



WOMEN'S
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Introduction to the Development Process Webinar Series

Part 1: Feasibility

May 16, 2024

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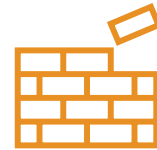
Megan Golfetto

Project Coordinator,
WSC

Webinar Series Learning Objectives



Learn the basics of the development process



Understand the steps to building a new building (or renovating)



Explore who is involved in the process and associated roles

Webinar Series Overview

INTRODUCTION

FEASIBILITY

DESIGN &
DEVELOPMENT

CONSTRUCTION

OPERATIONS

01  Part 1: Feasibility

02  Part 2: Design & Development

03  Part 3: Construction & Operations

Part 1: Feasibility

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the SSTH New Build project

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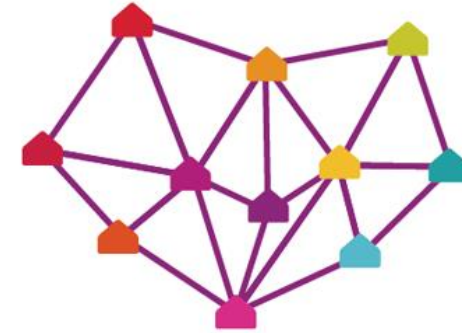
Q&A

'KSAN SOCIETY

Q&A

Women's Shelters Canada (WSC) is a network of 16 provincial and territorial shelter associations representing over 600 shelters across Canada.

WSC provides a unified voice for systemic change to end violence against women, while providing leadership for collaboration and knowledge exchange among shelters and transition houses across the country.



Women's Shelters Canada

SSTH New Build Project

Background

- The 2020 WSC Second Stage Shelter Report identified fewer second stage shelters than emergency shelters
- Turnaway rates at VAW shelters increasing, fewer affordable housing units, resulting in an identified need for more second stage transitional housing
- We support VAW shelters through the complicated development process and to secure funding
- Launched in September 2022
- Funded by the Slaight Family Foundation
 - \$2 million over four years (2022-2026)



SSTH New Build Project

Survey and Expression of Interest

We sent a survey in October 2022 to announce the project and gain a better understanding of what organizations were already building or had an interest in building.

- 100+ responses to the survey
 - 33 applied to CMHC Women and Children Shelter and Transitional Housing Initiative in 2022 (25 unsuccessful)
- 28 Expression of Interest submissions

SSTH New Build Project

Our Services

01

Knowledge and Coaching

- Initial virtual meeting and available throughout the duration of the project to meet and discuss

02

Project Management

- Assessing project feasibility
- Conducting financial analysis
- Assisting with grant applications
- Coordinating the design team
- Supporting the shelter to oversee construction

SSTH New Build Project

Our Impact



Knowledge and Coaching to 30+ shelters



Project Management Services to three shelters



Supported 6 shelters with CMHC Rapid Housing Initiative (RHI) Round 3 applications








Currently supporting 6 shelters with feasibility assessments

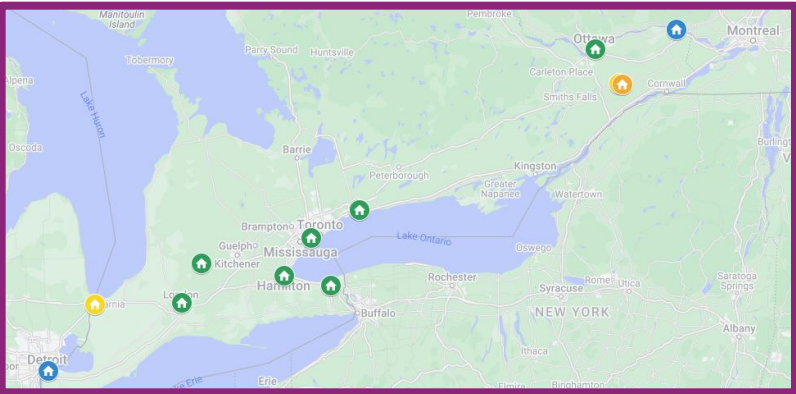
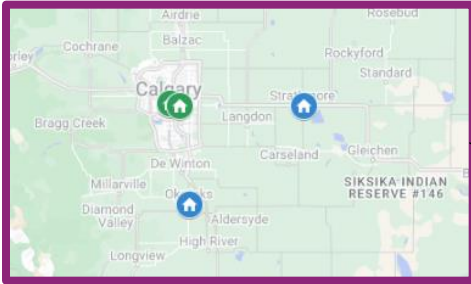


