



Cowichan Housing Forum 2023

We are gathering today on the traditional unceded territory of the Quw'utsun, Malahat, Ts'uubaa-asatx, Halalt, Penelakut, Stz'uminus, Lyackson, Pauquachin, Ditidaht, and Pacheedaht Peoples. They have been custodians of the land since time immemorial. We would like to pay our respect to the Elders and knowledge keepers, both past and present. We are grateful to live and work on this territory. We also affirm that colonialism, and the attitudes and practices that have accompanied it, contributes to the continued systemic discrimination and violence against Indigenous Peoples.

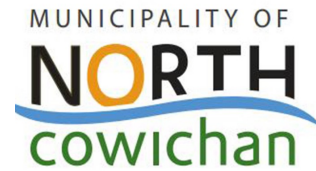
Facilitated by *Wiser*

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Welcoming Remarks

Thank you to our sponsors and presenters!



Time	Activity
8:30am-9:00am	Welcome/Blessing
9:00am-9:30am	Opening Remarks
9:30am-10:15am	Session 1 – Development Approvals
10:15am-10:30am	Coffee Break
10:30am-11:30am	Session 2 – Strategies for Building More Affordable and Inclusive Communities
11:30am-12:00pm	Session 3 – Modular Solutions
12:00pm-12:55pm	Lunch
1:00pm-1:30pm	Session 4 – Development Management 101
1:30pm-2:30pm	Session 5 – Culturally Appropriate Housing
2:30pm-2:45pm	Coffee Break
2:45pm-4:00pm	Session 6 – Funding & Financing
4:00pm	Closing
4:15pm-5:00pm	Networking

SCHEDULE

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Session 4

Development Management 101

WHO WE ARE

- **PROFESSIONAL PLANNERS**
- **VANCOUVER-ISLAND BASED**
- **NON-PROFIT DEVELOPMENT AND PLANNING**
- **OWNER'S REPRESENTATIVE**
- **PUBLIC, PRIVATE & MUNICIPAL PARTNERS**
- We help non-profits navigate the complex system of housing and community planning
- We strongly believe transparent knowledge and resourcing sharing, capacity building within and across sectors, and deep engagement and consultation is critical to a project's success
- Our mission is to service the full development spectrum, from ***vision to reality***

Development Consultants' Role

The development consultant's role is to facilitate and form partnerships to increase a project's viability and chances of success and navigate the development system and process.

1. Develop concepts and programs
2. Understand project processes and planning, risks and opportunities
3. Project budgeting – from pre-development to operations
4. Build strategic partnerships with funders, governmental bodies, and service providers
5. Manage the 'process' from pre-development through to operations and support strategic management of assets

Also: Support capacity building to the next time – within your organization and the community at large

