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Michener North Site and Collaborative Intentional Development Exploration

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Preamble: Michener North Site “Vision.”

The Michener North Site can be a catalyst for a legacy of true, sustainable community action.

Imagine, in the heart of Red Deer, a beautiful community jewel that demonstrates the best examples of community care, ingenuity, multi-sector collaboration, innovation, inclusion, equity, opportunity. A place to support and showcase solutions for social and environmental as well as economic victories! You will see some apartment buildings with affordable units alongside market rentals for sustainability. Some built by developers who purchase a subdivided lot, and some granted to agencies to help them create long lasting affordable solutions.

You will see mixed use spaces to provide amenities for those who live there, but also places to work. A cafe, grocery, and restaurant (maybe more), which would also provide a meal service for local residents. Retail stores, providing essentials for residents but also promoting local wares and products. Entertainment spaces. An art gallery and studio. A cultural gathering and showcase center to bring community cultural groups together. A production studio to create learning, promote local talent, and attract. Office buildings to house, perhaps, the headquarters of several social agencies who are combining their resources for administration so they can afford more outreach into Red Deer neighbourhoods. But they will also lease space to other specialized services and businesses. Perhaps you will see co-op and market housing along the perimeter. Mixed market, sustainability tactics, where some portions of the property are sold to developers and some are gifted to help social development.

Imagine an indoor/outdoor market space for local artisans and food producers. Imagine a peaceful and beautiful garden courtyard with specialized activity spaces. Like a skate park, a labyrinth maze, a healing garden. You will see, at the Homestead House, a vibrant self-reliance and eco-education center. You will see alternative energy production built into the design of the buildings and spaces that contributes back to the City grid to assist other households in saving dollars on energy. You will see a science center, and an aquatics center. You will see a hotel and conference center to host learning seminars and provide more sustainability dollars for the project. All of these places and spaces will offer “live, work, play” for the residents but also will provide a local and tourist “destination,” and local investment opportunities.

MAYOR JOHNSON HAS CONTINUALLY SAID “IT’S UP TO YOU” who does he mean when says that?

We think he means the citizens of Red Deer. So... is it? Is it up to “us”?

We would like to help Mayor Johnson create a lasting legacy during his tenure as the Mayor of Red Deer.

A lot of citizens, businesses, groups, and organizations are very angry and very disappointed because some things seem to never change. Good programs have started, hope rising, and then a mayor loses an election and new leadership comes in and all is lost. This is the coriolis effect. **The Coriolis effect describes the pattern of deflection taken by objects not firmly connected to the ground as they travel long distances ...**

We get the “poop in a group” and then someone, metaphorically, flushes the toilet. So there is no traction, no mechanisms for change to take root. Traction for community change has to come from the community so that no matter what happens to the leadership of the City, the plan can move forward. This is how you will see the “engagement” you are looking for. This is how you will see the Vision you present come to fruition.

Collaborative Intentional Development is a mindset and way of being, as much as, or even more, than a model or framework to be acted on toward an intended outcome. Using this approach, we can achieve the outcomes and solve immediate dilemmas, certainly. But we also start to set up a “community machine” that can change the way community systems operate in order to produce resources and ways of being that will eliminate or at least greatly reduce the challenges that stand in the way of success for all.

In this action oriented think-tank, we are engaging with systems at the level of the humans that engage with and thus have the ability to perpetuate or transform them. We hope to do the latter, by sharing, discovering meaning in, and then merging our collective stories to inspire and guide us to feel, see, and do things differently.

Systems, if not checked, settle into a rhythm of economy and self-preservation that often disconnects them from the very reasons they were created. Look at our political and medical systems, look at capitalism, industrialism, look at our social care systems. All these things that are in place but are not serving us equitably, sustainably, or even effectively.

Collaborative, Intentional Development considers the social, environmental, and economic requirements for the human condition and creates a sustainable way of doing and being that provides for all of the elements involved. It is transformative in its recognition that each of those elements, large or small, is significant, and inseparably connected to, and influential of, the others in success and failure. It leads to a community becoming a mindful engine of creativity and compromise that takes accountability for its impact on every system, natural or manmade, in its purview and leaves nothing unconsidered, and no one behind.

Can the Michener North Site be the catalyst for Collaborative Intentional Development? Where all sectors come together about what to make happen there, and how it can best meet the most local needs and contribute to sustainable community thriving and economic, social and environmental resilience. To ignite and expand a firestorm of “public will” and engagement to develop a sustainably thriving, environmentally sound, engaged and connected economically mobile city with opportunities for health and wellbeing for every citizen. To see if it is possible to be a citizen-centered, future-focused, fair and caring, socially, economically and environmentally accountable community.