Supported 3 shelters with CMHC Seed Funding applications in 2024



Creation of resources, such as this webinar

-  30+ shelters – General knowledge and coaching services
-  3 shelters – Project Management services
-  6 shelters – RHI Community of Practice
-  6 shelters – Feasibility Assessment support
-  3 shelters – Seed Application submission





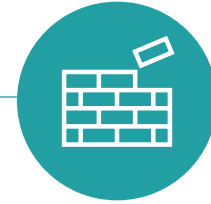
Feasibility

- Set the vision
- Determine if the project is viable



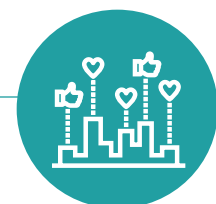
Design & Development

- Create a feasible design
- Secure funding
- Secure approvals



Construction

- Build the building
- Prepare to rent the units



Operations

- Move in the tenants
- Maintain the building

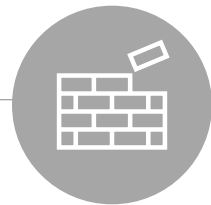
Development Process Overview



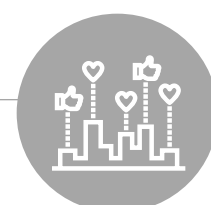
Feasibility



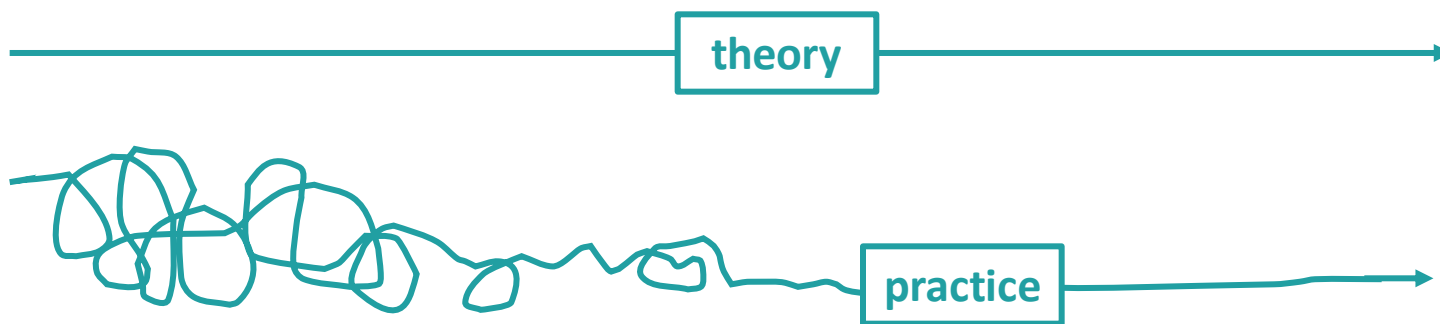
Design & Development



Construction



Operations



Development Process Overview

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FEASIBILITY

Phase 1: Feasibility

Overview

01

Purpose

- Set the vision for the project
- Determine if the project is viable



02

Activities & Components

- Idea inception
- Project team
- Needs assessment
- Idea refinement / vision setting
- Architectural program
- Organizational structure
- Site selection
- Conceptual design
- Preliminary financial analysis (proforma)
- Early outreach



03

Outputs

- Business Plan / Feasibility Study
- Contents for early funding applications to assist with predevelopment costs (CMHC Seed, FCM Planning, FCM Studies)

Phase 1: Feasibility

Timeline

Timelines depend on the amount of time and resources you can dedicate to undertake the activities and components.

- Short timeline: 4-6 months
- Realistic/average timeline: 6-12 months
- Some cases: 1+ years

You cannot move onto Phase 2: Design & Development until you have a viable project.

Phase 1: Feasibility

Idea Inception

Why you are here today.

- More space?
- Extension of services?
- Replace an existing building?



Phase 1: Feasibility

Project Team Members

Ensure you have one key contact/lead. This person will be the champion of the project.

