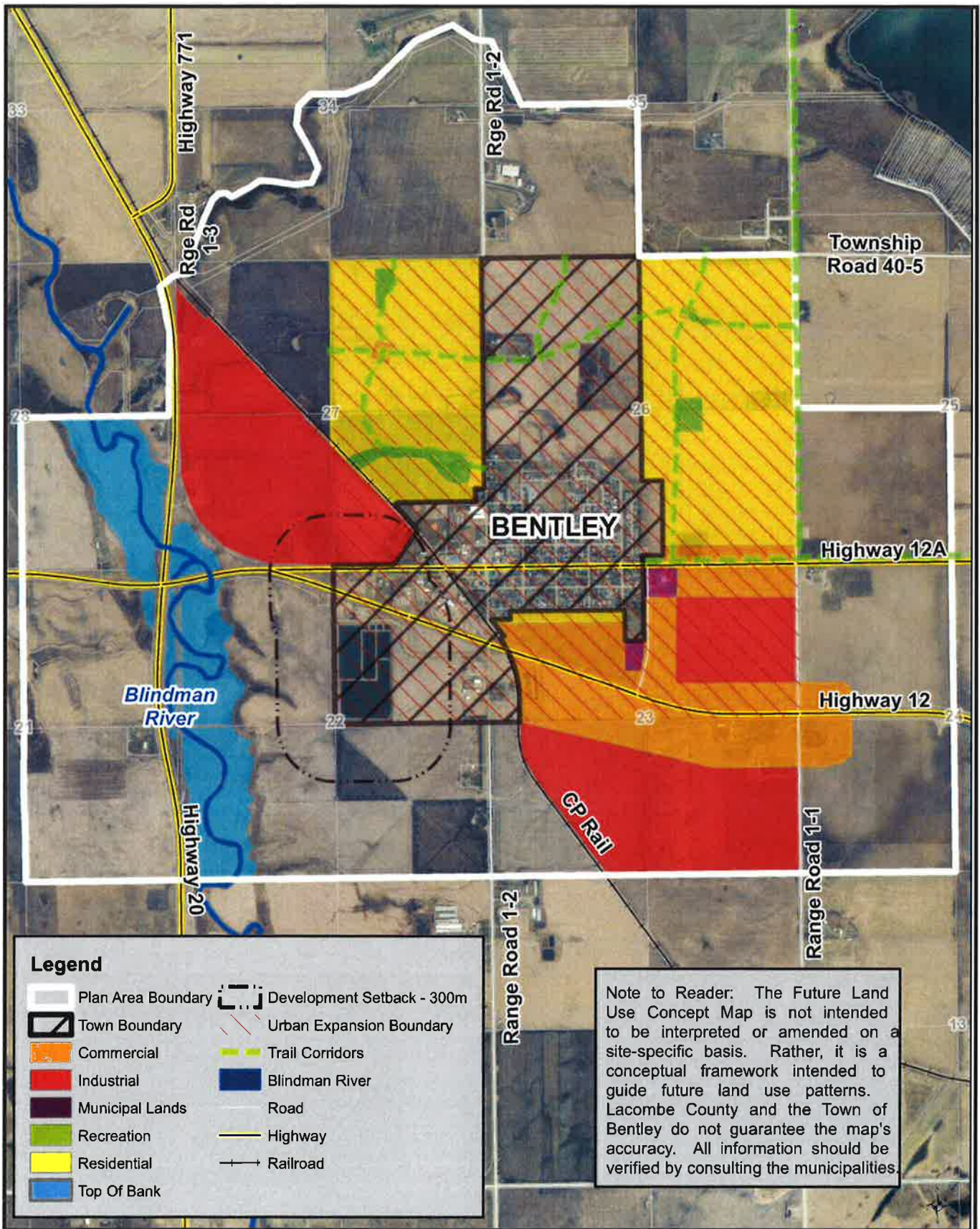
### **ATTACHMENTS**

- 1) Subject Lands Map

---

Marc Fortais, CAO

# MAP 2 - FUTURE LAND USE CONCEPT MAP



App. A

**Legend**

Plan Area Boundary	Development Setback - 300m
Town Boundary	Urban Expansion Boundary
Commercial	Trail Corridors
Industrial	Blindman River
Municipal Lands	Road
Recreation	Highway
Residential	Railroad
Top Of Bank	

Note to Reader: The Future Land Use Concept Map is not intended to be interpreted or amended on a site-specific basis. Rather, it is a conceptual framework intended to guide future land use patterns. Lacombe County and the Town of Bentley do not guarantee the map's accuracy. All information should be verified by consulting the municipalities.



**Agenda Date:** January 12, 2021

**Agenda Item:** **New Business:**  
**Town of Bentley/Lacombe County (IDP) – (ICF) Committee Terms of Reference**

---

## **ADMINISTRATIVE RECOMMENDATIONS**

That Mayor and Council approve the following resolution:

“THAT the Town of Bentley and Lacombe County IDP/ICF Committee Terms of Reference be approved as presented.”

## **SUMMARY**

The Town of Bentley and Lacombe County IDP/ICF Committee initially met on December 16, 2020. The first item of business that was discussed at the meeting was the draft terms of reference for this committee. (Attachment 1).

Since this committee was established by both the Town of Bentley and Lacombe County, it is appropriate that the municipal councils also approve its terms of reference.

The committee members are supportive of the terms of reference as drafted.

## **BACKGROUND**

On November 10, 2020 Town of Bentley administration presented a council report providing a recommendation to establish the Town of Bentley/Lacombe County Inter-Municipal Development Plan (IDP) & Inter Municipal Collaboration Framework (ICF) Committee. (Attachment 2). At this meeting Mayor and Council appointed to members of council as representatives to the committee.

As mentioned above the committee had its initial meeting on December 16, 2020 to discuss next steps including applying for the ACP grant to fund the initial project. At this meeting the draft terms of reference were also reviewed and approved by the committee to establish the following:

- **Purpose and Objectives of the Committee** – to discuss and provide recommendations on land use planning IDP and ICF matters.
- **Composition of the Committee** – two elected officials and the CAO (or designate) from each municipality.
- **Chair and Vice Chair** – selected by the committee and each serves a four year term.

- **Decision Making Authority** – a recommendation making committee that advises each Council.
- **Decision Making Protocol** – decisions and recommendations are made on a majority consensus basis.
- **Administrative Support** – provided by the municipality holding the Chair’s position.

## **BUDGET AND FINANCIAL CONSIDERATIONS**

- There are no budget implications associated with the approval of this terms of reference other than the time dedicated by the CAO and council representatives.

## **RATIONALE FOR RECOMMENDATION**

- Terms of Reference for this committee provide clear guidelines for its intent, purpose, composition and functionality. This is important to ensure it will be effective in delivering its intended outputs.

## **ATTACHMENTS**

- 1) IDP & ICF Committee Terms of Reference
- 2) November 10, 2020 Council Report

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Marc Fortais, CAO



**Town of Bentley/Lacombe County Intermunicipal Development Plan and Intermunicipal  
Collaboration Framework Committee**

**DRAFT Terms of Reference**

**Introduction**

- 1) Lacombe County and the Town of Bentley adopted the Town of Bentley & Lacombe County Intermunicipal Collaboration Framework (ICF) Master Agreement and Lacombe County in October 2019. The two municipalities have had an intermunicipal development plan (IDP) in place for many years. Both the ICF and the IDP call for the establishment of a Committee to facilitate implementation of the plan/framework. These terms of reference describe the role of the Committee and its operation in detail.

**Purpose and Objectives of Committee**

- 2) For matters addressed under the Intermunicipal Collaboration Framework, the Committee will develop recommendations to the Councils on matters of strategic direction and cooperation affecting the Town of Bentley and Lacombe County residents, except matters where other current operating structures and mechanisms are operating successfully.
- 3) For matters addressed under the Intermunicipal Development Plan, the Committee may:
  - a) Make recommendations to both Councils on intermunicipal land use planning matters that are referred by either municipality;
  - b) Monitor the performance of the IDP, including overseeing implementation actions;
  - c) Review any proposed annexations;
  - d) Review any proposed amendments to the IDP;
  - e) Serve as an informal review body for any proposed area structure plan, proposed concept plan or application that may have a significant impact on the IDP Plan Area that is referred to the Committee; and
  - f) Assist with the resolution of disputes in accordance with the IDP by following the processes established in the IDP.

**Composition and Quorum**

- 4) The Committee is composed of two Elected Officials from the Town, two Elected Officials from the County, the Chief Administrative Officer or designate of the Town and the County Manager or designate of the County.
- 5) Quorum shall be four members of the Committee consisting of one Elected Official from the Town, one Elected Official from the County, the CAO or designate from the Town and the County Manager or designate from the County.

- 6) The Town and County may appoint alternate Elected Officials for the Committee. It is the responsibility of the Elected Official who is not able to attend a meeting and requesting the alternate to fill in for them to ensure the alternate is up to date prior to the meeting.

#### **Chair of Committee and Administrative Support**

- 7) The Committee Chair and Vice Chair positions shall be elected by the members of the Committee from amongst the Elected Officials, and unless otherwise determined by the Committee shall normally serve for a term of four years with the position rotating between the Town and the County.
- 8) The Committee Chair and Vice Chair shall not be from the same municipality.
- 9) Unless otherwise determined by the Committee, the municipality from which the Chair is chosen shall provide the administrative support to the Committee for the term of the Chair.

#### **Decision Making Authority**

- 10) The Committee is a recommendation making committee that advises each Council.
- 11) The Committee members acknowledge and agree that any issue agreed to in Committee discussions is an agreement in principle that is subject to approval by the Councils of the Town and County.

#### **Committee Decision Making Protocol**

- 12) The Committee shall make decisions and recommendations on a majority consensus basis. The definition of consensus will be the definition used in the ICF.

#### **Reporting to Councils**

- 13) Committee members may report back to their respective Councils during in-camera meetings on condition that the content matter of the updates is not disclosed to the public or others by Council, individual Council members, municipal staff or any other person receiving the update.
- 14) Recommendations to individual Councils will occur when the Committee members have consensus on the advice, they wish to provide on a given issue. This may include:
  - a) Recommendations on options for proceeding;
  - b) Recommendations on further review and discussion of a topic;
  - c) Advising no agreed upon recommendations have been reached in the allotted timeframe where a timeframe has been specified; or

- d) Advising on moving to the Dispute Resolution process to resolve an issue where the Committee could not reach consensus.

15) The Committee's recommendations may be delivered to Councils by:

- a) A joint Council meeting;
- b) A joint presentation to individual Councils;
- c) A joint written submission agreed to by the Committee for delivery to individual Councils; or
- d) A combination of the above.

### **Respectful Discussion and Behavior**

16) To build trust and foster open, honest and effective discussion Committee members agree to engage in respectful behavior at all times. As needed, any Committee member may call for a "time out" to address any lapse in decorum.

### **Freedom to Speak, Confidentiality, and Without Prejudice Discussions**

17) Discussions of the Committee are to be kept confidential except:

- a) Where sharing information is necessary to keep Councils and municipal staff informed;
- b) Information that the Committee has agreed to release to the public and is in the public domain;
- c) When required to be shared with an outside party or consultant working with the Committee.

18) Committee members agree that all discussions are made "without prejudice" and cannot be used as evidence or information in any other process or proceeding with the express written agreement of the Committee.

### **Caucusing**

19) The Town and County members of the Committee agree that caucusing may be used as needed during the course of any Committee meeting.

20) Caucuses will be time limited and the outcome will be shared with the entire Committee once the Committee has reconvened.

### **Communication with the Public and the Media**

21) Any consultation, communication or sharing of information with the public will be done jointly.

22) The Town and County may prepare and distribute joint media releases as deemed necessary by the Committee. The Mayor will act as the spokesperson for the Town of Bentley and the Reeve will act as the spokesperson for Lacombe County.

