



VANCITY AFFORDABLE COMMUNITY HOUSING PROGRAM

PROGRAM FUNDING GUIDE

Updated March 2024

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LAND ACKNOWLEDGEMENT

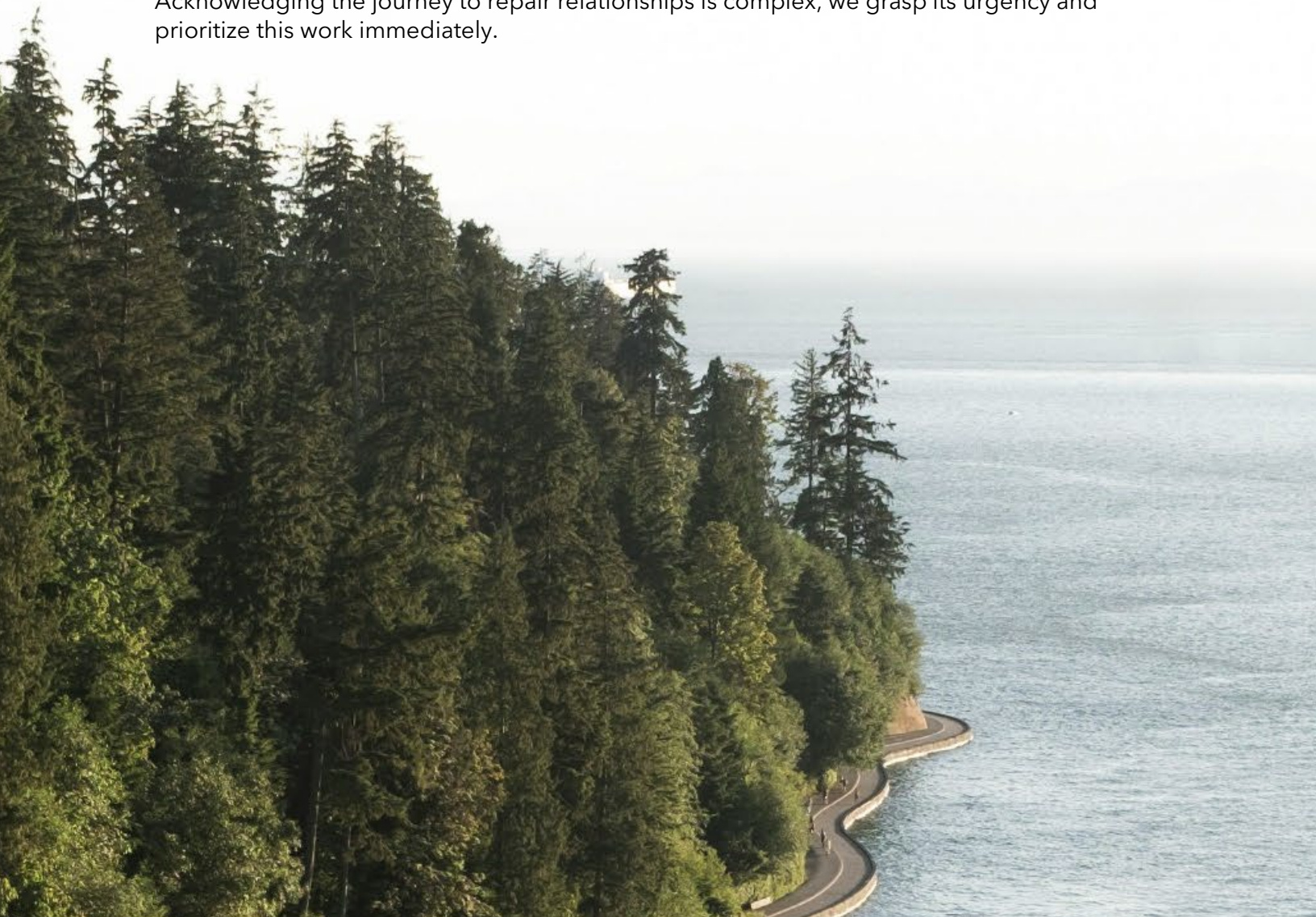
Vancity Community Foundation (VCF) respectfully acknowledges that we operate on the ancestral, unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səłilwətaʔ/Selilwitulh (TsleilWaututh) Nations. We also recognize that our work extends to the territories of the Kwantlen, Katzie, Kwikwetlem, Qayqayt, Semiahmoo, Stó:lō, and Tsawwassen Nations, and other hənq̓əmin'əm' speaking peoples and Indigenous communities across what is known colonially as the province of British Columbia.