Consider including:

- 1-2 staff
- 2-3 Board members and/or a Development Committee
 - Be clear about what decisions are made by the Board vs. Committee vs. staff
 - Consider creating a Terms of Reference for any Committee created to oversee the inception of the project



**Your Organization –
Project Owner**

Phase 1: Feasibility

Project Team Members

The Project Manager:

- Leads your organization through the visioning
- Assists in procurement of other team members
- Conducts basic proforma modelling
- Explores possible sites
- Explores options for funding



**Project Manager /
Development
Consultant**

Phase 1: Feasibility

Project Team Members

Quotes from shelters about Project Managers:

“Have a good Development Consultant/Architect and builder who are experienced in working with CMHC. I have worked with CMHC before, as has the team. I honestly think this is super important.”

“I needed a Project Manager to assist with the funding application because I’m not familiar with the all of the steps in the City.”

“I didn’t know I should have a Project Manager. It would have made my life so much easier if I had been told this earlier in the process.”



**Project Manager /
Development
Consultant**

Phase 1: Feasibility

Project Team Members

Architect

- Preliminary concept drawing
- Assist with some preliminary cost estimating

Planner (optional)

- Consider zoning bylaws for a site



Architect



Planner

Phase 1: Feasibility

Needs Assessment

- ✓ **Identify your tenants** as women and children fleeing violence.
- ? How long are the **waitlists** for the shelter spaces or affordable housing in your area?
- ? What kinds of **units** are needed in your area? E.g. One-bedroom units, four-bedroom units.
- ? What **other spaces** do you want in your building? E.g. a daycare, offices, common kitchen.

Phase 1: Feasibility

Idea Refinement & Vision Setting

Define a clear idea and vision for the team to implement.

Do you want a new second stage shelter?

A new emergency shelter?

How many units?

Vision example

Develop “*Project One*”, encompassing short-term and transitional housing for women and children fleeing violence with wrap-around supports in the same building, replacing the existing building at “*insert location*”.