### **Administrative Support and Record Keeping**

23) The municipality of the Chair will provide administrative support for agenda preparation, distribution of materials, meeting arrangements and record keeping.

24) After every Committee meeting confidential meeting notes will be prepared and distributed and these notes will summarize the Committee's discussion.

25) The Chair will summarize the consensus achieved, outstanding points of discussion, or agreed upon follow up actions at each meeting.

26) Meeting notes will be reviewed at the start of each Committee meeting.

27) The Chair will create the agenda for each Committee meeting and the agenda and supporting materials will be distributed at least seven days prior to the meeting.

### **Resources**

28) The Committee will be given the authority to call upon any municipal resources or subject matter experts to support any decision-making activity and this will be supported by the members subject to sufficient budgetary approval to do so.

**Acceptance and Agreement to abide by Terms of Reference**

Town of Bentley

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Signature

\_\_\_\_\_  
CAO

\_\_\_\_\_  
Signature

Lacombe County

\_\_\_\_\_  
Date

\_\_\_\_\_  
Reeve

\_\_\_\_\_  
Signature

\_\_\_\_\_  
County Manager

\_\_\_\_\_  
Signature



**Agenda Date:** November 10, 2020

**Agenda Item:** **New Business:**  
**Town of Bentley/Lacombe County Inter-Municipal Development Plan (ICP) & Inter-Municipal Collaboration Framework (ICF) Committee**

---

### **LEGISLATIVE REQUIREMENT/AUTHORITY**

The Municipal Government Act, RSA 2000 cM-26 (as amended) outlines the enabling legislation for the creation of an Intermunicipal Development Plan including the following section:

631(1) Two or more councils of municipalities that have common boundaries that are not members of a growth region as defined in section 708.01 must, by each passing a bylaw in accordance with this Part or in accordance with sections 12 and 692, adopt an intermunicipal development plan to include those areas of land lying within the boundaries of the municipalities as they consider necessary.

Bylaw 203/2018 (Attachment 1) was approved by Mayor and Council on November 18, 2018 and provided for an amendment to bylaw 136/2009 thereby updating the Town of Bentley/Lacombe County Intermunicipal Development Plan.

### **ADMINISTRATIVE RECOMMENDATIONS**

THAT Mayor and Council appoint two representatives from council to work jointly with Lacombe County and re-establish the Town of Bentley/Lacombe County Inter-Municipal Development Plan (ICP) & Inter Municipal Collaboration Framework (ICF) Committee.

### **SUMMARY**

Initial discussion have taken place between the Town of Bentley CAO Marc Fortais and Lacombe County's CAO Tim Timmons, regarding the pursuit of an Alberta Community Partnership Grant if and when it comes available for the 2021 year. The intent of a joint application for ACP funding would be to further explore the potential for commercial and industrial development along the highway 12 corridor to the South East of Bentley. This land was identified through the (ICP) as potential future commercial and industrial lands. If the town and county agree to submit a joint application and we were successful in applying for one, the funds would be utilized to advance feasibility, additional planning and engineering analysis surrounding the potential to develop said lands. Outputs may include servicing assessments to determine water and wastewater servicing capacities and requirements, strategies to provide servicing for the area, an area structure plan for more detailed land use and subdivision, traffic impact assessment and agreement on access with Alberta Transportation, and an understanding of what joint economic development will mean for both Bentley and Lacombe County.

As an initial step to this process, Mayor and Council are required to appoint two representatives to work collaboratively with the County to determine how this potential project may move forward.

### **BACKGROUND**

The original intermunicipal development plan was approved in 2009. This plan, guides future growth for both municipalities and provides a forum for inter municipal discussion and collaboration as

development occurs in and around the urban fringe of the town of Bentley. The plan boundary includes lands in Lacombe County only, on all sides of the Town of Bentley. The plan boundary does not include any lands within the Town of Bentley. The goal of the plan is to guide future growth and development within the plan area, in a compatible manner that transcends municipal boundaries. The intent and purpose of the plan is to ensure good communication and cooperation in the planning for orderly development within the plan area, avoid potential land use conflicts and provide more certainty around the types of land use allowed within the urban fringe and the development standards that will be applied.

The re-establishment of the Town of Bentley/Lacombe County Inter-Municipal Development Plan (ICP) & Inter Municipal Collaboration Framework (ICF) Committee, will continue our strong partnership with the County and continue our work to explore and further understand the possibilities and road map for the future of our community.

## **BUDGET AND FINANCIAL CONSIDERATIONS**

- None at this time, other than the cost of time commitment from the CAO's of each community and the members of council appointed as representatives.
- Additional Financial Considerations may be necessary as the project moves forward and depending on the success of grant applications if and when submitted.

## **ATTACHMENTS**

- 1) Bylaw 203/2018 (Intermunicipal Development Plan)

---

Marc Fortais, CAO

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**1 receipt = 1 contest entry**

**Winners will be contacted weekly to WIN either:**

**\$50 gift card (local business of your choice )**

**\$50 donation ( local charity of your choice)**

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- Info on current promotions or seasonal offerings
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# Final Report of the Alberta Affordable Housing Review Panel

October 5, 2020

Prepared by:



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# Introduction

A key component in creating strong, inclusive communities and economic prosperity is ensuring that Albertans have a broad range of affordable housing options. While the Government of Alberta and its housing partners have made significant progress in addressing the need for housing along the entire affordable housing continuum (from emergency shelter to near-market apartments), the need for affordable housing for vulnerable Albertans continues to grow. Economic uncertainty in Alberta is challenging the financial sustainability of the affordable housing system in this province.

The case for affordable housing is clear. Albertans need safe, suitable and affordable housing to participate successfully in the economy and society.

There are many challenges for affordable housing programs in Alberta. Some Albertans cannot find housing because they require specialized housing that can address unique safety and service needs. A larger number of Albertans cannot find housing because the market does not provide housing they can afford or housing that meets the need of those with physical or social barriers. Housing market changes do not line up with shifts in household income or demographics, with housing prices and rental rates often lagging behind shifts in the economy and unique local conditions. Certain populations are more likely to experience housing needs than others and require targeted approaches.

Government programs that support affordable housing protect Albertans from the effects of highly variable market pricing and changes in household income. The consequences of unaffordable and inappropriate housing are higher social service and health care costs and a greater strain on the justice system. Investment in affordable housing has both direct and indirect benefits. Government investment in affordable housing is multiplied in economic returns because it creates jobs and it supports tenants to stay in their community. Stable and affordable access to housing also supports these households to obtain and maintain meaningful employment.

To ensure that Alberta will continue to have a safe, suitable affordable housing system that is financially sustainable, the Government of Alberta appointed the Affordable Housing Review Panel (the Panel) to conduct an independent evaluation. The Panel worked from July to September 2020, engaged key stakeholders and applied its diverse expertise to identify ways the Government of Alberta could better support housing for Albertans in need, balancing financial sustainability with growing demand. Chaired by a Member of the Legislative Assembly, the nine members of the Panel were chosen based on their experience, unique perspectives and industry-leading work in Alberta's housing sector. (See Appendix A for the Panel Terms of Reference and Appendix B for the Panel Membership.)

This report is the Panel's submission to the Minister of Seniors and Housing with recommendations for the Government of Alberta to transform Alberta's affordable housing system.

# Current Challenges in Affordable Housing

The following provides a brief overview of the challenges and drivers for undertaking a holistic review of the affordable housing system in Alberta.

## Growing demand for affordable housing

The need for affordable housing is increasing, partly due to the projected increase in population, but also due to demographic changes within the population. Households are getting older, more diverse and their needs are changing, in part due to increased levels of immigration. Data show that the population of Alberta grew by almost 24% (776,825 people) from 2006 to 2016 and is expected to grow by another 32% by 2031. There are nearly 500,000 Albertans currently spending more than 30% of their household income on housing costs and 164,275 households in core housing need.<sup>1</sup>

More than 110,000 Albertans currently live in government-subsidized housing, and an additional 19,000 households are on a waitlist for subsidized housing. More than half of those households in affordable housing and one-third of those on a waitlist are seniors. With the population of seniors expected to increase from 655,000 to over one million by 2035 and the ever-increasing preference of seniors to stay in their homes and communities, Alberta is expected to see a significant increase in demand for a range of seniors accommodations in the foreseeable future.

In addition to a growing and more diverse population, the economic downturn as well as the COVID-19 pandemic have increased economic uncertainty for many Albertans. Access to affordable housing helps Albertans support themselves and each other, laying the foundation for healthy and productive communities.

## Diverse and unique needs

There are significant differences in demographics and community needs in the various regions of Alberta. In Northern Alberta, up to 85% of tenants have ties to the Indigenous community and most households have children. In urban centres, more single adults and new immigrant families occupy community housing. People with disabilities, people transitioning from homelessness, LGBTQ2S+, victims of domestic violence and people struggling with mental health and addictions also require different accommodations to meet their needs. A single approach cannot adequately address all housing needs.

Instead, a range of operating models, capital contributions, and engagement and community partnerships is necessary to identify and address the needs of local populations. Input and partnership with communities is necessary to address local, diverse needs.

---

<sup>1</sup> A household is in core housing need if its housing does not meet one or more standards for housing adequacy (repair), suitability (crowding), or affordability, and if it would have to spend 30 per cent or more of its before-tax income to pay the median rent (including utilities) of appropriately sized alternative local market housing.

## Challenges to increasing the supply of affordable housing

Approximately 43,500 Alberta households were housed in regulated social housing units in 2019. As a result of Government of Alberta capital funding, a total of 537 new units were created from 2019 to 2020. These gains in stock were negated by a decrease in the number of rent supplement units because COVID-19 delayed the transition to a new rent supplement program.

The Government of Alberta owns almost half of the subsidized housing stock in Alberta. Almost 60% operate under a strict regulatory structure governed by the *Alberta Housing Act*. This limits the incentives and nature of market participation (both private and not-for-profit) in developing and operating affordable housing. With the exception of rent supplements, regulated programs are not structured to allow partnerships with the private sector.

## Aging infrastructure

The average age of affordable housing stock under agreement is more than 35 years old, with increasing need for ongoing maintenance. Government's ownership of almost half of the affordable housing stock creates inefficiencies and delays in planning and completing maintenance work. Fluctuating capital development and maintenance costs add to the fiscal pressures to maintain the supply of government-owned or -supported units. These aging assets can no longer be sustained if maintenance and renewal is deferred. The sector cannot implement potential cost and process efficiencies while government continues to own the buildings, which requires adherence to government approval and procurement processes.

## Fiscal challenges

The costs of developing and sustaining affordable housing are borne by all levels of government, including the Government of Alberta. The government's fiscal challenge requires that it reassess its return on investment in affordable housing and identify a new role for the provincial government in meeting the need for affordable housing with scarce resources.

## System complexity

Housing trends across Alberta suggest the need for tailored and local solutions. While some communities face declining populations, others are seeing an increase. Urban centres face different challenges than rural communities. The local needs of communities in our province cannot be addressed with a single, uniform approach. The current "one-size-fits-all" approach will not work. Rather, localized and customized housing solutions are required.

While the population in Alberta has increased significantly in the past decades, many structures and regulatory processes have remained unchanged. Housing providers and government partners express concern with strict regulatory requirements and face increasing pressure to sustain their operations.

In addition, there are multiple government departments responsible for regulating and funding affordable housing and support services. This overlap impacts the development of affordable housing,

which in turn carries over to other social policy areas. For example, when regulatory burdens and other barriers hinder affordable housing initiatives, health care, child intervention and justice system costs increase. The complex nature of the existing funding and policy structure is difficult for operators to navigate.

## Government Objectives

The Affordable Housing Review Panel was asked to reimagine the province's role, identify the circumstances under which government should provide housing supports and for whom, and determine priority outcomes that best serve Albertans. This includes identifying best-fit strategies for government housing assets, funding, and legislative levers. In line with government commitments, key questions for the review were:

- How can we get more value for government spending on housing?
- How can government address housing needs through the private market?
- What are the reasons people need subsidized housing, and what role should government play?