We believe it can, and are looking for an endorsement of this concept and support from the City to engage the citizens of Red Deer in creating a microcosm of the SHAPE YOUR RED DEER vision that has led to the 2023-2026 Strategic plan and that informs the 2040 Vision and planning. We have taken the Strategic Plan and will show here how the Michener North Site and the concept and practice of Collaborative Intentional Development (CID) can help bring that plan into fruition. A strategic plan is only as powerful as the will and ability to turn it into action.

A Case for CID- From the Red Deer City Council 2023-2026 Strategic Plan:

Based on the Shape Your Red Deer engagements with 1600 citizens (1.6 % of the population of Red Deer)

Innovative Thinking- Collaborative Intentional Development (CID) provides a safe and healthy community space for innovative thinking to flourish and take root,

Strategic Results- CID helps create pathways to strategic results by considering all viewpoints, angles, and criteria.

Vibrant Community- CID engages all sectors, harnesses public will, paves the way for the changes that are needed, and improves community dynamic.

Guiding principles:

- **Respect-CID involves finding ways to engage, hear, and create results for every citizen. Prioritizing community needs at the Michener North Site will foster mutual respect.**
- **New ways of doing- CID fosters this and the Michener North Site can be a template and model to showcase innovation**
- **Future focus- CID is all about future focus, planning and strategizing what we can do now with a view to the impact it can have on the future. The Michener North Site can be a vehicle and example of future focus development that will impact and increase the “thriveability” of Red Deer.**
- **Citizen-centric- CID involves citizens from all sectors and sees and hears all the needs, desires, goals and wants. It helps all to mindfully consider what needs to be given up to gain what is most needful. To “meet in the middle” between all the needs. The Michener North Site provides a space to begin this collaboration and visioning with a view to resourcing continued growth and change.**
- **Financial sustainability- CID takes into account financial sustainability while meeting as many needs as possible. The Michener North Site can be developed in such a way as to maximize impact and sustainability.**

Thriving City

“Red deer is a thriving city for all . The city is affordable, with a resilient economy that supports local business while attracting new investment, aided by a business-friendly City Hall.” **Whose businesses get the opportunities? Where can the new investment come from? Are we intentionally creating opportunities for local and independent businesses? Yes, we do need a balance between growing local and attracting new businesses. With outside businesses, yes there is employment and local**

operating provision which means there are more dollars to spend in the community, but the investment returns leave the city. With local investment, returns remain to stimulate more growth. Supporting development in the youth business sector, newcomer businesses, monetizing the arts, empowering social supporting organizations to get a business and sustainability mindset and fostering social- minded business practices. Find the appetite within the business sector for investment in these. NOT JUST BIG BUSINESS from outside the community. The Michener North Site provides an incubator for this activity and a focus to initiate CID.

“Downtown is vibrant with many modes of transportation used through the community to connect citizens to and from the city’s core.” - Making downtown vibrant requires meeting some of the needs that are not being met to create the liabilities we see in that area and servicing some of the needs being serviced there, elsewhere. But also finding ways to intentionally collaborate so as to diminish negative impact and provide the resources required for those who may detract from a vibrant and safe downtown to decrease their liabilities and increase their positive contribution as part of their way back into a community that cares about them. The Michener North Site provides a space to explore this while giving space for the Downtown to develop and get stronger and more vibrant.

“Red Deer is growing while also protecting natural spaces, places and the environmental future. The city ensures a sustainable future by implementing and supporting innovative business practices and taking concrete action to ensure climate resilience.” - The Michener North Site obviously presents many opportunities in this area. A blank canvas to try new innovations and see how they can be scaled up or implemented in further development in the city. A way to develop community resources, investment impact and know-how, that can further environmental sustainability. Environmental future means preserving and creating natural spaces and places, absolutely. But it also means developing cleaner energy, supporting open community discussions and action about climate change to help produce and resource environment savvy and environment supporting citizens. It means looking for opportunities to bring in advanced environmental technologies, or cleaner, traditional practices, into the everyday lives of citizens, decreasing the cost of energy, creating grid contributors. It means helping people who are not able to even get out of their house, be at a place where they can get out and enjoy the natural spaces being created and preserved.

CID can foster the collective community appetite and resources to develop neighbourhood level attention, leadership, education, and organization around environmental support and climate resilience . It can be so powerful in developing local, grassroots leadership through education and empowerment toward increased volunteerism, utilizing opportunities to engage people in helping, to practice learned concepts.