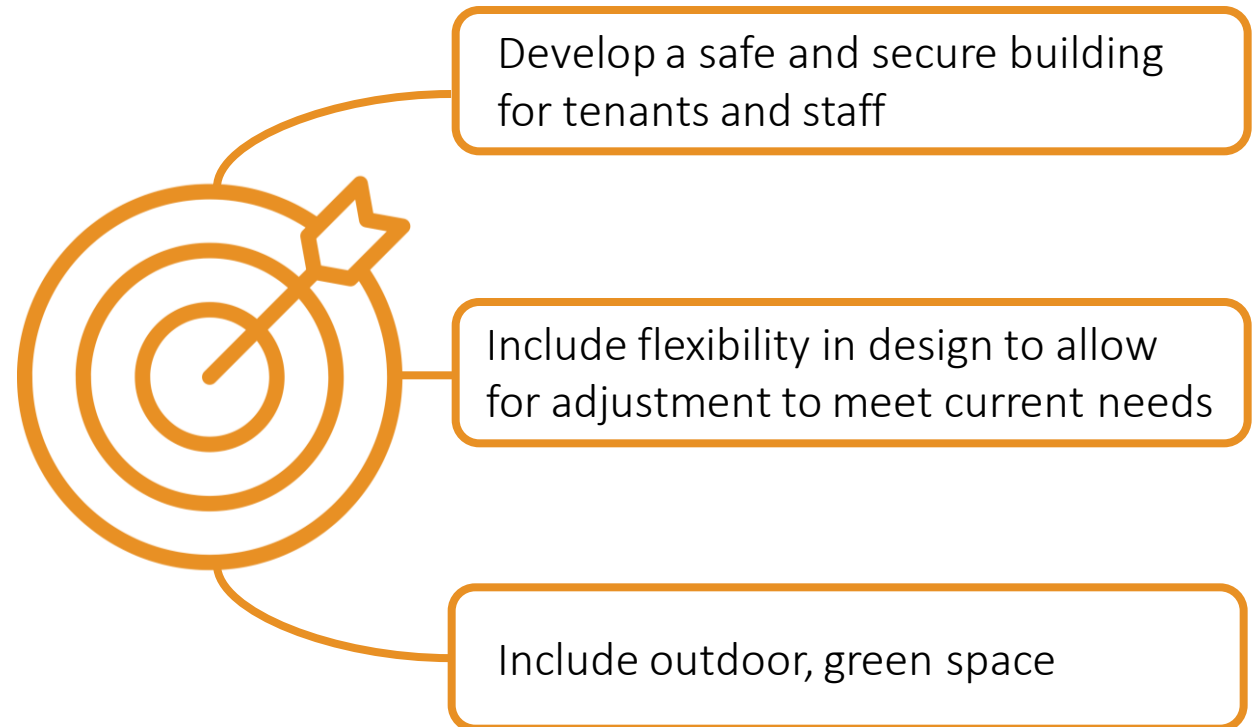
Phase 1: Feasibility

Idea Refinement & Vision Setting

Establish strategic objectives to guide the development process.

- What are your priorities for the building?
- Safety and security?
- Environmental efficiency?

Strategic Objectives examples




Idea Refinement & Vision Setting


Establish concept principles to guide the physical design.

What must be included in the building? Accessible units? Shared or independent spaces?


Concept Principles examples




Create accessible and barrier-free spaces



Design spaces to be used confidentially



Include a range of room types and sizes to accommodate different stages of housing

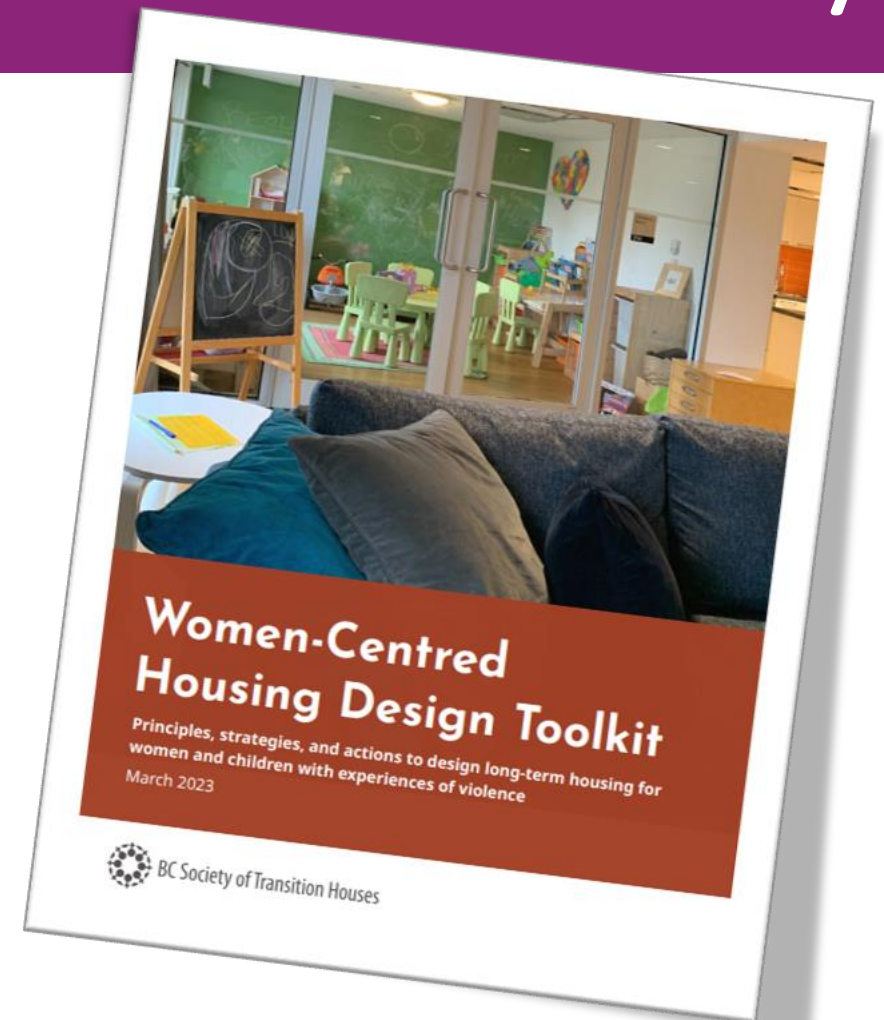


Include some self-contained rooms with a private bathroom and kitchen

Phase 1: Feasibility

Idea Refinement & Vision Setting

See BC Society of Transition Houses (BCSTH) [Women-Centred Housing Design Toolkit](#) (2023) for principles, strategies, and actions to design housing for women and children with experiences of violence.