We recognize these lands as the surrendered territories of these Nations, who've been custodians and caretakers since time immemorial. We reside here only due to colonial laws, including the Doctrine of Discovery, that displaced Indigenous people.

We acknowledge our role in creating inequities and commit to collaborating with Indigenous partners for reconciliation and mutual support. We must decolonize, moving away from white-dominant culture in our operations, practices, and decisions. We'll confront biases in systems and organizations perpetuating inequities.

These are vital to establishing right relations (fostering a culture of care and interconnectedness) with Indigenous Peoples and all individuals who have been pushed into the margins.

Acknowledging the journey to repair relationships is complex, we grasp its urgency and prioritize this work immediately.



INTRODUCTION

The mission of the Vancity Affordable Community Housing Program is to preserve and grow the supply of community owned, affordable, and climate-ready homes-by providing essential early-stage funding to help get projects off the ground faster and by helping to address barriers that hinder community-owned affordable housing development.

This guide aims to provide key information to organizations seeking support from the Vancity Affordable Community Housing Program on the types of support we provide, program guidelines, evaluation considerations and our funding process. We follow the principles of trust-based philanthropy and aim to be flexible and work collaboratively with organizations to assess project fit and to co-develop funding requests where possible.

Our funding program is designed to provide support through three main areas of work:

HOUSING PROJECT FUNDING

We offer early-stage project funding for community housing providers to catalyze the development and acquisition of affordable and climate-ready housing. Through our grants and loans, we help organizations advance their projects and unlock other sources of funding like government grants and construction or take-out financing.

CAPACITY BUILDING

We provide grants to help community housing providers assess their real estate assets and opportunities for growth, develop their real estate development strategies, and build their internal team, expertise and systems to effectively manage their growth plans and deliver affordable housing projects.

We also offer the workshop series and toolkit, Blueprint for Impact, where we guide organization through the process of creating a real estate vision and help them get ready to undertake affordable housing development.

SECTOR SUPPORT

We provide grant funding to initiatives that help remove the sectoral barriers hindering community-owned affordable housing. This includes research, policy and advocacy as well as supporting sector events.

What do we mean by housing that is:

Community-owned

Housing owned by non-profits, co-operatives, Indigenous organizations and First Nations (community housing providers) that is protected from market forces and is dedicated to meeting the needs of communities rather than solely financial return.

Affordable

Housing is considered affordable if it costs no more than 30% of household income before taxes. This is becoming more challenging due to rising demand for rental units and a lack of supply as aging units are being sold to market developers.

Climate-Ready

This is housing that is energy-efficient and sustainably built to reduce carbon emissions, and is designed to be suitable for rapidly changing climate conditions that are affecting our communities.

PROGRAM PRIORITIES

We support projects and initiatives that demonstrate alignment with VCF's mission to work with communities to create the economic, social, and environmental conditions to collectively thrive. VCF's three main strategic priorities include:

Restoring Affordability to ensure that everyone in our community has access to the resources they need to live fulfilled and dignified lives.

Climate Justice + Resilience to help communities and the non-profit sector reduce emissions and adapt to a changing climate.

Community Connection to support a shared response to shared challenges that strengthen the bonds between individuals, communities, and the land.

We seek to prioritize projects based on the criteria listed below.

GEOGRAPHIC LOCATION

We support projects located within our program's current area of focus including the following geographic areas: Metro Vancouver, the Fraser Valley, Southern-Vancouver Island (up to Nanaimo area), Squamish and Alert Bay. Projects outside of these areas may be considered on a limited basis.

COMMUNITY-OWNED

We work with non-profit organizations, housing cooperatives and Indigenous organizations or First Nation governments. We also support other community landowners including faith-based organizations, community service providers and municipal or regional housing organizations that are interested in exploring housing development on their land.

SOCIAL EQUITY

We are interested in seeing projects or initiatives that are led by or for Indigenous, Black, people of colour, 2SLGBTQIA+, newcomers, womxn, people living with disabilities, and other equity deserving groups.