Outcomes-

- a vibrant downtown- **Engaging in CID can help shape and brand this vision mindfully, considering and providing for all the repercussions and opportunities and ensuring a balanced plan.**
- strong and diverse local economy - **CID supports a sustainability focused economic development because it considers the needs of all sectors and all the areas of impact- environmental, social, and economic.**
- environmentally committed community - **CID solidifies the imperative and expands empowerment to do this.**
- proactively managed public infrastructure- **CID brings all the players and community resources to the table for mindful planning and maintaining as well as informing decision making about public infrastructure. Including roads, trails, services, buildings, processes and institutions. Offering balanced data and viewpoints and a fair consideration of all needs in a community.**
- financially responsible - **CID utilizes community resources, expertise, and shared vision to create efficiencies, build more resources, increase community knowledge, coordination, and capacity to use what is available in more effective ways.**
- digitally advancing the city - **CID brings all the players together to effectively use digital tools and decide on strategies that will impact the effect of digital advances on all sectors and for a broad spectrum of community needs.**
- workforce is healthy, equipped, and competitive -**We need to nurture and build the local workforce so we are not required to bring people from outside when we have people on the inside who can be employed when their needs are met. This will move people from continuing to require local resources to being able to work,earn, and contribute to local resources. CID provides a vision, connection and coordination of resources that can identify and steer the right individuals into the right pathways for the best results.**

Community Health and Wellbeing

"Red Deerians cherish the spaces, places and year-round experience Red Deer offers to promote physical, mental, and social well-being. The community is proud of the welcoming and inclusive city they call home." **Who can do this? Can the people in crisis do this? Can the people who are underemployed or underpaid do this? What opportunities for the "bottom tier" community members are we assessing and creating when we are making this a reality? Can every community member enjoy this vision of wellbeing? What are their barriers and how are we helping them overcome those barriers?**

What does "wellbeing" mean to the City? People who are in crisis cannot experience well being- their crises need to be addressed. They need tools to "thrive" their well-being. They need safety, food, housing, and belonging. Creating wellbeing for all citizens is a place to start Collaborative Intentional Development action from. At the very least it needs to be a guidepost in creating a caring, sustainable, resilient community and local economy.

Why does it matter?

“Red deer is safe and clean with collaborative efforts to improve community wellness. Citizens have a sense of belonging, community provide and neighborliness. Red Deer is a welcoming, inclusive city that celebrates diversity. The City is committed to reconciliation and honours and respects Indigenous People’s culture and history.” **(and all local cultural histories?) Indigenous teachings and philosophy such as the Medicine Wheel, offer a wonderful framework for CID. recognizing that we are all in various stages of development, in different domains of our lives, moving from crisis to learning, to mastery, to wisdom sharing. People in crisis need people in mastery to practice their skills by meeting their needs. People who are learning need wisdom holders who need to have someone to teach. We all need each other and a sustainable, inclusive community will mindfully develop opportunities to meet all of those needs.**

“In all four seasons the people of REd Deer love to get outside and explore the city’s incredible trail system, parks, and green spaces. Citizens have access to extraordinary outdoor and indoor places and spaces to recreate, benefiting the physical, social and mental health of individuals and families in our community.” **CID includes recognizing the priority for and making room for the spaces and opportunities but also making them accessible, physically, mentally, economically and socially by helping everyone feel like they belong and have a right and a place.**

“Red Deerians participate in year round festivals and events that encourage tourism and destination development Red Deer is the central hub of Alberta, and downtown is a community for entertainment, arts, culture, shopping, dining, residents and connecting with people and places in our city.” **Where and how are we supporting the sustainability of Arts and Culture to be available and accessible to more citizens? Are we supporting the ways that people involved in Arts and Culture can 1. provide sustainable living for themselves and their families, 2. contribute in meaningful and intentional ways to the wellbeing of citizens who are unable to access these elements of city life for various reasons? What is being done for those who cannot afford to participate in the shopping, dining, and other experiences? Economic development needs to include bringing every citizen into a place of thriving. CID can assist with this as all stakeholders examine what is needed and how to provide it sustainably. Creating more citizens who can support the amenities mentioned here is an integral part of a thriving community.**

Outcomes-

- Collaborative response to social challenges that considers all- **CID and the Michener North Site can be a catalyst to develop the “engine” for this. Example: headquartering administration for social agencies makes sense with a view to creating efficiencies and increasing resources that will allow services and opportunities to mobilize into neighbourhoods, and bring the help to the people rather than making a new destination for people to come to. Developing housing and businesses for a live,work, play situation on the Michener Site, and a CID downtown**

development for the same, brings people closer to the amenities and elements that will help them thrive