The Panel considered these questions in the context of known government objectives:

- The Government of Alberta has committed to ensuring more affordable housing in Alberta for those who need it, including seniors who require specialized housing. This includes exploring mixed-income housing models and public-private partnerships to enable people to reside in their communities and allow for the creation of innovative community options.
- The province has committed to reduce red tape and increase efficiency to make life easier for Albertans and strategic partners. In late 2019, the Minister of Seniors and Housing announced a red tape reduction initiative to review the income verification process used for affordable housing applicants. This review is considering ways to simplify the information used to calculate the income of applicants and reduce the administrative burden on housing providers.
- Budget 2019 initiated a review of the Ministry Seniors and Housing's rent supplement programs, which help households find affordable rental accommodations by providing rent subsidies in eligible rental projects. The research and analysis of this review was provided to the Panel and considered in the Affordable Housing Review.
- The 2019 MacKinnon Report on Alberta's Finances had a number of recommendations that helped guide considerations for the Affordable Housing Review. The MacKinnon Report recommended a comprehensive approach to program reviews, bringing Alberta's net public capital stock in line with other provinces, examining Alberta's legislative framework for capital funding to municipalities, redefining the government's inventory of land assets to include the broader public sector, and refreshing policy on major procurements.

# Approach

## Affordable Housing Review Panel

The Affordable Housing Review Panel (the Panel) was appointed by the Minister of Seniors and Housing on July 1, 2020 to engage with key stakeholders and review Alberta's affordable housing system to help transform this system.

Calgary-Cross MLA Mickey Amery chaired the panel, whose nine members came equipped with a diverse range of perspectives and backgrounds as housing providers, housing advocates, developers, real estate investors, civil society organizations, academics and other housing experts. SHS Consulting supported the Panel by organizing meetings and engagement activities, and conducting in-depth research and analysis as directed.

See Appendix A for the Panel Terms of Reference, including scope, purpose, and mandate, and Appendix B for the Panel membership.

## Engagement Activities

The Affordable Housing Review included an extensive number of engagement sessions with key stakeholders from the private, not-for-profit, and public sectors, one-on-one interviews with key opinion leaders, and an online call for written submissions. A total of 44 engagement sessions and interviews were conducted with 96 organizations and 150 participants.

The panel received 124 email submissions from 115 stakeholders. Submissions were received from current residents of affordable housing units, people experiencing housing issues and other concerned citizens (41), housing management bodies (22), residential developers and builders (8), private sector companies (5), municipalities (7) and civil society organizations, housing advocates and government advisory councils (32).

Key themes from these sessions and online submissions informed the Panel's recommendations. A list of participating organizations is provided in Appendices C and D.



## Desk Research

The work on the Affordable Housing Review also involved significant research on the following:

- Cross-jurisdictional scans to identify innovative and leading approaches to affordable housing supply and delivery.
- Data and information analysis to identify housing needs and gaps for Alberta as a whole as well as in selected geographic regions throughout Alberta.
- Scan of housing options in Alberta's private rental market.
- Analysis of the trends in incomes and rents in market and non-market housing over time.
- Examination of the approach to calculating rents in social and affordable housing and the prioritization of households on the waitlist for social/subsidized housing.
- Analysis of the Alberta Social Housing Corporation portfolio.
- Analysis of affordable housing challenges.
- Cost-benefit and return on investment analysis.

This research informed the development of the Panel's recommendations.

# Transforming the Affordable Housing System in Alberta

The Panel reviewed extensive research on the current state of affordable housing in Alberta, including the need for affordable housing for households with low and moderate incomes, the existing private market and social (non-market) housing supply, and the current approach to providing subsidized housing. This review highlighted the need to make changes to the delivery of affordable housing to achieve better outcomes for Albertans, to increase supply, and to achieve greater value for government spending.

## Principles

A number of key principles were identified during the review that formed the framework upon which Panel recommendations would be developed. These principles guided research efforts and the development of the Panel's recommendations.

- **Bold action**

Bold action emerged as an important principle during engagement activities. Interest groups strongly encouraged the Panel to implement transformative ideas, rather than small, incremental changes. Key stakeholders stated that they were ready to see bold, innovative, and sweeping changes to help transform the delivery of affordable housing in Alberta.

- **Fair, equitable, and inclusive**

A fair, equitable, and inclusive affordable housing system is essential. This foundational principle guided the Panel's recommendation that all stakeholders share responsibility for housing, while maintaining fairness, inclusivity, and prioritization of affordable housing for those with the greatest need. The Panel's recommendations were also designed to assist more households with low incomes through innovative programs and ideas.

- **One size does not fit all**

Communities in Alberta are unique – urban and rural centres, seniors, Indigenous communities, and many others each require different solutions.

- **Efficiency, sustainability, and financial responsibility**

The efficiency, sustainability, and financial responsibility of the system as a whole and at the operational level were identified as important principles in the development of the Panel's recommendations. A sustainable affordable housing system is essential to ensuring that these services are available to Albertans when they need them.

# Recommendations

The Affordable Housing Review Panel puts forward the following recommendations with the goal of transforming the affordable housing system in Alberta. These recommendations link to and address the three mandate questions.

1. How can we get more value for government spending on housing?  
Recommendations #1, 2, 3, 4, 7, 8, 10, 11, 15, and 16 respond to this question.
2. How can government address housing needs through the private market?  
Recommendations #1, 10, 11, 16, 17, 18, and 19 address this question.
3. What are the reasons people need subsidized housing and what role should government play?  
Recommendations #1, 5, 6, 8, 9, 10, 11, 12, 13, and 14 respond to this question.

## Summary of Recommendations

The recommendations of the Panel are as follows and are based on the principles of bold action, fairness, equity and inclusiveness, one size does not fit all, and efficiency, sustainability and financial responsibility. The recommendations put forth by the Panel are the result of input from the engagement sessions and online submissions, desk research, and extensive Panel discussions.

### Focusing on Affordable Housing

1. Develop a provincial strategic plan for housing with short- and long-term objectives aimed at addressing Alberta's affordable housing needs and achieving housing stability for all Albertans.

### Unlocking Existing Equity and Building Sector Capacity

2. Develop a provincial asset management plan as a first step to move the Government of Alberta from being an owner of affordable housing assets to regulating and funding housing programs.
3. Develop and implement a strategic asset transfer plan that achieves equity, safety, flexibility and sector financial sustainability by working with key stakeholders, including housing management bodies, not-for-profit organizations, private landlords, private developers and Indigenous organizations.
4. Ensure all proceeds from transfer of assets are maintained within the affordable housing system and invested in a manner that grows the financial resources available to meet affordable housing needs.

5. Work with housing management bodies to build capacity within the sector, improve and redevelop the affordable housing stock, improve service delivery to those in need and prioritize applications for subsidized housing based on local need. Where appropriate, encourage housing management bodies to reorganize, collaborate and/or consolidate operations to increase capacity, including fiscal capacity and development and operational expertise.
6. Engage and facilitate collaboration among housing management bodies, not-for-profit organizations, private industry and Indigenous organizations/governments to build increased capacity and develop appropriate housing solutions.
7. Update the previous review of the Seniors Lodge Program conducted in 2015 with a view to increasing the effectiveness of lodges in meeting housing needs, the flexibility in their use and their financial sustainability as a housing choice for Albertans.

### Promoting Partnerships

8. Identify opportunities to maximize and leverage federal funding to increase the supply of affordable housing in Alberta, such as providing provincial land and buildings as in-kind contributions to trigger federal fund-matching programs.
9. Work with Indigenous stakeholders, including Metis governments, to advocate to the federal government for continued, long-term supports to address the housing needs of Indigenous communities in Alberta.
10. Direct current and future provincial funding allocations to a mix of rent supplements and capital funding that maximizes affordable housing choices for Albertans.
11. Building on the current review of the rent supplement program, rebalance funding to include a modest subsidy for people who are currently not able to access deeper subsidy programs to enable them to stay in their housing or find housing of their choice in the private market.
12. Encourage municipalities to develop local housing and homelessness needs assessments and action plans to better understand local needs, identify local priority populations, help guide local, provincial and federal investments in affordable housing and develop solutions to address the unique needs of urban, rural, and remote communities.

### Simplifying Administration

13. Direct the Government of Alberta to update the approach to determining eligibility and calculating rents to include additional household income and assets and allow for more local control over prioritization to promote local solutions, rebalance fairness and generate more stable revenue.
14. Work with housing operators to develop a centralized housing portal to manage waiting lists, including vacancies, and develop standardized application forms for the community housing and seniors lodge programs.
15. Direct the Government of Alberta to improve its approach to capital maintenance funding, including the establishment of an expedited process for project approvals and setting benchmark timelines for project approvals.

## Supporting Innovation

16. Encourage the Government of Alberta to update the provincial regulatory regime to increase the affordable housing supply, including streamlined planning approval processes and the adoption of innovative forms of housing.
17. Encourage municipalities to update local planning policies, processes, and regulations to develop affordable housing and permit and encourage innovative forms, such as tiny homes, secondary suites, co-housing, and repurposing of non-residential buildings into affordable housing units.
18. Work with housing partners to support and encourage innovative forms of affordable housing, such as the use of prefabricated homes, container housing, repurposing buildings, Passive House design, net zero housing, and other solutions to increase the efficiency of affordable housing and effectiveness of housing funding.
19. Work with housing partners to support and encourage the development of innovative operating models, such as mixed-income, mixed-use, and mixed-tenure housing developments that will create community benefits and increase the sustainability of affordable housing.

## Rationale for the Recommendations

What follows is a discussion of the issues and rationales for the Panel's recommendations.

### Focusing on Affordable Housing

Issue: There is currently no provincial strategic plan for housing.

Feedback from over 40 engagement sessions with key stakeholders found that there was a need for a provincial strategic plan for housing that would identify the vision and desired outcomes for the various affordable housing and housing stability programs. Housing operators and support service providers noted that there were no clear outcomes to guide their work and the work of the various provincial departments with responsibility for housing. Key stakeholders stated that the absence of a clear, long-term, strategic plan has made it difficult to identify appropriate roles and responsibilities.

In addition, key stakeholders stated that the various departments with responsibility for elements of the affordable housing system work in silos, so applications for funding or services are extremely complicated and create an unnecessarily complex and lengthy process. Clients often have to apply to various departments and different programs to obtain housing and the support services they need, thereby increasing red tape and creating complexity within the system.

Key stakeholders from the not-for-profit sector also noted that there were currently no programs for homelessness and supportive housing against which to clearly identify Government of Alberta criteria, objectives, and program funding pools. While previous programs addressing homelessness and supportive housing were funded indirectly through provincial programs and federal funding, there were no current Government of Alberta programs to address homelessness and supportive housing, two very important components of the overall housing system.

In addition, housing management bodies and housing developers from both the not-for-profit and private sectors stated that capital and operational funding for affordable housing projects fall within the jurisdiction of several provincial departments. This means that the application process is not only complicated and lengthy, but also that funding opportunities go unnoticed. This discourages the participation of these sectors in addressing affordable housing needs.

To address this issue, the Panel developed the following recommendation, based on the principles of fairness, inclusiveness, efficiency, and sustainability.

**Recommendation #1: Develop a provincial strategic plan for housing with short- and long-term objectives aimed at addressing Alberta’s affordable housing needs and achieving housing stability for all Albertans.**

#### Rationale

The purpose of this recommendation is to make it easier for Albertans to access the affordable housing and housing stability supports they need by creating clear and consistent parameters for Government of Alberta funding and available programs. Consistency is a fundamental prerequisite for housing partners, who require clear and concise rules to plan and invest in the efficient operation and development of affordable housing.