HOUSING PROJECT FUNDING PRIORITIES

Additional eligibility requirements for affordable housing development or acquisition projects include:

- community-owned affordable housing including indigenous community housing.
- mixed used projects with affordable housing as the primary use.
- acquisition of land/property, new construction and/or conversion from a non-residential use to affordable multi-residential.
- have a minimum of 20 units/beds.¹

¹ Possible exceptions for rural or remote communities

TYPES OF SUPPORT

The Affordable Community Housing Program provides early-stage grants and flexible low-cost loans to not-for-profit, cooperative and Indigenous organizations to help preserve and grow the supply of community owned, affordable, and climate-ready homes.

GRANTS

We provide grants to projects and initiatives that align with our three main areas of work including Project Funding, Capacity Building and Sector Support.

*Please refer to **Appendix A** to learn more about each project phase and the type of grant.

HOUSING PROJECT FUNDING	CAPACITY BUILDING	SECTOR SUPPORT
<p>We offer early-stage grants to help catalyze the development and acquisition of affordable and climate-ready housing from idea to viable business plan.</p> <p>We work to support organizations at every stage of a project and offer a phased granting approach as follows: Vision & Concept, Feasibility Study and Business Plan.</p>	<p>We provide support to strengthen the development ability of community housing providers to grow and manage affordable housing projects.</p> <p>We help organizations to assess their real estate assets opportunities for growth, develop and implement real estate strategies as well as to build internal technical expertise to effectively deliver affordable housing projects.</p>	<p>We provide grant funding to initiatives that help remove the sectoral barriers hindering community-owned affordable housing.</p> <p>This includes research, policy and advocacy as well as supporting sector events.</p>
<p>VISION & CONCEPT Grants up to \$15,000</p> <p>FEASIBILITY STUDY Grants up to \$30,000</p> <p>BUSINESS PLAN Grants up to \$50,000</p>	<p>For Capacity Building and Sector Support initiatives, grant amounts and length of term will be determined by organizational need, level of impact, and alignment to the Affordable Community Housing Program’s priorities.</p>	

LOANS

The Affordable Community Housing Program provides loans to organizations during the most intensive stages of an affordable rental housing development project when capital can be hard to find. Our aim is to be flexible and responsive, to help organizations get their projects off the ground faster and contribute to their long-term financial well-being.

We offer three main types of loans as indicated in the table below.

PRE-DEVELOPMENT LOAN	PRE-CONSTRUCTION EQUITY LOAN	ACQUISITION LOAN
To help with soft costs associated with rezoning and development permit processes. These loans provide essential risk capital as the project advances into securing municipal approvals and more detailed design and planning.	The longer-term patient nature of this loan provides greater financial stability for a project by allowing organizations to carry capital into the construction and occupancy phases and can remain in a project post-occupancy.	Allows organizations to compete with investors and market developers on real estate acquisition opportunities by providing capital for down payments and short-term holding costs required to secure land and close on acquisition opportunities.
Offered at a rate of 2-3% simple interest.	Offered at a rate of 3%-5% simple interest.	Offered at a rate of 3%-5% simple interest.
Repayable upon the first draw of construction financing.	Repayable upon the first refinancing of a take-out mortgage, typically between 5-7 years post occupancy	The interest rate and repayment terms are determined on a case-by-case basis depending on the project needs and timelines.
The loan proceeds must be spent on real project costs outlined in the submitted project budget.	The loan proceeds must be spent on real project costs outlined in the submitted project budget.	The loan proceeds must be spent on real project costs outlined in the submitted project budget.
Terms and conditions apply.		

HOW TO ACCESS SUPPORT

Our funding practices are intentionally crafted to offer flexibility and remove unnecessary barriers. Operating within a trust-based philanthropic model, our goal is to simplify administrative processes, ensure transparency, promptly address inquiries, actively seek feedback, and extend support beyond mere financial assistance.

Should you wish to explore alternative approaches to collaboration, please do not hesitate to reach out. We're always open to new ideas!

1. INQUIRY	<p>Please review this Program Guide and send us an email with a brief description of your organization and project/initiative.</p> <p>Please submit your inquiry to: affordablehousing@vancity.com</p>
2. PROJECT DISCOVERY	<p>We will contact you to learn more about your project, determine eligibility and alignment with the Affordable Community Housing Program, and discuss next steps. We will set up a preliminary meeting and send you a Project Discovery Form to help us learn more about your project.</p>
3. FUNDING APPLICATION	<p>If your project is eligible and a strong fit, our team will support you to complete a funding application. We work with you to minimize the administrative burden for your organization.</p>
4. APPLICATION REVIEW	<p>We review your funding application once it's submitted. We will communicate with you if we require additional information or clarification.</p>
5. FUNDING DECISION	<p>We will communicate the funding decision and follow up with the required documentation if your project is successful in receiving support from the Affordable Community Housing Program.</p>