- **Inclusive community- CID ensures that all will be included. The Michener North Site presents a venue from which this can begin and be spread through all the city's communities.**
- **Safe and secure city- Establishing a Collaborative Intentional Development mindset and culture, for mindfully meeting needs as a community, mindfully, will lead to a safe and secure city. The Michener North Site can be developed as a microcosm and model of what the rest of the community can be like.**
- **Great spaces and places - AGain, the opportunities are there at the Michener North Site to add to what is already so amazing in the community, but also to create added value in the network that connects the city on so many levels: economically, socially, culturally, through the arts, through opportunities, through safe and supported housing and mixed use development**
- **Involved people and communities- CID provides for this. When a community is developed from the inside out, with a collaborative and caring view that meeting the most salient needs will free up and actually increase resources, and that the act of caring helps everyone, socially, spiritually, mentally, and increases wellbeing. A place for everyone and everyone recognized as having value.**

Engaged and connected City

“Council engages with citizens in ways that build strong, respectful and collaborative relationships. Citizens feel valued and included in the decisions about their city” **So many in the community are angered by continued disappointment and missed opportunities. An engaged community is a community that has consistent participation from a broad spectrum of citizens. More than 1.6 % of the people care about what happens in their community and want their voice to be heard. More than 1.6 % of the people feel that there is a point to participating for their voice to be heard. There are many ways for people to engage and have their voice heard. 30% of eligible voters at civic elections is a small improvement from previous, but still abysmal. This is an indicator of how little value citizens place on their impact on decisions, and how disconnected they are in those decisions. There is no relevance for them. We need to find out why. CID engages all sectors, all walks of life, it seeks out contribution at the same time as it develops resources to impact that contribution.**

We believe that all of the answers to what the community needs are to be found in the community and it is the City's responsibility to support the uncovering of those answers, not to have all the answers.

Why does it matter?

“Citizens have a positive impact on decisions, leading to responsive choices by the City Council. Connecting and engaging with the community is important to City Council.”

A large portion of the community is in crisis mode and unable to come to the table. People in crisis do not learn well. People who do not learn well cannot master concepts and practices. People who have not mastered concepts and practices cannot share their wisdom. CID can contribute to helping the community move from Survival into Thriving.

“Transparent and accountable decision-making is at the core of what the City does. At times, making the right decision will mean things may need to be done differently. Lasting and meaningful relationships are made between Council, administration, other orders of government, community agency, organizations and citizens.” **CID is a different way of doing community. It is a way of getting out of silos, changing a community culture and positively impacting systems that are getting in their own and each other’s way. If it is time for difference, the Michener North Site can become a rallying project to change the way we do community in Red Deer.**

“Respect is shown among Council and the citizens served. This connection with the local municipal government also gives Red Deerians a sense of belonging.” **CID is a respectful approach to community action and growth. It recognizes the value of every sector, level, and ability to have a voice at the table and to be seen, considered, and provided for. It champions economic growth but not at the cost of social wellbeing and environmental sustainability. It leads to a thriving, healthy, and connected community. The Michener North Site can be the start of something different.**

Outcomes

- Strong relationships and public trust- **will be fostered if CID is promoted and supported by the City as a fellow collaborator.**
- Committed to positive customer experience- **CID ensures that all needs are met in the best way and not at the expense of others, and empowers the conversations to mutually determine best ways forward with an eye on the long game and a vested interest in the wellbeing and thriving of every citizen.**
- Decisions are data informed. **CID provides a vehicle through which more accurate data can be collected, disseminated, and analyzed to inform the best decisions and help all to see why.**

Challenge: Many citizens and entities in the community are in crisis mode- so they are not coming to the table. Many have lost trust in the institution of local government. If the City holds too tight to the processes, and does not support appropriate community collaboration, it is not developing effective local leadership and engagement and not truly supporting sustainability, thriving, wellbeing, and connectedness.

Give the people room to really build the plan that the City will support, rather than expect the citizens to support the plan the city and 1600 out of 100,000 make. The vision is great, and necessary, but vision is not enough. We need buy in and we need action. We need people to feel like they can engage in parts of making that vision happen.

Getting a broader spectrum of people to the table will bring answers and solutions to help the vision unfold.

Check the vision, add to it, flesh it out, problem solve to bring it to reality- Collaborative Intentional Development

“Red Deer starts with yes and then works to make it happen.” Does this mean Red Deer, the city? or does this mean Red Deer the city government? If the former, then Collaborative Intentional Development can be a very effective tool in ensuring that all citizens are thriving, growing and contributing to the future of the City, and the Michener North Site development can be a vehicle to launch a new and better way of doing community. If the latter, then give collaborative intentional development the yes, with the mandate of the Vision you have presented here, and help the community make it happen! Sometimes by jumping in where it is messy, and sometimes by just getting out of the way of your citizens.