Based on the feedback from the engagements and submissions as well as information from Alberta Seniors and Housing staff, the Panel decided to put forth a recommendation for a strategic action plan, which would not only identify outcomes but would also be based on a “one-stop-shop” approach to create efficiencies. In addition, this strategic plan will help guide the decision-making process relating to rent supplements and capital investments, affordable housing and stability programs, and any future housing-related programs. A long-term strategic plan that identifies provincial interests and intended outcomes and guides decision-making will help ensure a more efficient process, help prioritize limited resources and encourage all housing partners to work collaboratively to address housing need.

## Unlocking Existing Equity and Building Sector Capacity

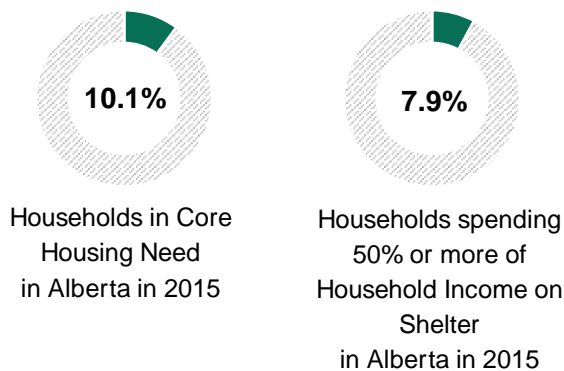
Issue: The current system is not financially sustainable, nor sufficiently flexible, for housing providers to meet the growing need for affordable housing in their communities.

Research found that the current system is not able to meet the housing needs of all Albertans. While the COVID-19 pandemic will have a temporary impact on growth in this province, long-term projections indicate that Alberta's population will continue to grow. Invariably, increased population growth will create increased demand for affordable housing.

Demand for affordable housing in Alberta continues to grow. In 2016, there were 164,275 Albertans in core housing need and 120,575 Albertans spent 50% or more of their annual household incomes on housing. Without immediate action, the number of Albertans in core housing need could grow to as high as 260,000 by 2031. Some population groups face an ever-greater risk of being in core housing need. For example, the Panel heard that vulnerable Albertans with disabilities spend up to 60% of their income on housing needs due to limited accessible housing options in the province.

The research indicated that there are distinct differences between rural, remote and urban communities throughout Alberta. While some communities are seeing a decline in their populations, others are seeing significant increases. Many communities are experiencing an aging population, while others are seeing increases in the number of working families. Many urban areas are characterized by growing populations and increasing waitlists, while others, often rural communities, frequently have vacancies (especially in the Seniors Lodge Program). These observations demonstrate a need for solutions tailored to the specific needs of each community. Housing management bodies are key instruments to help meet these needs through tailored approaches.

Figure 1: Households in Core Housing Need: The Province of Alberta; 2015



Source: Statistics Canada Custom Tabulations 2015

The Government of Alberta owns a substantial portion of the provincial affordable housing stock, operated within a regulatory framework governed by the *Alberta Housing Act*. An ongoing concern is the age of the stock and the need for significant capital maintenance. Engagement with key stakeholders and research found that the Government of Alberta's ownership of the properties creates

substantial limitations for innovative housing approaches. Government ownership of affordable housing units limits development of mixed-income housing models, public-private partnerships, and market participation by both private and not-for-profit organizations in the sustainable development and operation of affordable housing.

During engagement sessions, there was a wide consensus among stakeholders that the Government of Alberta's ownership of affordable housing was the root of many of the issues outlined above, and prevents many operators from addressing the need for affordable housing in their communities. Because the government owns the assets, operators cannot leverage the properties that they operate to finance new development or reinvest in existing units.

Furthermore, key stakeholders indicated that centralized policies prevent customized solutions. This is particularly challenging for Indigenous communities and seniors, who could benefit from individualized approaches to housing. For example, larger families, kinship circles and families living in intergenerational housing environments were not always able to access larger housing units due to centralized policies that limit such arrangements. Indigenous households often face discrimination and guests or extended family members were not always allowed to stay overnight.

Lastly, it was found that many of the housing management bodies are small. For example, 52% operate fewer than 100 units and 34% only manage one building. This means many operators lack operational and development expertise, have limited capacity to develop their portfolio and are not able to achieve economies of scale. During engagement sessions, key stakeholders said that it would be desirable to encourage housing management bodies to amalgamate or find other ways to collaborate (i.e., sharing services) in order to increase capacity to deliver services, reduce their operating costs or combine their portfolios and leverage them to generate new housing options in their respective communities.

To address these issues, the Panel developed the following recommendations, which are based on the principles of bold action, fairness, inclusiveness, one size does not fit all, financial responsibility, and sustainability.

**Recommendation #2:** Develop a provincial asset management plan as a first step to move the Government of Alberta from being an owner of affordable housing assets to regulating and funding housing programs.

The asset management plan should not only consider the current value of the asset, but also its lifecycle span, operating efficiency and return on investment.

**Recommendation #3:** Develop and implement a strategic asset transfer plan that achieves equity, safety, flexibility and sector financial sustainability by working with key stakeholders, including housing management bodies, not-for-profit organizations, private landlords, private developers, and Indigenous organizations.



The asset transfer plan should be flexible enough to consider different approaches where appropriate while ensuring that the number of affordable housing units is maintained, if not increased, and that supports for tenants are maintained.

**Recommendation #4:** Ensure all proceeds from transfer of assets are maintained within the affordable housing system and invested in a manner that grows the financial resources available to meet affordable housing needs.

**Recommendation #5:** Work with housing management bodies to build capacity within the sector, improve and redevelop the affordable housing stock, improve service delivery to those in need and prioritize applications for subsidized housing based on local need. Where appropriate, encourage housing management bodies to reorganize, collaborate and/or consolidate operations to increase capacity, including fiscal capacity and development and operational expertise.

**Recommendation #6:** Engage and facilitate collaboration among housing management bodies, not-for-profit organizations, private industry and Indigenous organizations/governments to build increased capacity and develop appropriate housing solutions.

**Recommendation #7:** Update the 2015 review of the Seniors Lodge Program with a view to increasing the effectiveness of lodges in meeting housing needs, the flexibility in their use and their financial sustainability as a housing choice for Albertans.

## Rationale

The goal of these recommendations is to change the role of the Government of Alberta from an owner to a regulator and funder of affordable housing. This will create more flexibility and financial independence for housing management bodies and other housing operators while making sure Albertans achieve better access to affordable housing that is well maintained and meets the need of their community. It will also allow housing management bodies, who have the expertise, to leverage assets to better address the affordable housing needs in their communities with innovation and creativity.

These recommendations are supported by what the Panel heard during engagement sessions with key stakeholders and the numerous submissions on the subject. There is consensus within the sector that the role of the Government of Alberta in addressing housing need should be as a regulator, policy maker, planner, funder and enabler of the sector rather than as an owner of affordable housing assets. While there may always be a need for government to own some housing assets, such as supportive housing, stakeholders stated that both the not-for-profit and private sectors should have the ability to own and operate affordable housing assets in a more efficient manner while also addressing unique local housing needs. If housing providers own the stock they manage, they would be able to provide custom solutions for issues in their respective communities. They would also gain the ability to leverage their properties and use the proceeds to reinvest into new stock or update

existing stock. It would also help them to pursue mixed-income housing models, including public-private partnerships that would facilitate the market participation of both private and not-for-profit organizations in developing and operating affordable housing. Other jurisdictions in Canada and Europe reviewed as part of the desk research have successfully undertaken, or are currently undergoing, such a transfer of assets.

Owning the assets will also provide housing providers with additional flexibility to adjust the housing stock to the needs of the community. For example, vacant seniors lodge units could be reallocated to singles, lone parents, students, homeless individuals, and people with special needs. Another example is Indigenous families could be assigned larger, family sized units to ensure extended family or other guests can stay for longer periods of time.

The concept of asset transfer has many advantages. It promotes flexibility, reduces red tape and allows housing providers to meet local needs by catering to their respective communities. It incentivizes market innovation and enables housing providers to access capital in the private market by allowing them to leverage assets more readily. It also alleviates some of the ongoing burden on government in maintaining and operating stock, which can have significant cost-saving impacts and leads to more sustainable and long-term housing programs.

It is important to note that the additional independence through owning an asset also comes with greater responsibility. Many stakeholders noted that a significant proportion of housing providers, particular in more rural areas, might not have an adequate size to achieve efficiencies through economies of scale or might not have the capacity required to own and leverage the newly acquired assets. Therefore, the Panel included recommendations to ensure sufficient capacity building of housing management bodies to ensure housing providers are able to capitalize on this new responsibility. This includes operational and administrative capacity, development expertise and fiscal capacity, to not only address the unique needs of individual communities but also to improve the affordable housing stock and to provide better services to those in need.

Lastly, while the Panel found great support from key stakeholders for the transfer of assets, the Panel was clear that the proceeds from any said transfer must be maintained in the affordable housing sector. The Panel recommends that the proceeds derived from the transfer of assets be held in a dedicated investment fund, with the income derived to be reinvested into affordable housing initiatives. This recommendation achieves two goals: it will ensure that the principal proceeds from any asset transfer remain protected, while providing long-term returns to be used solely and specifically to address affordable housing needs in Alberta.

## Promoting Partnerships

Issue: Addressing the affordable housing needs of Albertans requires partnerships and collaborations with all housing partners, including the federal government, municipal governments, housing management bodies, housing operators in the not-for-profit sector, the private sector and Indigenous organizations.

A single approach to affordable housing in Alberta cannot address the unique differences that exist in various areas of the province. Differences are particularly pronounced between large urban centres, where waitlists for affordable housing are relatively high, compared to smaller rural and remote communities that are in some cases characterized by high vacancy rates in the affordable housing stock and in private sector accommodation. Working with housing partners to build on existing partnerships and form new collaborations is necessary to address the diverse and unique needs of housing in Alberta. These partnerships can result in maximizing the assets and resources of each partner to significantly increase affordable housing for all Albertans.

Key stakeholders have stated that diverse tools are required to address housing needs across the continuum of need. No single approach will address all needs. Housing is not only an issue of supply in terms of building new units. In some cases, solutions may involve subsidizing rents to allow people with low incomes to access market accommodations.

Key stakeholders have also noted that local organizations know the local challenges best and shifting decision-making to the local level can streamline processes while increasing the benefits to the community.

In addition to working more collaboratively with municipalities and local housing providers, representatives from Canada Mortgage and Housing Corporation (CMHC) highlighted the opportunities for increasing federal funding for affordable housing projects in Alberta. This was supported by input from key stakeholders who stated that the Government of Alberta should maximize federal funding. It was noted that in many cases federal funding has been left on the table because the provincial and municipal governments did not have funding and processes in place to take advantage of these funding opportunities.

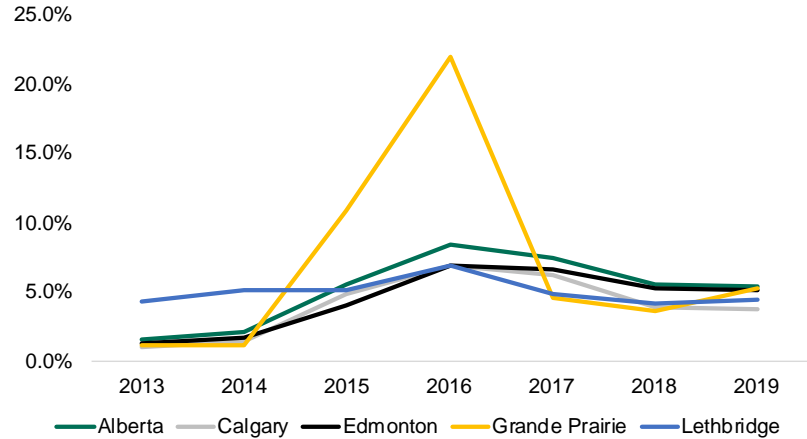
Key stakeholders noted that one approach to maximizing federal funding was for the Government of Alberta and municipal governments to provide underutilized land at below-market value for the development of affordable housing. This would create the equity that affordable housing providers require to secure financing for new projects and could be leveraged to encourage greater levels of investment, as land would be considered as an in-kind contribution under some federal funding programs that require cost-matching. By providing such lands on a lease basis, the province could continue to hold the asset, thereby minimizing financial impacts on the Government of Alberta.