SUPPORTING DOCUMENTATION

GRANTS	LOANS
<ul style="list-style-type: none"> • A project proposal if available. We often accept applications submitted to other funders. • If you have already engaged a consultant, we encourage you to share their proposal or scope of work. A scope of work typically includes: <ul style="list-style-type: none"> ○ a project description. ○ introduction to the project team. ○ key project goals, objectives, actions, milestones, and timelines and a project budget. • Any other supporting documents for your project or initiative, such as letters of intent (confirmed or conditional) or other commitments of financial support, other contributions from community partners. <p>Housing Project Funding stream only: If available, submit the following documents:</p> <ul style="list-style-type: none"> • Existing reports, such as organization’s Real Estate Strategy, project vision documents, feasibility studies, etc. • Preliminary architectural drawings • Proformas demonstrating a viable capital budget, possible sources of funding and operating budget. • Site due diligence documentation (Geotech report, environmental, etc.) • Project schedule. 	<ul style="list-style-type: none"> • A project proposal if available. We often accept applications submitted to other funders. • Preliminary architectural drawings. • Site due diligence documentation (Geotech report, environmental, etc.). • Proformas demonstrating a viable capital budget, possible sources of funding and operating budget. • Project schedule including construction start-up and occupancy estimated dates. • Existing reports if available, such as your organization’s real estate strategy, project vision documents, feasibility studies, or Business Plan. • Any other supporting documents for your project or initiative, such as letters of intent (confirmed or conditional) or other commitments of financial support, other contributions from community partners. <p>Acquisition Loan stream only: If available, submit the following documents:</p> <ul style="list-style-type: none"> • Accepted purchase offer. • Available documentation on asset condition. • Information on property valuation.

FUNDING ASSESSMENT

Every project is carefully evaluated based on its merits with consideration given to organizational need, level of impact, and alignment to Affordable Community Housing Program’s priorities. We assess and prioritize projects using the following criteria:

GRANT ASSESSMENT CRITERIA	HOUSING PROJECT FUNDING	CAPACITY BUILDING	SECTOR SUPPORT
<p>SITE CONTROL</p> <ul style="list-style-type: none"> The organization currently has control over the site or is in the process of securing the site control either through ownership or a long-term lease. 	Yes	N/A	N/A
<p>ORGANIZATIONAL CAPACITY</p> <ul style="list-style-type: none"> The organization and project team have a positive track record and experience in the proposed scope of work. 	Yes	Yes	Yes
<p>COMMUNITY BENEFIT</p> <ul style="list-style-type: none"> The project demonstrates a clear need and demand within the region where the work is located. The project helps preserve and grow the supply of community-owned, affordable, and climate-ready homes. The project provides other community benefits such as amenities, gathering space, community services, day care spaces, etc. (if applicable) 	Yes	Yes	Yes
<p>SOCIAL EQUITY</p> <ul style="list-style-type: none"> Multiple benefits for a wide variety of people in the community; project would serve a broad cross-section of residents. The project clearly identifies support of an equity deserving group and/or encompass diversity, inclusion, or reconciliation. 	Yes	Yes	Yes

GRANT ASSESSMENT CRITERIA (Continued)	HOUSING PROJECT FUNDING	CAPACITY BUILDING	SECTOR SUPPORT
<p>AFFORDABILITY</p> <ul style="list-style-type: none"> The project or initiative will address affordability for the community it is serving. Housing is considered affordable if it costs no more than 30% of household income before taxes. 	Yes	Yes	Yes
<p>CLIMATE</p> <ul style="list-style-type: none"> The proposed project will lead to the creation of housing that is energy-efficient to reduce carbon emissions and is designed to be suitable for rapidly changing climate conditions that are affecting, and will continue to affect, our communities. <p>Refer to Appendix B for additional information on the Affordable Community Housing Program’s Climate Criteria.</p>	Yes	Yes	Yes
<p>IMPACTFUL PROJECTS</p> <ul style="list-style-type: none"> The project is compelling, effective, and efficient in providing an innovative solution relevant to its context. 	Yes	Yes	Yes

LOAN ASSESSMENT CRITERIA

SITE CONTROL

- Site control of land either through ownership or a long-term lease. For acquisition projects accepted offer to purchase.