WISER PROJECTS
Development 101

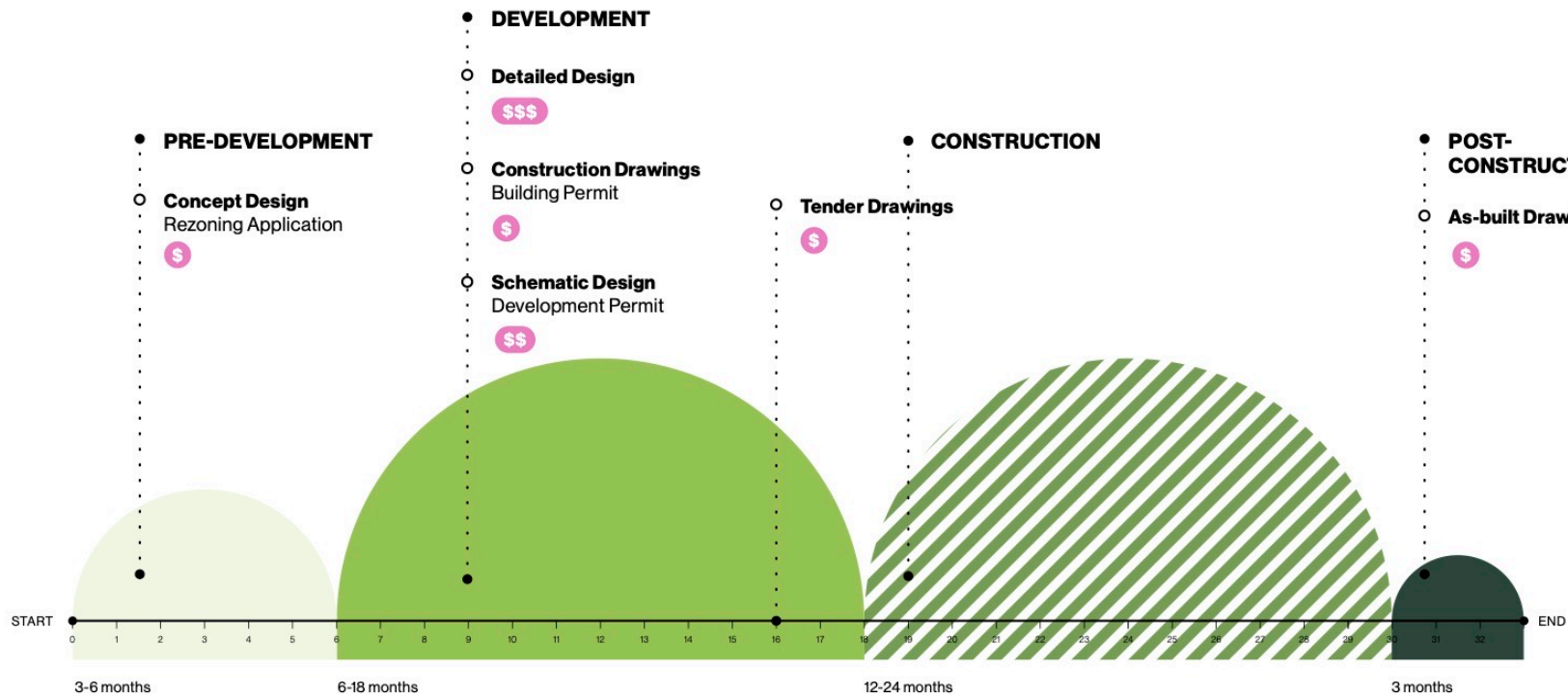
COSTS:

Lowest Cost: \$

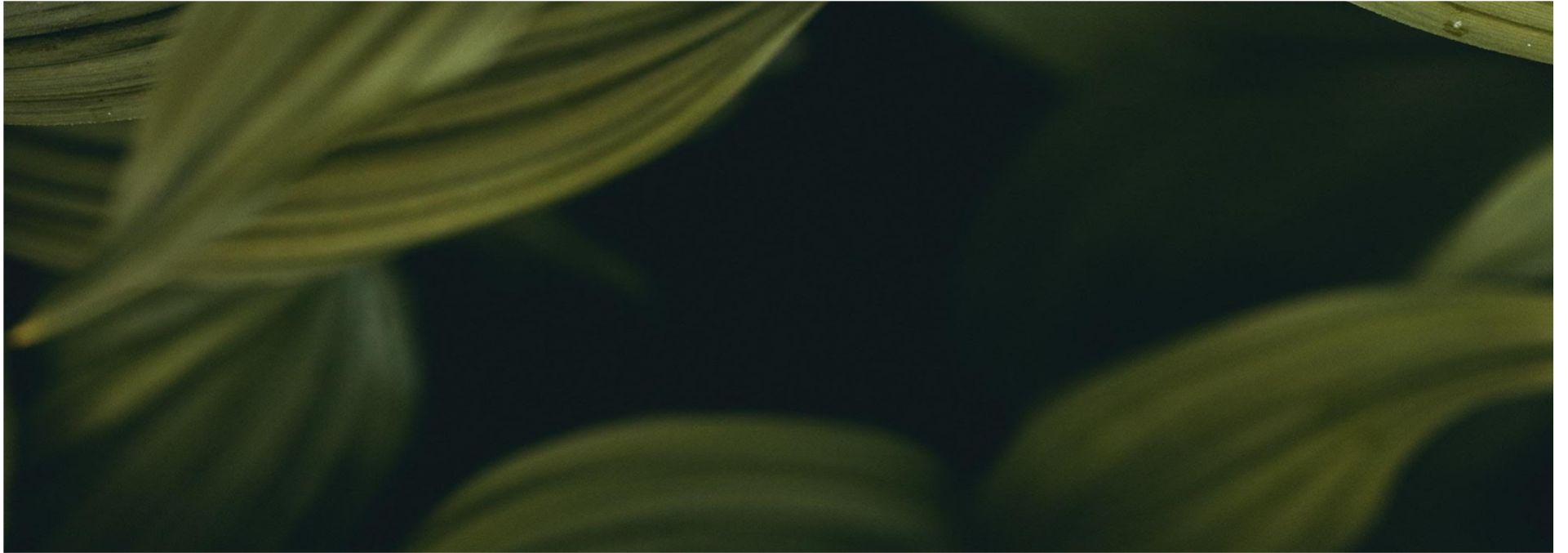
Medium Cost: \$\$

Highest Cost: \$\$\$

The timeline below introduces the phases of development in a capital project and general time and effort associated with each. Cost and time and complexity vary by site, project and regulatory and governing body; however the phasing and approach below applies to any development project from concept through to completion.



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PROJECT EXAMPLES

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Duncan Housing Society

- Replacement of aging facility – identified 10 years prior to end of life of building
- Renewal, redevelopment, new build options analysis
- Build strategic partnerships with funders, governmental bodies, neighbours
- Experienced team – consultants and staff – attracted funding and partnerships; provided certainty when certainty was hard to find
- Phased Project – tenant care



John Howard Society

- Society purchased land after rezoning/DP
- Society had equity to finance land
- Co-location of new housing units, new headquarters, and programming space
- Creative funding + financing
- Well-positioned and known entity provided this opportunity

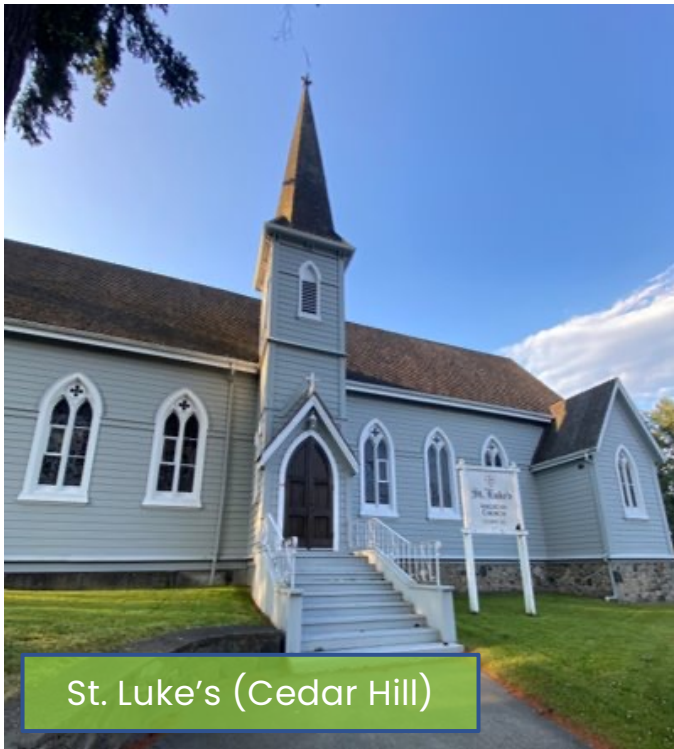


Sooke Region Communities Health Network

- Co-location of seniors' centre and affordable seniors' housing above
- Partnership with District of Sooke: funding, long-term lease and airspace parcel
- Creative funding + financing
 - Different funding sources for housing vs seniors' centre
- Demonstrating community need



Anglican Diocese: Asset Management



Art Gallery of Greater Victoria

Pre-development: 5+++ years

- Options analysis: renovate or new build?