Throughout Alberta, Indigenous peoples are overrepresented among the homeless population. Key stakeholders noted that programs to address these issues do not always fully incorporate the cultural sensitivities required to make them successful. Similar challenges were mentioned for immigrant

households that are frequently larger and might require a unit suitable for intergenerational living. Households with seniors or members with a disability might have specific requirements for their home. During the key stakeholder consultation and as part of the jurisdictional scan, it became clear that progress is being made in developing these culturally sensitive and household-specific solutions. For example, CMHC has housing programs for Indigenous communities. There is a clear opportunity for the Government of Alberta to facilitate discussions with the federal government and Indigenous organizations to ensure that these programs are used to address housing needs for Indigenous communities in the province. The Government of Alberta should play an active role in facilitating communication and raising awareness. Any collaboration with the federal government concerning the housing needs of Indigenous peoples in Alberta should include Indigenous peoples and should link to the provincial strategy recommended in Recommendation #1.

The private sector is an important partner in addressing affordable needs in Alberta. Research shows that there are many opportunities to work with the private sector to meet these needs. The vacancy rate for purpose-built market rental housing in Alberta was 5.4% (8,231 units) in 2019 and was mostly consistent in all markets reviewed as part of this study except for Calgary where the vacancy rate was as low as 3.8%. These vacancy rates are higher than what is generally considered a balanced market (vacancy rates of 3.0%). As such, this presents an opportunity for the Government of Alberta to work with private landlords by providing rent supplements to leverage private stock that is currently vacant and could be used as affordable housing. This provides an opportunity to assist working Albertans with modest incomes to move out of affordable housing units into the private rental market or stay in the private rental market. Additionally, rent supplements have economic and social advantages. Allowing Albertans to exercise more choice in their housing creates direct economic benefits for housing providers while ensuring that families find suitable accommodations near their place of employment or children’s schools.

**Figure 2: Vacancy Rates over Time: Alberta; 2013 - 2019**



Canada Mortgage and Housing Corporation 2020

To address this issue, the Panel developed the following recommendations, which are based on the principles of bold action, fairness, inclusiveness, efficiency, sustainability, and one size does not fit all.

**Recommendation #8:** Identify opportunities to maximize and leverage federal funding to increase the supply of affordable housing in Alberta, such as providing provincial land and buildings as in-kind contributions to trigger federal fund-matching programs.

**Recommendation #9:** Work with Indigenous stakeholders, including Metis governments, to advocate to the federal government for continued, long-term supports to address the housing needs of Indigenous communities in Alberta.

The advocacy strategy should include and build on the work of existing councils, such as the Métis or First Nations Women's Councils on Economic Security, to ensure Indigenous people in Alberta have access to their share of federal funding.

**Recommendation #10:** Direct current and future provincial funding allocations to a mix of rent supplements and capital funding that maximizes affordable housing choices for Albertans.

**Recommendation #11:** Building on the current review of the rent supplement program, rebalance funding to include a modest subsidy for people who are currently not able to access deeper subsidy programs to enable them to stay in their housing or find housing of their choice in the private market.

**Recommendation #12:** Encourage municipalities to develop local housing and homelessness needs assessments and action plans to better understand local needs; identify local priority populations; help guide local, provincial and federal investments in affordable housing; and develop solutions to address the unique needs of urban, rural, and remote communities.

## Rationale

The goal of these recommendations is to find new and better ways of working with all housing partners to better address the affordable housing needs of all Albertans.

These recommendations are based on the awareness that municipalities, housing management bodies, local housing operators, and community organizations would be best positioned to identify the local housing needs in their communities and to develop solutions to address these unique local needs. Some municipalities have already developed local housing needs assessments and action plans that identify local housing needs and potential solutions. There are still many communities that would have to develop their own needs assessments and action plans. These plans would not only assist in better understanding the local needs and priority populations, but could also be used to make better decisions at both the local and provincial levels.

These recommendations are also based on the fact that there are opportunities to work more collaboratively with other housing partners, such as the federal government and the private sector. Some CMHC funding programs require contributions from the provincial or municipal governments.

Key stakeholders have noted that this requirement has led to some Alberta projects being deemed ineligible for federal funding, as there was no process for cost-matching. The recommendations put forth by the Panel will address this issue but will also guide decision making to ensure that provincial programs build on existing federal programs to maximize the funding available for affordable housing.

In the 2019 budget, the Government of Alberta committed to a redesign of its rent supplement program to focus on supporting people who already have appropriate housing but who are paying more than 30% of their income for housing costs. As such, the recommendations put forth by the Panel build on this review of the rent supplement program to ensure that Albertans have more affordable housing choices, whether these are in subsidized housing units or in the private rental market. The recommendations also aim to assist people who may not be prioritized for subsidized housing but who still need some assistance to afford their rents. These recommendations would help a wider range of Albertans by spreading the investment in affordable housing across multiple levels of support for households in need.

The recommendations brought forth by the Panel will build on the current opportunity presented in the form of high vacancy rates in the private rental market in some communities. It has been noted that rent supplements are a particularly effective tool in helping those in need achieve housing stability quickly during periods of economic uncertainty, such as that currently being experienced. Furthermore, some private landlords have expressed interest in renting out units below the average market rent in exchange for a long-term agreement to house individuals and families who are in receipt of rent supplements. This arrangement would assist those landlords who are currently experiencing high vacancy rates while also ensuring government expenditures on these rent supplements are locked in for a specific period of time.

## Simplifying Administration

Issue: The complexity of current affordable housing programs is confusing for Albertans, expensive to administer and does not support local solutions or innovation.

A common theme in over 40 engagement sessions with key stakeholders and 115 written submissions received was the need to simplify the administration of the current affordable housing system. Most housing operators who participated in the engagement sessions stated that the current approach to determining eligibility and calculating rents was extremely complicated, requiring significant time and staff resources, and was also challenging for tenants and applicants, given the number of documents they were required to provide. For example, rents in some social housing units are calculated monthly in response to any change in household income. Not only is this a drain on staff resources, but it requires households to needlessly reproduce the necessary documents on a monthly and ongoing basis.

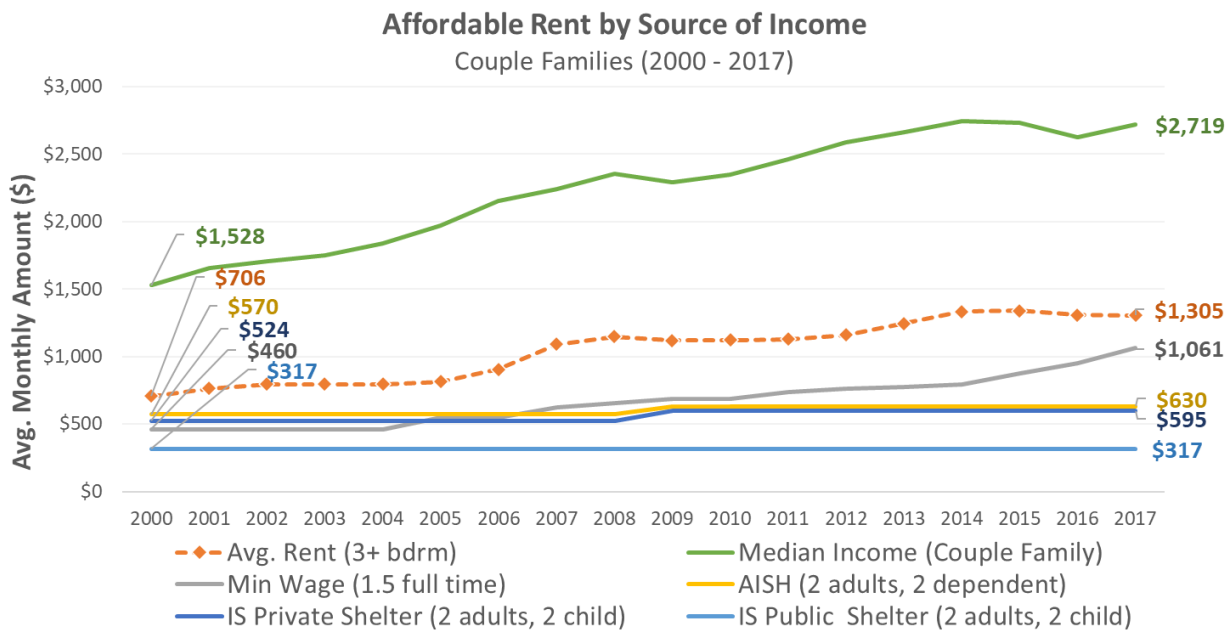
Housing operators also stated that the rents they can charge are not sufficient to cover operating costs, leading to deficits that have to be funded by the government and causing an increasing drain on taxpayers. Input from key stakeholders is supported by research undertaken by government staff, which shows that while average market rents and average household incomes have continued to increase (as demonstrated in Figure 3), rents for families on some government financial assistance programs have remained static. For example, while average rents for a three-bedroom apartment in Alberta have increased by about 85% from 2000 to 2017, the rents for families receiving income support have seen no increases over this same period and the rents for families receiving AISH have increased by only 11%.

Similarly, the average rent for a one-bedroom apartment in Alberta increased by about 84% from 2000 to 2017 and rent for seniors' housing units has increased by about 52%. The rent for someone receiving income support, however, has not increased at all during this same period, and the rent for someone receiving AISH benefits has increased by only 12% (as demonstrated in Figure 4).

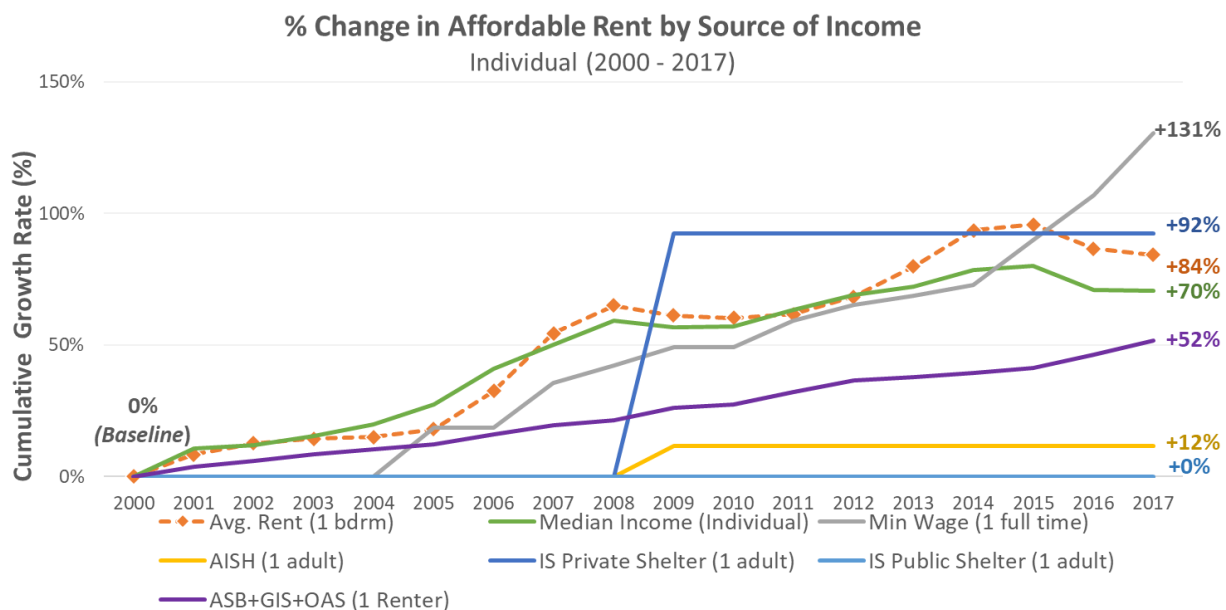
Stakeholders stated that these rules act as disincentives for not-for-profit and private organizations who would have otherwise been interested in developing affordable housing. In addition, the capped rents in subsidized housing have not only contributed to a financially unsustainable affordable housing system, they have also contributed to an unfair system. Key stakeholders noted that while rents in seniors housing have increased in proportion to their income, rents for community housing units or units for AISH recipients have not increased because of the increases in these benefits. During the engagement sessions, numerous examples highlighted the disparity between rents for families in affordable housing due to their sources of income, which resulted in some families paying significantly different rental rates than others, even when their overall incomes were similar. While lower rents provide additional disposable income to these households, these lower rents make the operation of affordable housing units extremely challenging for housing providers in Alberta. The net result, therefore, is that the sustainability of the system is at risk because it places significant pressure on the Government of Alberta to cover these shortfalls. Addressing these disparities will ensure that affordable housing in Alberta remains fair, equitable and sustainable.