PROJECT READINESS

- Completed feasibility, business plan or project proposal with clear concept plan, capital budget and operating pro-forma.
- The team has initiated discussions with the municipality and the project is likely to receive necessary permits and approvals. Strong and documented community support as it relates to the approvals process.
- The engineering and architectural requirements of the project are viable. Consideration and mitigation of environmental and geotechnical risk factors. Site servicing is available and meets the project requirements. The project design demonstrates a high probability to move forward to construction and occupancy.

FINANCIAL VIABILITY

- Realistic capital budget that reflects current market conditions/costs and demonstrates possible sources of equity, funding, and financing. Viable operating pro-forma and model.

ORGANIZATIONAL CAPACITY

- The organization and project team have a positive track record and experience developing or managing large and complex affordable housing projects.
- Demonstrated readiness, commitment to moving forward, assuming risk and making timely decisions.

COMMUNITY BENEFIT

- The project demonstrates a clear need and demand within the region where the work is located.
- The project helps preserve and grow the supply of community-owned, affordable, and climate-ready homes.
- The project provides other community benefits such as amenities, gathering space, community services, day care spaces, etc. (if applicable).

LOAN ASSESSMENT CRITERIA (Continued)

SOCIAL EQUITY

- Multiple benefits for a wide variety of people in the community; project would serve a broad cross-section of residents.
- The project clearly identifies support of an equity deserving group and/or encompass diversity, inclusion, or reconciliation.

AFFORDABILITY

- The project or initiative will address affordability for the community it is serving.
- Affordability will be maintained in perpetuity.
- Rent levels must align with municipal or provincial definitions of affordability.
- At least 30% of the units must be less than 80% of the median market rent (MMR) for the area.

CLIMATE

- The proposed project will lead to the creation of housing that is energy-efficient to reduce carbon emissions and is designed to be suitable for rapidly changing climate conditions that are affecting, and will continue to affect, our communities.

Refer to **Appendix B** for additional information on the Affordable Community Housing Program's Climate Criteria.

IMPACTFUL PROJECTS

- The project is compelling, effective, and efficient in providing an innovative solution relevant to its context.

RISK MITIGATION

- Project risks have been identified and a risk mitigation plan is in place.

LOAN REPAYMENT POTENTIAL

- Probability of repayment should the project not move forward as planned (ie. sale of land).

APPENDIX A: GRANTS - RECOMMENDED PROJECT PHASE ACTIVITIES

HOUSING PROJECT FUNDING

We offer early-stage grants to help catalyze the development and acquisition of affordable and climate-ready housing. We work to support organizations at every stage of a project and offer a phased granting approach as listed below.

VISION & CONCEPT

Grants up to \$15,000
Estimated timeline 6-8 weeks

At this stage, projects typically engage in the activities listed below, although we understand that these may vary based on your specific requirements. The primary goal is to develop a clear vision, establish guiding principles, and formulate a concept for your project that aligns with your organizational mission.

- Review of governance structure(s), board/staff capacity, real estate experience, space needs, and development priorities and objectives.
- Review of any existing strategic plans, building surveys and condition reports, appraisals, financial statements, environmental studies, etc.
- High level desktop site analysis including review of municipal OCP and neighborhood area plan requirements as well as the review of municipal housing policies and affordability requirements.
- Order of magnitude financial analysis, based on anticipated density achievable, preliminary number of homes, construction cost from recent costing data and preliminary mixed income rent structures.
- Create a preliminary Risk Register outlining potential organization or projects risks and how they can be mitigated.
- Prepare scope, timeline, budget, and sources of funding for next steps of the development process.

HOUSING PROJECT FUNDING (Continued)

FEASIBILITY STUDY

Grants up to \$30,000

Estimated timeline 4-6 months

At this stage, projects typically engage in the activities listed below, although we understand that these may vary based on your specific requirements. The primary objective is to analyze the viability of the project and provide a roadmap for the subsequent steps if the organization decides to advance into the next phases of the development process.

- Initial municipal and community consultation and engagement to assess support for the proposed redevelopment.
- Engage a design team to create a preliminary conceptual design option(s) for the new housing development to identify the site's redevelopment potential.
- Refine the preliminary financial analysis including working with a contractor to obtain a Class D cost estimate, development of preliminary capital and operating budget incorporating optional rent and funding scenarios.
- Develop an initial funding and financing strategy including the identification of potential funding sources.
- Coordinate with an appraiser to assess fair market value of the property, if needed.
- Analyze the project delivery options and determine your organization's role in the project. Identify additional capacity or project partners that are needed to deliver the project.
- Create a preliminary timeline for next steps of the development process.