Phase 1: Feasibility

Architectural Program

The architectural program is your list of building wants and needs, ultimately identifying the scope of work to be designed.

- You, as the owner/operator will create the initial list of spaces you would like in your dream building
- Your Project Manager and/or architect can assist in determining the appropriate size for each space
- This will determine how large the building will be, impacting what kind of site it can fit on and how much it will cost

12 Unit Second Stage Transitional Housing			
Space	Amount	Unit Area (ft2)	Total Area (ft2)
One Bedroom	3	500	1,500
Two Bedroom	3	600	1,800
Three Bedroom	3	750	2,250
Four Bedroom	3	900	2,700
Commercial Kitchen	1	400	400
Community Room	1	700	700
Case Manager Office	2	100	200
Senior Manager Office	1	120	120
Front Office Reception	1	50	50
Outreach Office	2	80	160
Lobby	1	100	100
Laundry room	1	240	240
Storage	2	40	80
Janitor	3	30	90
Mechanical, electrical	1	30	30
Waste	2	100	200
Staff break room	1	200	200
Circulation (20%)			2,164
		Total	12,984

Phase 1: Feasibility

Organizational Structure



Ownership Model: Determine if your organization will own the site and building.



Partnerships: Explore partnerships such as daycare services or renting offices.



Property Management: Will it be handled internally or by a third-party management company?



Support Services: Decide if your organization will directly provide support services or if partnerships with other organizations will be established.

Phase 1: Feasibility

Site Selection

Project Manager can assist with site selection. You may involve a real estate agent as well.

Consider site criteria important to the organization / tenants, such as:

- Public transportation access
- Access to public health resources
- Proximity to existing shelter facilities
- Located in a walkable neighbourhood with access to coffee shops, parks, pharmacies, etc.
- A neighbourhood that could be welcoming, without facing considerable NIMBY-ism
- Appropriate zoning for initial conception
- Appropriately priced site
- Appropriate parcel size for initial conception

Always try to secure free land from all possible avenues before purchasing.