Panel discussions on this issue noted not only the lack of fairness in this current system, but also the lack of accountability and the disincentive to move out of non-market housing units and into the private market. Families who could actually afford average market rents in their communities have no incentive to move out of subsidized housing units and into the private market, which has the effect of preventing families with deeper needs from accessing these units.

**Figure 3: Trends in Affordable Rent by Source of Income for Families; 2000 - 2017**



**Figure 4: Percentage Change in Affordable Rent by Source of Income for Individuals; 2000 - 2017**





The need to re-examine the requirements of the *Social Housing Accommodation Regulation* was also highlighted by many key stakeholders. It was noted that the Regulation often acts as a barrier for some clients who required some assistance but who were not prioritized, in some cases because they had higher incomes. Prioritization is currently based on income, the number of dependents, and the risk of homelessness. This limited the ability of housing operators to meet local needs if certain population groups are not considered provincial priority groups or if some households need only a moderate subsidy. Furthermore, the desk research showed that a household would need to earn \$46,000 to afford the average rent in Alberta. Based on household income data obtained through Statistics Canada, it is estimated that between 250,000 and 300,000 households in Alberta would not be able to afford these rents if they were to rely on income alone. While many of these households are working, their incomes are too low to afford average market rents, but too high to be prioritized for subsidized housing under the Regulation. Providing a moderate subsidy would allow these households to remain in the private rental market and allow them to reallocate some of their income to other basic needs, such as food.

Key stakeholders also stated that asset limits currently exist only for family community housing units, but not for seniors housing units. While seniors should be allowed to age in their own communities, in the interest of fairness, key stakeholders felt that asset limits should also be applied for seniors housing units and seniors with low incomes and no or little assets should be prioritized.

Input from key stakeholders also highlighted the need for a more centralized waitlist system, including standardized application forms and a way for people to search for housing in different areas without having to undertake multiple searches and submit numerous applications. Some individuals and families have the flexibility to move to different communities to find housing yet the current system would require them to search within the jurisdiction of each housing management body and housing operator to find vacancies. An example provided by stakeholders is a senior in Calgary would have to apply to 12 different organizations to find affordable housing. Stakeholders have stated that the current system is a barrier to assisting people in need. A more centralized system would streamline this search and would allow some people to move off the waiting list while also assisting housing operators by filling their vacant units. Key stakeholders also stated that each housing operator used different application forms, some of which ask for unnecessary and/or inappropriate information. A standardized form for each of the affordable housing programs would simplify the process for applicants as well as for housing operator staff.

In addition, housing management bodies and other housing operators noted that because government must make decisions about the properties it owns, the current processes for funding capital maintenance are cumbersome, restrictive, and result in delays and a reduced number of quality units. Specifically, the requirements for bidding and approvals create an unnecessary level of bureaucracy. Some stakeholders stated that approvals for capital maintenance funding could take up to eight months, resulting in estimates that were no longer valid and increased costs as assets have further deteriorated.

To address this issue, the Panel developed the following recommendations, which are based on the principles of fairness, efficiency, sustainability, and financial responsibility.

**Recommendation #13:** Direct the Government of Alberta to update the approach to determining eligibility and calculating rents to include additional household income and assets and allow for more local control over prioritization to promote local solutions, rebalance fairness and generate more stable revenue.

The Panel recommends that the updated approach should include additional household income and assets and allow operators to verify household incomes on an annual basis. The updated approach should consider mitigation strategies, such as a transition period, to allow current residents to adjust to new rent levels and criteria. The updated approach should also be flexible enough to accommodate individual circumstances.

**Recommendation #14:** Work with housing operators to develop a centralized housing portal to manage waiting lists, including vacancies, and develop standardized application forms for the community housing and seniors lodge programs.

This centralized portal could build on existing systems and should utilize universal application forms and a centralized intake process for any future provincial programs.

**Recommendation #15:** Direct the Government of Alberta to improve its approach to capital maintenance funding, including the establishment of an expedited process for project approvals and setting benchmark timelines for project approvals.

## Rationale

The goal of these recommendations is to make it easier for Albertans to access affordable housing and to make it easier for housing operators to provide affordable housing that is well maintained, of good quality, and meets the needs of the community while remaining financially viable.

These recommendations are based on simplifying the administration of the affordable housing system to make the system more responsive to the current and emerging housing needs of Albertans. These are focused on making it easier for Albertans to access affordable housing by standardizing the processes across the entire province and increasing fairness across the system. These are also aimed at helping housing operators to operate in a more financially sustainable way by providing them with consistent and moderately higher revenue streams that can be reinvested in the system, thus avoiding losing any affordable housing units and maintaining the level of service for residents.

The current system excludes certain income sources and assets in the calculation of rents. In some cases, this has resulted in households with similar incomes paying very different rents for similar-sized units. Similarly, the exclusion of assets in the prioritization and calculation of fees for the Seniors Lodge Program and other affordable housing programs means that those who hold significant assets are being prioritized and subsidized by the government. These scenarios are not fair or equitable to affected households. As such, the Panel decided that a fairer system would be one that considered assets and treated income consistently in the calculation of rents.

Panel discussions were also focused on ensuring that, while Albertans with the deepest housing affordability needs should be prioritized, it was also necessary to assist as many Albertans as possible. This would mean assisting households to remain in their current private market units or finding units in the private rental market and taking advantage of higher vacancy rates in some communities. It also means helping households to transition to the private market if they have the resources to do this, thus freeing up subsidized housing units for households with deeper needs.

## Supporting Innovation

**Issue:** The existing land use regulations, requirements, and processes at both the provincial and local levels are barriers to delivering sufficient affordable housing, including innovative forms of housing.

Input from the engagement sessions and the online submissions highlighted that the planning approval process in some municipalities is a significant barrier to building housing, including affordable housing, as it adds to the timelines and costs. In addition, key stakeholders noted that local municipal bylaws often acted as barriers to innovative housing forms that would contribute to the diversity of the existing housing supply as well as increasing the supply of affordable housing.

For example, the economic downturn in some areas as well as the impact of COVID-19 has resulted in a number of vacant hotels/motels, office space, commercial space, and retail space in many communities throughout Alberta. This presents an opportunity to repurpose this stock into affordable housing. Some communities have already started to do this. For example, the largest local hotel in Red Deer is planning to renovate to create 103 bachelor and six one-bedroom suites. The site is zoned as commercial and already provides the right to create residential housing. The City of Red Deer provided a minor variance to allow for smaller suites than required in the City Bylaw (323 sq. ft. vs 398 sq. ft.). A minor change, which shows that with government support from municipalities and the province, the oversupply of hotel rooms might provide an opportunity for the creation of new affordable housing stock in Alberta. While there are certain challenges associated with repurposing existing buildings, such as building code and zoning bylaw requirements, this presents an opportunity to increase the supply of non-market and market housing at a lower cost compared to building new supply.

In addition to repurposing the current housing stock, mixed-income housing provides an opportunity for integration and for creating revenue models to support sustainability. These integrated communities build a sense of place, belonging, ownership, and social bonds between residents, which, in turn, provides more supports, and less reliance on the government. Some stakeholders have noted that a number of housing management bodies are already looking at this model to increase the number of affordable housing units in their portfolio while ensuring financial sustainability in the long term.

There are other ways to increase the affordable housing stock. Input from key stakeholders and online submissions have highlighted some innovative approaches, such as prefabricated homes, Passive House design, tiny homes, container housing, co-housing and secondary suites. Using different types of housing can reduce constructions costs and timelines. However, key stakeholders noted that in

many municipalities, building these types of housing would require a lengthy and complex planning approval process to allow for inflexible municipal legislation and regulations ill-equipped for innovative forms. It was also noted by stakeholders that these local regulations might act as a barrier to accessing the recently announced CMHC Rapid Housing Initiative, which focuses on the use of modular construction.

To address these issues, the Panel developed the following recommendations, which are based on the principles of bold action, one size does not fit all, inclusiveness, efficiency, and sustainability.

**Recommendation #16:** Encourage the Government of Alberta to examine how it can update the provincial regulatory regime to facilitate and expedite the expansion of affordable housing supply, such as streamlining planning approval processes and encouraging innovative forms of housing.

**Recommendation #17:** Encourage municipalities to update local planning policies, processes, and regulations to facilitate and expedite the development of affordable housing and permit and encourage innovative forms of affordable housing, such as tiny homes, secondary suites, co-housing, and repurposing of non-residential buildings into affordable housing units.

**Recommendation #18:** Work with housing partners to support and encourage innovative forms of affordable housing, such as the use of prefabricated homes, container housing, repurposing buildings, Passive House design, net zero housing, and other solutions that will increase the efficiency of affordable housing and effectiveness of housing funding.

**Recommendation #19:** Work with housing partners to support and encourage the development of innovative operating models, such as mixed-income, mixed-use, and mixed-tenure housing developments, which will create community benefits and increase the sustainability of affordable housing.

## Rationale

The goal of these recommendations is to provide Albertans with a wider range of housing options, including affordable housing options, in their communities by making it easier to build innovative housing forms and use innovative approaches for operating housing.

These recommendations aim to make it easier for housing developers from both the private and not-for-profit sectors to increase the supply of affordable housing by reusing existing infrastructure as well as using creative ways that would lower capital and operating costs and ensure financial sustainability. These recommendations also aim to provide more flexibility in developing housing solutions that meet local needs. For example, some communities need more housing for seniors but some seniors would rather share their homes with a small group of friends than move to a seniors lodge or apartment. Other communities may need rental housing that is flexible enough to respond to

boom and bust cycles. As such, allowing prefabricated homes and secondary suites would increase the supply of rental housing in a much faster way while maintaining the overall character of the community.

While the negative impact of the drop in oil prices and COVID-19 on Alberta's economy has been significant, this also presents an opportunity to re-examine how existing buildings are used. For example, many hotels/motels, offices, and commercial buildings have become vacant. Often, these buildings are located in areas that are close to transit and other services and amenities. This presents an opportunity to reuse this stock to meet the increasing need for affordable housing at a lower cost compared to constructing new buildings. The recommendations of the Panel capitalize on this current opportunity.

While municipalities have jurisdiction over planning legislation, regulations, and approval processes, the Government of Alberta has the ability to encourage municipalities to streamline their processes and make it easier to create affordable housing.

# Conclusion

The preceding recommendations from the Affordable Housing Review Panel are based on considerable research, input from a broad range of stakeholders, including individual Albertans, and extensive discussions on the options available and the impact of these recommendations on all Albertans. The Panels intends its recommendations bring about transformation. They shift the Government of Alberta's role from ownership and control to partner and funder, and signal a need to transform programs to focus on supporting Albertans, not operators, and to engage the capacity of the private sector in expanding the delivery of affordable housing in an efficient and sustainable manner. The Panel strongly believes that this report provides a critical foundation for the development of a strategic action plan that will identify how to implement these recommendations and achieve transformative change in Alberta's affordable housing system.