HOUSING PROJECT FUNDING (Continued)

BUSINESS PLAN

Grants up to \$50,000

Estimated timeline 10-12 months

At this stage, projects typically engage in the activities listed below, although we understand that these may vary based on your specific requirements. During the business planning process, organization have an opportunity to further asses the viability of the project and develop a project implementation strategy.

- Advance discussions with municipal planning staff regarding rezoning requirements including design feedback, potential municipal contributions, approvals processes, and community engagement requirements.
- Further develop the schematic design incorporating feedback from the municipality, project costing and financial viability analysis.
- Complete detailed financial proformas including capital and operating budgets. May require soliciting additional project costing from a contractor or construction management firm.
- Conduct discussions for project financing, equity and grants with major funders such as BC Housing, CMHC, Vancity, the Federation of Canadian Municipalities and others.
- Confirm project delivery model including tenure, ownership, roles, responsibilities, and partnerships. Select and engage a development team or development partner.
- Identify the desired construction procurement model (Construction Management-At-Risk; Design-Build, etc.).
- Commission site due diligence studies (geotechnical, environmental, site survey, etc).
- Secure control over the site (purchase, long-term lease, etc).

CAPACITY BUILDING

We provide support to strengthen the development ability of community housing providers to grow and manage affordable housing projects. We help organizations to assess their real estate assets opportunities for growth, develop and implement real estate strategies as well as to build internal technical expertise to effectively deliver affordable housing projects. Capacity Building funding includes, but not limited to, the types of initiatives listed below.

Here is a list of some of the types of activities that we support under this funding stream. We encourage organizations to connect with us to explore support for a wide range of project and organizational capacity building initiatives that may not be listed below.

REAL ESTATE PORTFOLIO ASSESSMENT

Includes activities related to completing an inventory of your real estate portfolio to understand development opportunities. This site-by-site assessment may contain current status; usefulness and condition of each site; and future potential; and opportunities and constraints for each site and identify how you can best leverage your real estate assets to develop more affordable housing.

REAL ESTATE STRATEGY

A real estate strategy builds upon the organization's guiding principles and visions, as well as your real estate assets and opportunities. It identifies your growth goals and targets, broad strategies, and tactics to advance your affordable housing development priorities, and the financial and human resources you require to implement your strategy.

ORGANIZATIONAL DEVELOPMENT CAPACITY BUILDING

The grant stream is designed to support organizations actively engaged in the creation of affordable housing initiatives, empowering them to pursue a growth-oriented real estate strategy. This includes funding to assist in the establishment of internal development team and the cultivation of expertise necessary for the successful advancement of affordable housing development and acquisition projects.

SECTOR SUPPORT

We provide grant funding to initiatives that help remove the sectoral barriers hindering community-owned affordable housing development and/or support advance knowledge dissemination, innovation, and collaboration. This includes research, policy and advocacy as well as supporting sector events.

Considering the diverse range of projects and initiatives within this funding stream, we collaborate closely with organizations to craft a comprehensive funding proposal. This typically includes elements such as a project description, clear project objectives, key activities, and timelines.

APPENDIX B: AFFORDABLE COMMUNITY HOUSING PROGRAM'S CLIMATE CRITERIA

CLIMATE CRITERIA

At Vancity Community Foundation, we're passionate about tackling climate change and ensuring we're prepared to adapt to its impacts. We recognize that human-induced climate change has accelerated extreme events that disproportionately affect equity-deserving communities. We are committed to addressing this injustice by ensuring the inclusion of impacted communities in climate solutions, beginning with Indigenous guardians, the original caretakers of the land. We are dedicated to supporting solutions that are accessible and affordable for all and meet the needs of equity-deserving communities.

The Vancity Affordable Community Housing Program has introduced a set of Climate Criteria to encourage more projects to achieve net-zero emissions and address climate change risks.

We're eager to support projects that not only meet the Climate Criteria where possible.