What is required is the right kind of leadership- leadership that is not limited by blinders, personal or political agendas, or perceived as being so, and that has a vision for how to help a community truly thrive in a sustainable way. So, a community steering group- with the right people on it- ensuring that the perspectives of every sector and community pillar are attended to. Investment and return considerations, social, and environmental, as well as economic. Take what the city has researched and planned to do and create the action to support it. How are we going to make this happen and truly thrive, so everyone thrives?

Some Considerations for the Michener North Site:

Barrier/Opportunities:	Mitigation:
No buildings remain, starting from scratch	The value of the property as well as City Development collaboration (re: contributions from City for zoning, subdivision, parceling, grid development planning, etc.) can provide leverage for financing for build. Housing and other programs can still happen, on a smaller scale, revenues can still be created with planning. If land is in City possession, and City is a partner in development a National Housing Strategy loan is an option to go toward creating affordable units. Other funding is available for energy/environmental development. Local investment and cooperatives can help keep returns local and help build local investment opportunities for greater accessibility . Start with a smaller number of affordable housing, still do programs, still help some, but create revenues to help leverage and pay for new build, land as down payment.
Hotel Idea, need some investment to purchase	Running a hotel with some rooms designated for second stage or senior support and the rest operate as a boutique hotel, providing sustainability and employment, creating a brand, earning revenues to support more development on the Michener Site and elsewhere. A hotel could be purchased and developed as a sustainability starting point. Then, a hotel and conference center could be built on the site and become a conference/learning center run by a social cooperative and employing

To build a “better city” with a brighter future for the people of Red Deer, it starts with you!

Potential Available Funding for the Redevelopment of the Michener North Site

Note: Please note: the information on the next two pages is meant as food for thought for a collaborative Community planning approach to the design and repurpose of the North Michener Site. These potential funding pots were listed at least two years ago and not all have been rechecked to see if the offers are still open. There may also be more. A focused group will glean and gather the information from various sources. These numbers are based on rough estimates and are subject to successful funding proposals, and ultimate decisions about the use of the site. These are potentials from calculations based on the vision of our collaborative group. We are still gathering information on cultural and Indigenous funding options, and agreement and engagement from local Indigenous groups.

Source		Purpose	Amount	Cost
		Feasibility study	200,000	Grant (no cost)
National Housing Strategy/ CMHC	Federal	Lower cost financing for affordable housing creation	11-15 million (based on leveraging value of property)	2.5 % over 40 years
Rapid Housing Initiative/ CMHC	Federal	Capital funding for quick build affordable accommodation	4 to 7 million (based on available funds to non identified communities across Canada, using population estimation and need compared with funded cities.)	Grant (no cost)

Alberta Housing Grant	Provincial	Up to 1/3 of the total cost could be covered	69 million available this round. 1/3 of total cost of a build.	Grant (no cost)
Emissions Reduction Alberta	Provincial	Energy Savings for Business. Shovel Ready Challenge. Natural Gas Challenge	\$250,000, and up to \$15 million	Grant
Energy efficiency funding	Federal	Green Economic stimulus / recovery (TBD)	TBD	grant/rebates
Federation of Canadian Municipalities (FCM)	Federal Various funding pools (e.g., Green Infrastructure Fund)	Plans, studies, pilot projects (partial development), capital project (full development)	Up to tens of millions	Grant (accessed via City of Red Deer)
Truth and Reconciliation	Various	Housing		
BDC, Community Futures	Various funding pools	Business planning assistance, grants and loans	unspecified	Grants or loans
Agriculture & AgriFood Canada	Federal	Living Laboratories Initiative (carbon farming, and “agri voltaics”)	Up to \$600,000	Grant
Local investment (e.g., Red Deer & District Community Foundation)	Local	Financial, donations, supplies, services, and savings	3-8 million	50 to 75% of this may have a 6-8 % interest.
Community Bonds	Local	Unlimited	Unlimited, typically 10% - 40% of project costs	Fee for service via Tapestry Capital and likely other financial management orgs
Bank financing	Local	Fill in gaps in provincial, federal and local funding/financing	Flexed amount	5 -8 % interest
Total funding/financing/savings potentially available	Depends on success of funding applications and proposals. Collaboration and broad ROI including social, environmental and economic, will win more “free” funding.		23-40 million	Various with up to 50 % of the cost covered by grants or donations and financing being able to be paid for out of generated revenues.

We need community backing, local investment, and City collaboration and Alberta Housing Grant contributions to increase our chances for attaining financing. The numbers below are an estimation and would be influenced by the amount of alternative financing (grants, local donations, gifts in kind, etc). The financing rates will also be influenced by local investment rates of return and any changes to the CMHC rates, . A contingency fund will be required to please the banks.