# Appendix A: Terms of Reference of the Affordable Housing Review Panel

## BACKGROUND

The Government of Alberta committed that housing would be more affordable and accessible for those who need it in Alberta, including seniors in need of specialized housing. The Government also committed to deliver housing projects in partnership with private and non-profit developers through an expanded use of mixed-income operating models. Compounding economic uncertainty is also challenging the Government to reduce spending further while still taking steps to address the growing demand for affordable housing. A review of programs across the affordable housing spectrum will help to clarify government's priority outcomes in supporting housing for Albertans in need, balancing financial sustainability with growing demand. This panel of housing and financial sector experts will provide advice to improve Alberta's affordable housing programs and propose recommendations on system improvement.

This Affordable Housing Review Panel (the Panel) is established under section 7 of the *Government Organization Act*.

## PURPOSE: MANDATE AND ROLE

The purpose is to reimagine GOA's role and develop a vision to articulate the circumstances under which government should provide housing supports, for whom, and identify priority outcomes. The review will identify best-fit strategies for government's housing assets, funding and legislative levers, and will be guided by these questions:

- How can we get more value for government spending on housing?
- Can government address housing needs through the private market?
- What are the reasons people need subsidized housing and what role should government play?

To achieve this mandate the Panel will:

- Review economic and housing market outlooks, trend forecasts, and projections to explore long-term scenarios for housing supply and demand.
- Compare housing systems and programs in other peer jurisdictions, including government spending and outcomes achieved.
- Engage with key target groups to understand current challenges and to hear input on future opportunities.

- Identify opportunities for program redesign that could better serve target populations in need through existing housing capacity.
- Identify options for government to adjust its property portfolio, funding mechanisms, and legislation to achieve priority outcomes and strategic objectives.
- Provide advice on any other matter the Panel deems relevant to its mandate as a result of information coming to its attention during the course of the review.

## SCOPE

The Panel will examine opportunities in the areas of government housing asset portfolio, capital and operating investments and spending, rent supports for Albertans, funding mechanisms, and legislative and regulatory tools.

In scope are the following types of affordable housing: seniors' lodges, senior-only housing, family and community social housing, family and community long-term supportive housing, and near-market affordable housing. The Panel recognizes there is overlap in the types of accommodations operators offer seniors. While continuing care standards, operating programs and funding will not be considered as these will be covered in the review of continuing care led by Health, the Affordable Housing Review Panel may forward related recommendations to the Ministry of Health for consideration.

The Panel also recognizes the interface with the province's income support programs and housing, including access, social supports, eligibility and rent rates. Recommendations made by the panel may include suggested changes to income support programs, as they relate to housing affordability. While the panel may consider the broad policy framework under which these programs operate, legislation, regulation or operating guidelines for income support programs are not in scope.

Private market housing is outside the scope, except for the purpose of analyzing and understanding opportunities in low-rent housing markets.

Emergency shelters and transitional accommodation are out of scope.

## DELIVERABLES

The Panel will deliver its final report and recommendations to the Minister of Seniors and Housing no later than September 30, 2020.

An interim report on research findings and summary of engagement input will be provided to the Minister of Seniors and Housing no later than August 31, 2020.

The Panel shall provide any follow-up clarifications, explanations, or other advice as may be requested by the Minister of Seniors and Housing until November 30, 2020.

## ENGAGING WITH TARGET GROUPS



The Panel will gather perspectives from the following groups to understand their perspectives on housing affordability, their specific needs and the current programs:

- Seniors;
- People with disabilities;
- Northern and remote residents;
- Indigenous peoples;
- People with mental health and addiction issues;
- Newcomers;
- Veterans;
- LGBTQ2 community;
- Survivors fleeing family violence; and,
- People experiencing homelessness.
- Housing operators;
- Working households who live in affordable housing
- Households on income supports

The panel may identify additional groups and engage with them as the Panel deems relevant to its mandate. An engagement plan will be created to establish how the panel will gather these perspectives.

## **MEMBERSHIP**

The Panel will be led by an MLA and consist of up to ten members representing a diversity of perspectives: non-profit operator, non-profit rental operator, rental developer, real estate investor, academic expert and housing advocate.

Membership is established by the Minister of Seniors and Housing under Ministerial Order 004/20.

The Executive Lead, Housing Review and one other department staff will participate in Panel meetings as guests of the Panel. The Deputy Minister of Seniors and Housing may attend as a guest as well, from time to time and at the Panel's request. The role of department staff is limited to providing information as requested by the Panel. Department staff do not have the ability to make motions, debate or make decisions on Panel activities and deliverables. The Panel may request department representatives leave a Panel meeting to hold discussion in camera.

## **PANEL/MEMBERSHIP TERM**

Panel members are appointed for a five-month term, from July 1, 2020 to November 30, 2020, with potential extension to a maximum of one year if required. Vacancies will be filled by the Minister through Ministerial Order.

## **PANEL MEETINGS**

The Panel will meet approximately once every two weeks for full- or half-day meetings, for a minimum of six meetings during the term.

Members will provide notification of absence to the Chair in advance. If more than two meeting absences are expected in the term, the member must notify the Chair. A minimum quorum of five members and the chair are required to hold meetings.

Meeting materials will be provided by the secretariat support one week in advance of each meeting. Summary notes from each meeting will be approved by the Panel.

Decisions will be made by discussion and consensus.

## **CONFIDENTIALITY AND CONFLICT OF INTEREST**

The discussions and deliberation of the Panel are confidential and cannot be shared beyond Panel members, the Minister, and secretariat support staff. Information gained through the course of participation on the Panel cannot be used for personal interest or gain, or that of a close family member. Members will be required to swear an Oath in front of Commissioner for Oaths and returned a signed copy to the Minister. Any real or perceived conflicts of interests must be disclosed to the Chair immediately.

Public disclosure of reports submitted to the Minister are under the discretion of the Minister.

All Panel records will be considered Government of Alberta (GOA) information and will be retained by the department for a period of ten years. Information will be managed in compliance with the Records Management Regulation, the *Freedom of Information and Protection of Privacy Act*, and applicable Information Management Technology Standards.

- All of the GOA Information shall be and remain the property of the GoA.
- The GoA shall continue ownership including copyright, patent, trade secret, industrial design or trade mark all materials which were owned by the GoA prior to the execution of the Panel and shall own all materials created by or on behalf of the GoA's employees, subcontractors and agents during the review.
- No use, copy or disclosure, except as necessary for the performance of the services or as required by law, or upon written authorization of the GoA, of any protected GoA information.
- All GoA information will be kept secure and shall comply with all security policies, regulations or directives, including those relating to cloud storage and data residency.
- All GoA information, including transitory information, will have a records retention and disposition schedule applied to it and will be retained and dispositioned in accordance with the applicable schedule and with GoA disposition procedures.
- Should a Freedom of Information and Protection of Privacy (FOIP) or any access request for Personal Information be received from the FOIP office, the Panel will provide all Personal Information and other information necessary for the GoA to fully and completely respond to the FOIP or any access request within five (5) business days of notification.

## REMUNERATION AND EXPENSES

Panel members may also be reimbursed for reasonable expenses necessarily incurred in the course of performing their duties as Panel members in accordance with the Travel, Meal and Hospitality Expenses Policy, as amended, the Seniors and Housing Travel Policy and Procedures, and the Seniors and Housing Hospitality Policy.

Virtual meetings will be encouraged to ensure safe physical distancing practices and adherence to any travel and meeting restrictions during the COVID-19 pandemic. Where relevant or required, members will be reimbursed for travel costs and expenses related to meetings as per the policies listed above. Travel must be pre-approved by the department, by submitting a request to the secretariat or Chair. Travel expense claims must be sent to the department of Seniors and Housing for reimbursement.

Honoraria will be available to those whose roles or income cannot support their participation on the Panel. Panel members must notify the secretariat if they will experience a loss of remuneration and financial burden as a result of service on the Panel. At the Minister's sole discretion, the member may be deemed to meet the above conditions and a panel member may receive an honorarium as per the authority and guidelines of the Committee Remuneration Order (OC 466/2007), schedule B Part 2.

## SECRETARIAT

A contracted consultant will provide secretariat support to the Panel, which will include the following:

- Arrange meeting logistics, recording meeting notes and assisting the Chair with drafting and delivering meeting agendas and materials
- Serve as the liaison between the Panel and the department
- Arrange access to information as required, including in relation to other departments and agencies of the government
- Conduct research and analysis on behalf of the Panel
- Assist with engagement planning, arrange logistics for meetings with key groups, develop engagement tools and discussion guides under the Panel's direction, and draft notes and summaries of the input
- Draft the interim and final report deliverables for panel review

## ROLES AND RESPONSIBILITIES

Role	Responsibilities
Chair	<ul style="list-style-type: none"><li>• Sets the agenda.</li><li>• Chairs and facilitates meetings.</li></ul>
Panel Members	<ul style="list-style-type: none"><li>• Review meeting materials in advance.</li><li>• Attend meetings.</li></ul>

	<ul style="list-style-type: none"> <li>• Make motions, debate or make decisions on the Panel’s activities and deliverables, within the scope of the Panel’s mandate.</li> <li>• Take an active role in directing and analyzing research and deliverables.</li> <li>• Provide expense claims and suitable documentation of any eligible expenses requested for reimbursement.</li> </ul>
<b>Secretariat (contracted support)</b>	<ul style="list-style-type: none"> <li>• Develops and distributes agenda and minutes, under the direction of the Chair.</li> <li>• Makes arrangements for members’ participation.</li> <li>• Makes arrangements to implement the engagement plan.</li> <li>• Receives direction from the Panel to collect information, conduct research, analyze information, and draft meeting materials and reports.</li> <li>• Supports follow-up actions from meetings or Panel information requests for Seniors and Housing, other departments or agencies of government, as required.</li> </ul>
<b>Department Staff</b>	<ul style="list-style-type: none"> <li>• Attend meetings as guests of the Panel</li> <li>• Limited to providing information at the Panel’s request</li> <li>• Are not present for in camera discussions</li> </ul>

# Appendix B: Panel Membership

The panel includes members with a diverse range of expertise and backgrounds as housing providers, developers, civil society organizations, academics, and housing advocates.

## Mickey Amery, MLA Calgary-Cross, Chair

Mickey Amery was elected as the Member of the Legislative Assembly for the constituency of Calgary-Cross on April 16, 2019. He was the 913th Member to be sworn in to the Legislative Assembly of Alberta. Prior to serving with the Legislative Assembly, Mr. Amery was a practicing lawyer and business owner in Calgary. He has worked on a number of cases of national significance in the areas of Aboriginal law and consumer protection. Mr. Amery holds a bachelor's degree in political science, a bachelor's degree in economics and a Juris Doctorate degree in law.

## Paul Boskovich

Paul Boskovich is president of Genstar Development Company and oversees all aspects of the organization from operations, finance, investor relations and human resources. Paul has been a key leader in the homebuilding and development industry in Canada for several years and currently is the past Chair of BILD Calgary Region, the incoming Chair for BILD Alberta as well as a Board member for the Canadian Home Building Association (National). Paul has a MBA from the Haskayne School of Business and Bachelor of Arts degree from the University of British Columbia.

## Lauren Ingalls

In May 2011, Lauren Ingalls joined Westwinds Communities as the CAO. Since 1993, Lauren has worked exclusively as the CAO/CEO in the seniors and social housing industry with 4 different agencies ranging from 78 to 1,500 units and constructing over 540 seniors and affordable housing units. She has operated most housing programs in the sector including supportive living, enhanced lodge, dementia care, social housing, seniors independent living, rent supplement, near market and market rental accommodation.

## Jeffrey Johnson

Jeffrey David Johnson has demonstrated a high level of leadership in both private sector and public office. He served 2 terms as a Member of the Legislative Assembly and served in several key positions, including Minister of Education, Minister of Seniors and Housing, Minister of Infrastructure and 5 years as a member of Treasury Board including a stint as Vice-Chair. Since elected office, Jeff has been involved in several business ventures including raising capital for a number of business initiatives. He also does extensive advisory work on P3 projects in Alberta.