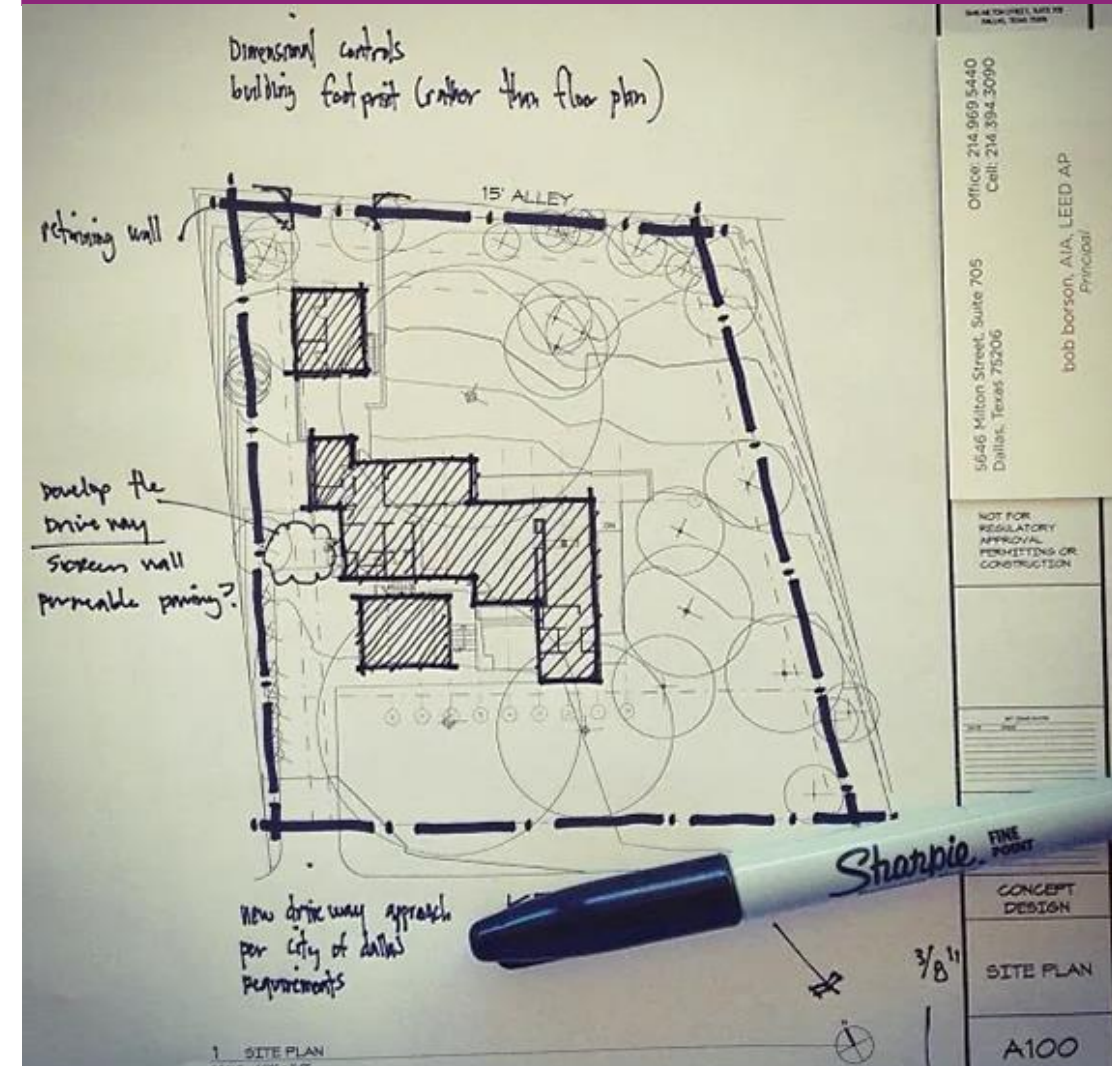
- Local government, philanthropy, local corporation, partner organizations



Phase 1: Feasibility

Conceptual Design

- The first drawing by an architect
- Preliminary, based on the vision of the organization and site constraints
- No specific units are drawn out, not yet detailed
- Often used when applying for funding



Phase 1: Feasibility

Preliminary Financial Analysis

Proforma: a complex financial modelling system, often in Excel format with linked formulas that includes the capital and operational budgets. Proformas can also be used to determine if the organization can afford a mortgage to fund the building.

In the feasibility phase of the development process, the goal is to have a preliminary idea of how much the conceptual building will cost.

You must have a viable project that you can afford, or else you need to revisit your concept and make adjustments until it's viable. E.g. change the number or size of units.

Phase 1: Feasibility

Preliminary Financial Analysis

Initial proformas are “back of the envelope” modelling that include both **capital** and **operational** budgets.

- **Capital:** land, building materials, equipment, consultants, etc.
 - Hard costs: building materials and labour
 - Soft costs: consultants
 - Spans project conceptualization to grand opening ribbon cutting
- **Operational:** salaries of frontline workers, utilities, maintenance, repairs etc.
 - Kicks in when occupancy begins and for every year thereafter

CAPITAL BUDGET		
LAND COSTS	Total	Per Unit
Land	\$ 500,000	\$ 100,000
Land Transfer Tax	\$ 20,000	\$ 4,000
Legal Fee	\$ 15,000	\$ 3,000
Total Land Costs	\$ 535,000	\$ 107,000
HARD COSTS	Total	Per Unit
Construction Cost	\$ 8,000,000	\$ 1,600,000
Hard Cost Contingency	\$ 1,600,000	\$ 320,000
Total Hard Costs with Contingency	\$ 9,600,000	\$ 320,000
SOFT COSTS	Total	Per Unit
<u>Consultant Costs</u>		
Architect	\$ 384,000	\$ 76,800
Project Management	\$ 315,000	\$ 63,000
Land Survey	\$ 5,000	\$ 1,000
ESA I	\$ 7,000	\$ 1,400
ESA II	\$ 14,000	\$ 2,800
Geotechnical	\$ 3,000	\$ 600
Planning	\$ 15,000	\$ 3,000
Quantity Surveyor	\$ 35,000	\$ 7,000
Energy Modelling	\$ 6,000	\$ 1,200
Misc. Consultants and Disbursements	\$ 5,000	\$ 1,000
Total Consultant Costs	\$ 789,000	\$ 155,600

Phase 1: Feasibility

Early Outreach

Establishing connections and garnering support for your project involves reaching out to various stakeholders.