Construction Estimations for one Apartment building

<https://proest.com/construction/cost-estimates/apartment-complexes/>

<https://www.fixr.com/costs/build-apartment>

Alberta housing grant currently in play 69 million - October deadline for applications

These numbers are rounded up to include soft costs.

Shared spaces for a 30 unit building costs up to 2 million additional dollars. We would want to maximize usefulness of shared areas, creating supporting, employing, sustainability creating options. Creating other rentable spaces in the building brings in more revenues within the current financing

Cafe, social supports, daycare, kiosks, esthetics salon, additional rental income from commercial spaces can cover for some of the financing coming from local private investors with a bit larger return than 2.5 %. To encourage local investment. A collaboration between agencies, rather than different entities scrambling for the same pocket of money, will be much more productive.

- There is a 310 dollar average cost per square foot for each unit
- 850 square ft is 2 bedrooms and one bathroom. Kitchen and living area
- For 30 units at this size, cost is 8 million, 10 million total with shared spaces
- One bedroom units are smaller, and bachelor units smaller still, so a combo saves dollars, or stretches for more units
- 450 square feet and fits kitchen, bedroom accessible washroom, laundry and living. 140,000 per unit
- A bachelor apartment would be a bit smaller and have less cost
- A 30 unit apartment with 1 bedroom and bachelor suites will cost 4.2 million plus shared spaces, up to 6 million
- A combo of sizes brings the total to 8 million for one 30 unit apartment
- With the land already under title/agreement, CMHC financing applies for all affordable units
- Alberta Housing Grant would cover $\frac{1}{3}$ of this if we qualify, and we can figure out how to qualify. So that is 2,640,000 of the building cost covered and being able to leverage the value of the land.
- Financing for 5,360,000 at 2.5 % (CMHC through NHS guaranteed loan) will be 17,874.76 per month, 306,000 per year at a 60.20% Loan to Value ratio, well below risk threshold
- Rental rates for 30 units utilities included:
 - 10 2 bedroom AT-1300 (two share the rent) 13,000
 - 10 1 bedroom at 950 = 9,500
 - 10 bachelor at 700 = 7,000Total= 29,500 revenues per month
- Minus financing costs leaves 11,600 per month for maintenance, utilities, property management. With all costs covered there is the potential for some profit from an affordable apartment building that can be used to provide higher rates of return for local investors, and/or contribute to further development which will continue to increase revenues for higher returns for investors and continued development. Taking a mixed income approach will increase revenues and profits.

Further considerations for cost savings:

- If each build includes shared space in its costs and responsibility, and there are community contributions to save costs while still making money for local builders, developers, entrepreneurs, investors, we can decrease the financial burden of this development and use the profits to continue to build and develop sustainability.
- With a combined approach of making money for investment return and creating sustainable revenues for further development on this site and throughout the city, more can be achieved. A social focus does not mean no economic gains. It just means a broader bottom line.
- Creating local investment opportunities, as well as economic opportunities (in affordability but also in employment) will contribute to the economy of the City.
- Developing energy and utility systems that save money, save the environment, and contribute to the rest of the community
- Grants for environmentally sustainable energy can lower operational costs further, and decrease initial cost.
- Further cost savings can come from a community effort to provide some services for less cost.
- Donation of services, we pay only the cost, or a bit above to cover some administrative overhead. so there is no loss for the business, just no profit for that project. Could be useful during down times to continue to pay workers .
- If we do a mixed income approach, investors can contribute for returns on market rate builds.
- Sell off portions of the land to private developers (with compatible plans) to raise capital for affordable and social development.
- We know that where there are people living, there will need to be a cafe, a grocery store, etc. There are other businesses that can be viable.
- If there is a cultural and arts “centre” there are other enterprises that can be viable.
- Creating a hotel and conference centre can provide jobs and bring in revenues. When the buildings are held by social entities, who are financed with local investment the profits can go back into the project, rather than leave into deep pockets, but local investors still get a piece of the pie

This way, financing costs can be shared across projects, further assisting in sustainability.

This is a unique opportunity for the City to get this development right. Do we want a small initial gain with all the profits forever after to go into private developers pockets? Or do we want to develop it smart, with local investment opportunities, social ownership, so more of the profits can go back into sustainable social provision for the community. We not only have a jewel of community design that shines as a leader in socio-economic development, but we have a perpetual money maker that can provide the city and its partners with much needed funds for continued development.

Add in energy production, tourism, efficiencies in community social care, and you now have a true community care campus where we learn and teach how to care for ourselves, each other, the environment and the economic and social health of our community. We also have a beautiful space for mental health

and emotional health regeneration, connecting with each other as community members across generations as well as socio-economic situations, and supporting healing and cultural restoration and reconciliation.