CLIMATE CRITERIA	ASSESSMENT CRITERIA
<p>OPERATIONAL CARBON</p> <p>No fossil fuels (except for emergency use).</p>	<p>Building should ideally be fully electrified with a low or zero carbon electrical source. Exceptions will be made for emergency use, where required.</p> <p>Where district energy connections are required, proponents should opt for low-carbon energy sources where possible.</p> <p>Review and implement passive design strategies where possible.</p>
<p>CLIMATE RESILIENCE</p> <p>Design to future (2050) climatic projections: ensure the building is efficient and resilient to climate risks (heat, smoke, floods, fires etc.).</p>	<p>For buildings reliant on passive cooling, temperatures must not exceed the 80% acceptability limits for naturally conditioned spaces for the zone where the building is located, as outlined in ASHRAE 55-2010 Section 5.3, for more than 20 hours per year.</p> <p>Thermal comfort evaluations to use CWEC 2020 file. Provide a comparison between the projected 2050 weather file and the existing thermal comfort evaluation and demonstrate a pathway to address resiliency against the future overheating risk.</p> <p>Energy model to be based on Canadian Weather year for Energy Calculation (CWEC) 2020 weather file.</p>
<p>EMBODIED CARBON</p> <p>Employ low carbon building practices and materials where possible.</p>	<p>Compact form and massing should be prioritized for reducing material use. This includes efficient, simple, and condensed use of space and layout.</p> <p>Building design and structure materials should consider the lowest-carbon choices practical for the project. Insulation, walls, flooring, glazing, and even paint material selection can reduce embodied carbon.</p>

CLIMATE CRITERIA	ASSESSMENT CRITERIA
	<p>Prioritize wood frame and mass timber structures and materials (refer to the Carbon Leadership Forum Low-Carbon Material Sourcing Guide for BC²).</p> <p>Other options to consider:</p> <ul style="list-style-type: none"> • Buy local materials. • Salvage or reuse materials from deconstructed buildings. • Low-carbon concrete. • Recycled steel and aluminum. • Low embodied carbon insulation. • Innovative technologies such as hollow core slabs (concrete construction). • Design for disassembly/circular economy principles . • Reduce size of parkade structures wherever possible and focus on transit-oriented development.
<p>ELECTRIC VEHICLES</p> <p>Make parking EV ready (unless impossible).</p>	<p>Residential parking needs to be 100% EV ready.</p>
<p>ON-SITE RENEWABLES</p> <p>Plan for on-site renewable energy generation (where possible & relevant).</p>	<p>Projects should evaluate with the project team what types of renewables could be integrated and aim for integration of renewables where possible.</p>

² <https://clfbritishcolumbia.com/low-carbon-material-sourcing-guide/>

CLIMATE CRITERIA INTEGRATION THROUGH THE PROJECT LIFECYCLE

The Vancity Affordable Community Housing Program encourages organizations to integrate climate considerations into their housing projects from start to finish. The chart below provides guidelines on how to integrate Climate Criteria at each stage of the project, ensuring a sustained commitment to fighting climate change.

We love staying connected with supported projects and are always eager to hear about any updates, especially how you are tackling climate goals along the way.

GRANTS		
VISION & CONCEPT	FEASIBILITY STUDY	BUSINESS PLAN
<ul style="list-style-type: none"> • Include achieving the climate criteria as an objective in the project’s vision documents and owner project requirements. <p>DELIVERABLES: Vision document demonstrating climate criteria objectives.</p>	<ul style="list-style-type: none"> • Integrate climate criteria as an objective in the project’s feasibility study documents and owner project requirements. • Select a project team experienced and aligned with designing zero emissions, affordable, low embodied carbon housing. • If possible, study different zero emissions and low embodied carbon options for the project site. • Identify funding and financing sources to support achievement of the climate criteria. <p>DELIVERABLES: Feasibility study with climate criteria objectives and owner project requirements.</p>	<ul style="list-style-type: none"> • Select a project team experienced and aligned with designing zero emissions, affordable, low embodied carbon housing. • Integrate climate criteria into owner project requirements. • Create a project pro-forma that incorporates obtaining the climate criteria. • Identify funding and financing sources to support achievement of the climate criteria. <p>DELIVERABLES: Business Plan showing integration of climate criteria.</p>

LOANS
<ul style="list-style-type: none"> • Select project team members and consultants who are experienced and aligned with building zero emissions, affordable, low embodied carbon housing. • Depending on project stage, integrate meeting the climate criteria in project design at rezoning, development, or building permit stage. • Apply for funding and financing sources that support achievement of the climate criteria. <p>DELIVERABLES: Engineer or Architect letter confirming that climate criteria are being met.</p>