An organization will want local champions of the project, such as:



Local councillor or other government-elected representative



Possible local donors/funders



Partnering organizations with like-minded visions



Local community associations

Phase 1: Feasibility

Pre-Construction Funding Applications

At the end of this phase, you will have a Business Plan / Feasibility Study.

Begin applying for “pre-construction” funding as soon as you can.

- Federal (CMHC, FCM)
- Provincial
- Local
- Foundations
- Corporations

Your Project Manager can help identify sources and lead the application process.

You need pre-construction funding to move through Phase 2: Design & Development.





Feasibility Takeaways

- This process could take many years
- You will need a single person as a champion of the project
- You need dedicated staff time spent on the process
- You may want to hire a Project Manager to facilitate the process
- You may need to hire other team members, such as an architect, to assist with early concept design
- At the end of this phase, you must have a financially viable project before moving into Phase 2: Design & Development
- The work conducted in this phase can be packaged into Business Case or Feasibility Study
- The work can be used to apply for pre-construction funding

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Introduction to the Development Process

Webinar Series

02 Design & Development

- Thurs. May 30, 2024 at 1:00-2:30pm ET
- <https://endvaw.ca/webinars/>

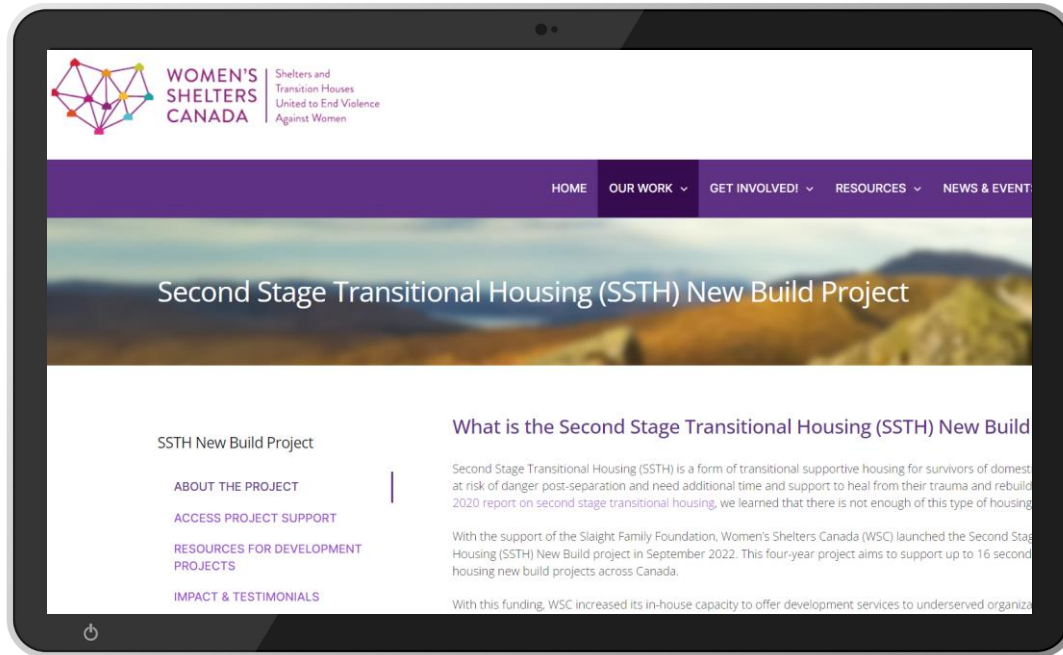
03 Construction & Operations

- Thurs. June 13, 2024 at 1:00-2:30pm ET
- <https://endvaw.ca/webinars/>

Further Resources

Check out our [webpage](#) for resources.

If you have any ideas for resources that would be helpful for your project, please connect with us!



Join our Second Stage Transitional Housing (SSTH) Development [Mailing List](#)!





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Thank You!

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