Hotel Considerations: Buy and renovate a hotel to help provide immediate affordable accommodation and employment while also creating revenues to support continued development. Then put development dollars into creating a hospitality and conference venue to support learning and showcase the project.

# of units	type	monthly	annual	notes
Income				
35	AIsh rental 650	16,250	195,000	based on 100% occupancy
15	Double occupancy	16,200	194,400	based on 90% occupancy
48	hotel rooms-	90,720	1,088,640	Based on \$104 per night at 60% occupancy (current rate)-
1	2 bedroom suite	1,200	14,400	
2	Office space	1,500	24000	Based on 2 offices @ 750/month each
1	Event space	5000	90,000	Based on 10 bookings per month at 500 each, could be more-
2	Meeting rooms	6,300	75,600	Based on 2 rooms @ 150 each at 70% use
	Workshop space	8,400	100,800	Based on 2 rooms @ 200 each at 70% use
Total revenue		150,120	1,801,440	
Operating costs				
housekeeping-		12,000	112,902	Based on 40 residents taking care of their own and shared spaces
management		14500	110,448	Night manager as bookkeeper
Utilities		15000	180,000	As per current owner
security		3800	45,600	Costs for initial buildings are generous, but revenues support an increase here
maintenance		5113	61360	Costs for initial buildings are generous, but revenues support an increase here
supplies		2100	25,200	
janitorial-		6136.00	73632	based on 40 residents taking care of their own and shared spaces
insurance		1500	18,000.00	
taxes		4500	54,000.00	(could get waived or reduced by county)
total operations		56,763	681,150	

Financing costs				
Bank financing	For original building	\$24,953.61	295,146.84	Based on 30 year amortization at 7.7 % interest for 5 million. Alberta Housing Grant and local contributions would determine the exact amount of financing required.
NHS mortgage	Financing costs	22,000	264,000	Based on 40 year amortization at 2% for 7 million for new build.
Total financing		46,953	563,436	
Net revenues		46,373	556,476	At 60% occupancy for hotel rooms- could feasibly increase this number, as discussed

Potentials to increase revenues:

(Increased revenues can mean potential accelerated repayment or it can fund investment into more projects)

- Expected revenues are based on 60% occupancy for 48 hotel rooms at \$104 per night- increasing rates, solid marketing networking and Social Benefit nature of building could increase bookings, will increase revenues.
- The restaurant will make more revenues based on outside patronage, meal program (market and affordable rates)
- Increased donations through Fundraising will decrease financing costs
- Donations and cost breaks for goods and services from the local community will decrease building and operations costs
- Installing solar panels will decrease utility costs (quote needed for cost-to-savings)
- Installing single room hvac systems will decrease utilities and mechanicals replacement costs (100,000 for 99 rooms (with addition). 75,000 for the current number of rooms)
- Installing tankless water heating units could decrease utilities usage - 20 to 40 (as per need) 32,000 to 64,000

Price tag for cost saving measures (less than 200,000) can be borne by the addition and renovation budget. At an estimated savings of 1500 per month.

- Potential to install water reclamation piggybacking on the current water system and utilities spaces as well as using new build opportunity. (Quote required, with long term savings and environmental grants prospects)
- Add additional floor to new build with 15 to 20 new rooms (depending on size, accessibility) in new build addition. Depending on costs and financing, additional net revenues calculated at 10 to 25 % increase. Could initially construct a new building to support additional floor and build later.

Potential savings in development:

This will allow us to decrease NHS mortgage or add extra value for future operations savings or revenue generation. Much additional furniture for new rooms is on site

- Social benefit rates from developers/trades
- Waived fees and decreased taxes by county
- Enlist community and resident volunteer assistance for lower skill or quality risk jobs

Increase luxury and viability:

- Install murphy beds to increase living space and luxury- could be built by residents in employment program- 50,000 to 100,000 for 99 rooms
- Wheelchair accessibility to 50% of rooms- 50,000 for build in adaptations- could be built by residents in program
- Upgrade materials where possible as an ongoing process
- Build a greenhouse on site to supply some produce
- Use local suppliers- deals on bulk purchases, promote farm to table and local
- Create entertainment and attractions to enhance the hotel experience- e.g. Musical FUNdraiser performances and jam sessions. Community plays and dinner theatre. Slam poetry and comedy nights, Karaoke, art nights.

The price tag for murphy beds and accessibility upgrades to existing rooms is 100,000 to 150,000. This may be able to be worked into addition/renovation budget, or spent over time. With potential revenues for 48 hotel rooms at 60% occupancy bringing in 360,000 more in revenues per year due to increased room prices.