## Sam Kalias

Sam Kalias, as chairman and CEO of Boardwalk, serves a team of more than 1,600 associates located in four provinces. Sam is a Fellow of the Real Estate Institute (FRI) and a Certified Property Manager (CPM) and over the years has been the recipient of numerous awards, including Top 40 Under 40, Western Canada's Real Estate Entrepreneur of the year award, the Pinnacle award and the

Canadian Governor General award, in recognition of Queen Elizabeth's 50th Anniversary Golden Jubilee Medal.

### Javaid (Jerry) Naqvi

In 1964, Javaid Naqvi left his family and his native country of Pakistan and came to Toronto, Canada in the quest to make a future. Today, Naqvi's Cameron Corporation is a multi-faceted real estate company with investments in commercial, retail, land development, home building, and multi-family with both office and industrial opportunities on the horizon. Mr. Naqvi's accolades include EY's Entrepreneur of the Year Prairies Winner in Real Estate/Construction, 2013 Ernst & Young finalist for Entrepreneur of the Year and 2011 Queens Diamond Jubilee Medal.

### Marcia Nelson

Marcia Nelson is an executive fellow with the Haskayne School of Business and the School of Public Policy at the University of Calgary. Prior to this appointment in May 2019, Marcia served as the Deputy Minister of Executive Council, Cabinet Secretary and head of the Alberta Public Service, and previously held several deputy minister positions, including Innovation and Advanced Education, Infrastructure, Health and Housing and Urban Affairs. Marcia is also currently a board member with Alberta Blue Cross.

### Raymond Swonek

Raymond is the chief executive officer of Greater Edmonton Foundation Seniors Housing (GEF) in Edmonton, and president of the Alberta Seniors Communities & Housing Association. GEF Seniors Housing is the largest provider of seniors subsidized and affordable independent living in Alberta, serving more than 3,800 seniors who live in one of 43 GEF communities. He is a chartered professional accountant with more 30 years of business experience in Canada, New Zealand and Australia. He has worked in senior management roles in the seniors housing industry since 1997.

### Dr. Sasha Tsenkova

Dr. Sasha Tsenkova is professor of planning at the University of Calgary and a Fellow of the Canadian Institute of Planners. She holds a Ph.D. in Architecture (Technical University, Prague) and a Ph.D. in Geography (University of Toronto). Dr. Tsenkova specializes in urban planning, housing policy and sustainable urban development. Her research and professional activities in these areas for the World Bank, Council of Europe and the United Nations include a range of housing and urban projects in more than 20 countries.

### Rachelle Venne

Rachelle Venne is the chief executive officer of the Institute for the Advancement of Aboriginal Women (IAAW). She has over 20 years of experience building collaborative partnerships in the non-profit, corporate and government sectors. In 2012, Rachelle received the Queen Elizabeth II Diamond Jubilee Medal for her community service with REACH Edmonton. In March 2017, Rachelle was selected as one of 6 Canadian NGO delegates to attend the United Nations Commission on the Status of Women in New York.

# Appendix C: Engagement Participants

Session	Participating Organizations
<b>Community Organizations Session #1</b>	Horizon Housing Society Altus Group Edmonton Social Planning Council Edmonton Community Development Corporation Centre to End All Sexual Exploitation (CEASE)
<b>Community Organizations Session #2</b>	HIV Edmonton
<b>Seniors Organizations</b>	Alberta Seniors & Community Housing Association (ASCHA) Calgary Seniors Resources Society
<b>Housing Operators (Non-Profit)</b>	Horizon Housing Society Right at Home Housing Society Operation Friendship Society
<b>Housing Operators/ Housing Management Bodies Regulated</b>	Silvera for Seniors Evergreens Foundation The Bethany Group Medicine Hat Community Housing Society Leduc Regional Housing Foundation Green Acres
<b>Métis Child and Family Services Society</b>	Métis Child and Family Services Society
<b>Organizations Supporting People with Mental Health &amp; Addiction Issues</b>	Safe Harbour Society Alpha House
<b>Organizations Supporting People with Disabilities</b>	Voice of Albertans with Disabilities Inclusion Alberta Albertans Advocating for Change Together Office of the Advocate for Persons with Disabilities Spina Bifida & Hydrocephalus Association of Northern Alberta
<b>Organizations Supporting Veterans &amp; Military</b>	Homes for Heroes Military Family Resource Centre (MFRC)
<b>Organizations Supporting Newcomers Session #1</b>	Centre for Newcomers Africa Centre Catholic Social Services

<b>Session</b>	<b>Participating Organizations</b>
<b>Capital Region Housing Corporation (CRHC)</b>	Capital Region Housing Corporation
<b>Alberta Public Provincial Housing Associations</b>	Alberta Public Housing Administrators Association
<b>Leduc Regional Housing</b>	Leduc Regional Housing
<b>Mental Health</b>	Canadian Mental Health Association
<b>Northern Alberta Chief Administration Officers</b>	Medicine Hat Community Housing Society Heart River Housing Lakeland Lodge & Housing Foundation Boreal Housing Westwind Communities Leduc Regional Housing Authority North Peace Housing Foundation Rimoka Housing Foundation: Ponoka Grand Spirit Foundation, Grande Prairie The Evergreens Foundation
<b>Organizations Supporting People Who Experience Homelessness</b>	Calgary Homeless Foundation Calgary Homeless Foundation Hope Mission
<b>Southern Alberta Chief Administration Officers (Rural and Small Urban)</b>	Porcupine Hills Lodge Medicine Hat Community Housing Society Taber & District housing Foundation Ridge Country Housing: Warner Mosquito Creek Foundation Green Acres Foundation Claresholm Housing Authority Foremost Housing Authority Newell Housing Association Lethbridge Housing Authority Willow Creek Foundation Wheatland Housing Management Body
<b>Organizations Supporting At Risk Youth</b>	Child Advocacy Centre John Howard Society of Alberta YESS Edmonton
<b>HomeSpace</b>	HomeSpace
<b>Indigenous Organizations Session #1</b>	Bent Arrow



<b>Session</b>	<b>Participating Organizations</b>
<b>Heartland Housing Foundation</b>	Heartland Housing Foundation
<b>Northern and Remote</b>	Alberta Rural Development Network
<b>Municipalities – Homeless Focused</b>	City of Grande Prairie City of Edmonton Affordable Housing and Homelessness Regional Municipality of Wood Buffalo
<b>Organizations supporting LGBTQ2S+</b>	Pride centre of Edmonton Institute for Sexual Minority Studies and Services
<b>Organization Supporting Seniors</b>	SAGE Seniors Association Kerby Center Brazeau Foundation
<b>Homeward Trust</b>	Homeward Trust
<b>Premier's Council on the Status of Persons with Disabilities</b>	Premier's Council on the Status of Persons with Disabilities
<b>Prosper Place</b>	Prosper Place
<b>Organizations Supporting Survivors Fleeing Family Violence</b>	Alberta Council of Women's Shelters RESET Calgary
<b>Métis Nation of Alberta</b>	Métis Nation of Alberta
<b>Home Ed and Private Sector</b>	Home Ed
<b>Métis Housing Association</b>	Métis Urban Housing
<b>Housing Organizations</b>	St Albert Housing Society Brentwood Family Housing Society Heart River Housing NACHA
<b>Organizations Supporting Newcomers Session #2</b>	Edmonton Mennonite Centre for Newcomers
<b>Municipal Organizations Session #1</b>	Red Deer Lethbridge Alberta Urban Municipalities Association Rural Municipalities of Alberta
<b>Municipal Organizations Session #2</b>	Banff Housing Sustainability Wood Buffalo Housing & Development Corporation, Vibrant Communities Calgary
<b>Vibrant Communities Calgary</b>	Elizabeth Fry Society Aboriginal Standing Committee on Housing and Homelessness

Session	Participating Organizations
<b>Calgary Housing Company</b>	Calgary Housing Company
<b>Municipality of Wood Buffalo</b>	Regional Municipalities of Wood Buffalo Nistawoyou Association Friendship Centre The Salvation Army Fort McMurray Addictions & Mental Health Fort McMurray Community and Housing Initiatives YMCA of Northern Alberta ASIES Northeast Region Fort McMurray CRAE Ft. McMurray REALTORS® Indigenous and Rural Relations, Regional Municipality of Wood Buffalo The Salvation Army Neighbourhood and Community Development, Corporate and Community Services, Regional Municipality of Wood Buffalo
<b>Indigenous Organizations Session #2</b>	Assembly of First Nations Alberta Association Native Counselling Services of Alberta Elizabeth Fry Society of Calgary
<b>Private Sector Rental Organizations Session #1</b>	Avenue Living Alberta Residential Landlord Association
<b>Private Sector Organizations Session #1</b>	Urban life Properties Ltd. Homeward Trust BILD Alberta Extreme Strong Build
<b>Private Sector Organizations Session #2</b>	End Poverty Edmonton Horizon Housing McMan Calgary & Area Islamic Family and Social Service Association Altus Group Aboriginal Standing Committee on Housing and Homelessness
<b>Private Sector Rental Session #2</b>	Mainstreet Corp.

# Appendix D: Affordable Housing Review Inbox Submissions

Submissions received were categorized based on who provided feedback. Divided this way, six separate groups were identified: housing management bodies (HMBs); developers; municipalities; civil society organizations, advocates and government advisory councils; private sector associations; and individuals. Submissions from these for groups provided a wide variety of information and wisdom for the Panel to draw from, bringing a variety of perspectives and experiences to the table. The total number of submissions by each of these has been captured below:

Sender Category	Number of Senders	Number of Submissions
Housing management bodies	22	24
Developers	8	9
Civil society organizations, advocates, and government advisory councils	31	32
Municipalities	7	7
Private sector associations	5	6
Individuals	41	45
<b>Total</b>	<b>114</b>	<b>123</b>

Individual Albertans provided the most submissions, followed by civil society organizations, advocates, and government advisory councils, and housing management bodies.



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### Council Report

December  
Mayor Greg Rathjen

- We went into an office lockdown and Council meetings Back in the Drop in Center
- **Dec 8<sup>th</sup>**. Regular council meeting I chaired the meeting on Zoom while the others were in person.
- **Dec 15<sup>th</sup>** was date set for council and we went over and set the Budget for 2021
  - **\*\*We went over our Town of Bentley Strategic Plan.**
  - **\*\*In response to the ongoing concerns for our citizens and businesses due to the vCovid-19 pressures, We Froze the Water and Sewer rates for the year 2021**
  - **\*\*WE approved and extended staff shut down over Christmas and /new year's Dec 25 to Jan 3 as it included two weekends.**
  -
- **Dec 17<sup>th</sup>** Zoom meeting With [Pierre](#) in regards to the business coaching program.
- **Dec 18<sup>th</sup>** Shop Local and Santa Drive through in the Town Parking lot Friday and Saturday many, many people brought the family through a visit with Santa from the safety of their car. I was able to go into most businesses and contact staff and owners. It was a very busy night with the Shop at home as most stores in keeping with regulations had people lined up waiting to get in. A Great community success for businesses and Santa with a thanks to all who made this happen.
- **Dec 22** Presented a Christmas a Christmas Gift to Marc and thanks for the great year he has invested in Bentley as our CAO.



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# Council Report

**December  
Deputy Mayor Dickau**

December 2020 Report to Council

December 8 Regular Council Meeting

December 15 Regular Council Meeting

December 16 Zoom meeting ICP/ICF committee

Joan Dickau



## Report to Council

December 2020

By Cora Knutson

December 3 - PRL Committee mtg. via Zoom

December 8 – Reg Council Mtg

December 9 – Bentley Library Mtg. via Zoom

December 15 – Reg council Mtg.



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## Council Report

**December  
Councillor Talsma**

Dec 8 Regular Council Meeting

Dec 15 Regular Council Meeting

Dec 16 ICF and IDP



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## Council Report

December  
Neil Maki

Dec 15. Council meeting

Dec 17. Zoom meeting re Economic Development