Governance

- Large board
- Facilities committee

Project budget

- Advancement committee

Partnerships

- Build strategic partnerships with funders, governmental bodies, and service providers



Partnerships

- Increasingly, non-profits are being given notice on their spaces as they are re-developed or Owners occupy
- Non-profit Owners are also looking to partners to share risk and costs, find efficiencies, and increase project viability and success
 - Intrepid Theatre
 - Boys and Girls Club Southern Vancouver Island
 - Art Gallery
 - Anglican Diocese



LESSONS LEARNED

Client Understanding

- Ensure a shared understanding early of key project processes, timelines, and risk
- Establish and agree early upon project governance and decision making for each phase/stage of a project
- Establish where information, resource and knowledge gaps are and plan to address them early – such as development knowledge, dedicated staff/board time, fundraising/financing expertise

Build strategic partnerships

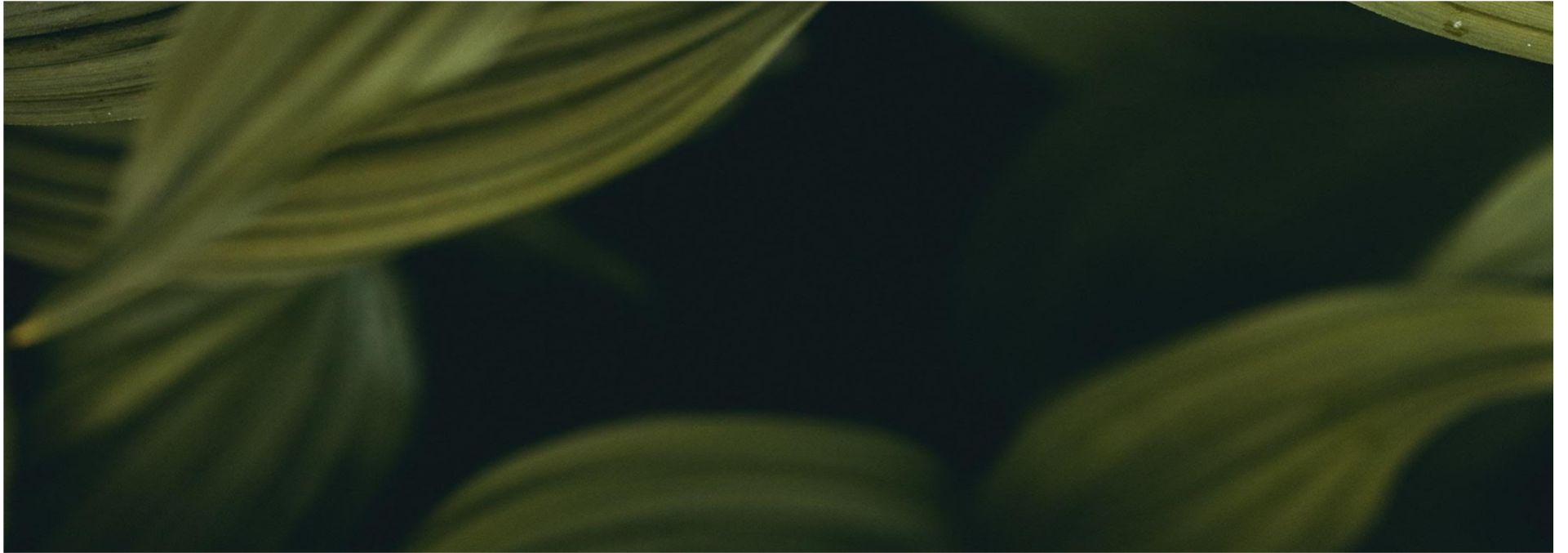
- With funders, financiers, governmental bodies, public and private sectors

Money!

- Talk early and often about project realities, in a clear, transparent way

Realities

- This work is hard – and often takes 3-5 years to realize a project, if not more; remind clients/partners of this, celebrate wins as they occur, not just the 'big one'
- Burn out is a reality – especially within the non-profit world – supporting each other is crucial throughout project processes and challenges; our clients inevitably end up being our friends



DISCUSSION

Thank you

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