Added economic, social and opportunity value to the community:

- Although other sources would be preferable, if needed, support staff can potentially be paid for by housing revenues, increasing community compliment and self-reliance
- Traditional-based programs and ability to support Indigenous housing development on and off reserve.
- Non-residents can participate in onsite programs.
- Local farm to table mentality will provide business opportunities for local growers/producers
- Skill building and employment prep on site- could be for more than residents
- Social agencies and small local event planners and workshop givers- affordable spaces and services
- Community hub and venue for community alignment
- Arts, cultural and social venue
- Community multi-sector alignment will be encouraged and supported through exciting, dynamic, engaging community social and economic benefit projects.
- As financing is paid down, more revenues will be available to finance new builds.

This is a Social Benefit and economic investment opportunity. While it is a longer term investment, investors will make some monetary gains, and hold some investments, the benefits are more than fiscal, for you and for the community.

Investors are essentially letting us borrow their capital for a reasonable fee and other added value in order to develop a foundation and system of self-sustaining solutions to social and economic challenges and needs in our area.

Offering part of the investment as a donation will enable us to increase the interest rate for the remaining amount and provide higher returns. There is a "sweet spot" for both the investors and the revenues over operations costs for the hotel.

Further Social Enterprise, and Housing Development Plans (what we will be using our surplus revenues for): Explore the possibilities with us!

Every enterprise will be carefully planned and vetted to ensure that it will generate enough revenues to provide employment while paying for operations and financing (return on investment) costs at the very least, and at best, generate more revenue for more projects. Investor R.O.I could be reinvested in some future projects for an equity share.

- Community Care Village- a community plan and development process to create a self-supporting community care "village" and campus. Mixed use, mixed income approaches for a diverse spectrum of housing, community learning and enrichment, and businesses for employment. Currently hoped for: the old Michener North Site, but this could be created wherever the opportunity presents itself.
- Community housing projects: mixed use mixed income opportunities in any neighborhood- refurbishing (where feasible) existing buildings/houses to preserve "history" and community character, explore innovative solutions, reduce the number of derelict buildings, save development costs. Provide mixed use, mixed income uses. And new builds where necessary or possible. (Mixed market and mixed use concepts will ensure maximum revenues over operations and financing while providing integration opportunities for affordable housing clients.)
- Social Enterprises- related to our housing development and management, based on market opportunities, the interests and talents of the people we are trying to help get their feet under them and create a stable economic foundation, as well as resource opportunities available. Examples:
 - A specialty cafe for newcomer groups and cultural stimulation (could be a collaborative partnership),
 - renovation company, yard maintenance, cleaning service
 - furniture upcycling
 - repair and maintenance business
 - property management

- restaurant, catering and meal service
- sustainable energy and conservation installations, and consultation
- building site clean up and scrap collection
- moving and delivery service
- Co-op grocery or mercantile for sale of local products- would include online market.

Ways to invest: (Through the Cooperative)

- Cash Donation- charitable receipt provided (through our partners with charitable status, until we have it)
- Goods and supplies- before you throw it out, think of us and our projects. - charitable receipt provided
- Partial Donation/Investment (charitable receipt/3 to 4 % interest rate for higher returns)
- Tax Shelter Investment (2% to 2.5% for longer amortization would be “angelic”- but higher rates could be supported from revenues if needed. This would draw from potential re-investment profits. However, a balance of local economic gains and social gains will be an ongoing dynamic, as both are beneficial to the local community)
 - Interest only payments for a specified period with designated cash out points available.
 - Long term investment opportunities as properties and businesses increase in value.
 - Opportunities for investors to turn investment in hotel into equity ownership in new businesses as we re-invest profits to start enterprises that will provide jobs for people and more revenues toward more building.
 - Mortgage type repayment, with potential accelerated payment option with increased revenues.
 - 30% tax credit on investment for participating in Cooperative Capital raising.
- Board of Directors or Advisory Board seat opportunity.
- Donated or rent at reduced cost currently unused space to help a new business, or to store donated materials. (tax-receiptable), with agreements to increase rental fees as businesses gain ground.
- Group and team building volunteering with our projects. Community volunteer hours help us with grants
- Professional expertise free or at reduced costs to help us move a project along.
- Mentorship and relationship building to help nurture the new workforce and bridge into community opportunities.
- Sharing our enterprises through community member networks (local and beyond) to enhance the scope of our market and increase success.

We would rather keep our mortgage local and help make money for community investors

These numbers are just to give a general idea of viability based on expected return. While not ideal for building revenues to do more good, if necessary, hotel revenues can facilitate a higher return on investment where required. A combination of local investors/those looking for tax shelters and a CMHC supported mortgage will

be ideal.