

# Sunnyhill Co-op

## HOUSING PRESERVATION & CO-INVESTMENT FEASIBILITY PROPOSAL

Prepared by:

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May 04, 2020



urban  
**matters**

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May 04, 2020

Eric Moschopedis  
Sunnyhill Housing Cooperative Ltd  
787 3<sup>rd</sup> Street NW  
Calgary, AB T2N 1P1

Re: Sunnyhill Housing Preservation & Co-Investment Feasibility Program

On behalf of the consulting team of Urban Matters CCC, I'm pleased to submit this workprogram to support both the Preservation and Co-investment programs to rehabilitate the existing Sunnyhill Co-op site and buildings while determining the viability of introducing new affordable housing units to the co-op.

This reflects our understanding from Canada Mortgage & Housing's (CMHC) direction to look at both funding streams, concurrently, as a method to satisfy their program requirements. We propose to continue working with the original project team and design consultant's from Modern Office. Additional consulting support will be identified as the work plan progresses. The project lead and main contact is Lee Prevost supported by our Social Venture Lead, Jerome Lengkeek.

We are passionate collaborators and recognize the value of a strong working relationship with our clients and stakeholders. Thank you for the opportunity to work with you on this important community project. If you have any questions about our proposal or would like further information, please do not hesitate to contact me directly at 403 818 3019.

Sincerely,

URBAN MATTERS, CCC

A handwritten signature in black ink, appearing to read "Lee Prevost", written over a light blue rectangular background.

Lee Prevost  
Housing Development Lead  
lprevost@urbanmatters.ca

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## OUR UNDERSTANDING OF THE PROJECT

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In December of 2019, Urban Matters presented a development recommendation to the Sunnyhill Co-op membership. The recommendation was the result of an evaluation of Sunnyhill's opportunity to regenerate their existing buildings utilizing primary funding from the National Housing Strategy (NHS). The NHS has specific performance pre-requisites that must be achieved in order to be eligible for capital funding. Eligibility hinges on a project:

- ensuring that at least 20% of units are accessible, and
- achieving a minimum reduction in energy consumption of 25% over a conventional building.

Guided by discussions with CMHC's Alberta based program administrator, Urban Matters worked to resolve information gaps related to unit and co-op site accessibility, sustainability opportunities, and the existing condition of assets. A key factor in the recommendation was the opportunity to deliver on aspirational outcomes gleaned from the membership while addressing land-lease requirements and other key stakeholder interests.

To satisfy the performance requirements of the key funders, the recommended development is focused on building envelope upgrades for existing structures coupled with the development of additional fully accessible age-in-place units. In addition to meeting the performance requirements, the recommended development was posited as the best available option offering following benefits;

- cradle to retirement housing options identified as key to the membership,
- alignment with the City of Calgary's Affordable Housing Strategy that supports affordable housing providers by supplying below-market land sales for the creation of new units
- introduction of new fully accessible units sufficient to meet NHS funding requirements, with additional funding avenues for accessibility upgrades to existing units and the campus as a whole,
- potential for an additional revenue stream (new rents) to address capital borrowing carrying costs, and
- a more competitive CMCH application since, in addition to preserving existing units, new affordable units would be provided in the accessibility and age-in-place spaces that are identified under the NHS as a critical need.

This following work program is intended to support Sunnyhill to advance both the regeneration option for the existing buildings and the opportunity to develop new affordable housing. It's a continuation of the Housing Regeneration Scoping workprogram, completed as the first of three phases intended to determine the feasibility of redevelopment. These final two phases are intended to move forward consecutively under the direction of Sunnyhill.

## OUR TEAM

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### LEE PREVOST | HOUSING DEVELOPMENT

Lee is the Housing Development Lead for Urban Matters CCC. He has a diverse background developing affordable housing both within the public and private sectors. Lee led the City of Calgary's affordable housing development program for five years, introducing a business-centric approach that focused on place-making, community engagement, built-form and creative architecture designed to increase community acceptance of affordable housing developments. Lee also spent 15 years leading a design/build firm in private sector allowing him to identify incentive-based strategic opportunities to partner with the local development industry, while utilizing capital and operational budget analysis and proforma to identify sustainable development and operational program opportunities. Lee is currently helping St. Stephen's Anglican Church in downtown Calgary redevelop their site to include a mixed-use, mixed tenure multi-family building that supports affordable housing, market housing, arts incubation space, and commercial/retail opportunities. He is also developing an Affordable Housing Strategy and Implementation Plan for the Town of Okotoks, Alberta. Lee was fortunate to work in the Canmore Planning & Development department giving him an understanding of the development challenges within neighbourhoods and the requirement for meaningful stakeholder engagement to position any project for success. Lee is based in Calgary, Alberta.

### MATT THOMSON | COMMUNITY HOUSING

Matt is the Community Housing Lead for Urban Matters. He has extensive experience working with housing providers and all levels of government to develop community-based analysis of housing needs and demands to inform municipal development. His recent work includes working with the City of Calgary to develop neighbourhood-level needs assessments for the redevelopment of two affordable housing sites. Matt is currently leading the development of the City of Vernon Attainable Housing and Homelessness Strategies. He has worked on community housing studies and plans across Western Canada. His work includes housing needs assessments, strategic plans, concept developments and capacity support for non-profits. Matt understands the housing landscape at a federal, provincial and local level and has experience supporting organizations in moving from needs assessments to action. Matt has a Masters of Arts in Planning from the University of British Columbia and is based in Gibsons, British Columbia.

### JERMOME LENGKEEK | SOCIAL FINANCE DIRECTOR

Jerome brings together a deep understanding of reporting and predictive analysis with broad experience in integrating social impact into programs and investments. This knowledge and skillset was gained through a Masters in Development Finance, Executive education with the Oxford Impact Investing Programme, as well as

applied and strategic level professional experience in the financial services sector. Jerome applies this at Urban Matters by developing a suite of finance solutions for our own internal projects and assists clients and partners with Social Return on Investment and other types of social impact analysis.

#### DUSTIN COUZINS | MODA, PRINCIPAL

An honours graduate of the Master of Architecture program at the University of Calgary in 2004 and recipient of the AAA medal for Best Thesis, Dustin is a Principal and founding partner of MoDA. Dustin was born in Calgary, Alberta and completed his first degree in Commerce at the Haskayne School of Business (Calgary, Alberta) before going on to study architecture. After concluding his graduate studies in architecture Dustin left for Vienna, Austria to work for the internationally renowned firm Coop-Himmelblau.

Upon his return to Calgary in late 2005 Dustin worked in the capacity of Senior Designer at McKinley Burkart, working on many high profile projects such as the Devonian Gardens, The Galleries at Renfrew, Mission Offices and various other commercial projects.

After four years Dustin left McKinley Burkart to round out his internship with IBI Group in Vancouver. It was here that Dustin became familiar with the scope and scale of both commercial and residential high-rise towers. Of particular note would be his involvement in both the new Georgia Hotel Residences (Vancouver) and the La Caille Tower (Calgary).

In addition to professional practice, Dustin has also been involved in the Faculty of Architecture at the University of Calgary in the capacity of critic and sessional instructor. This experience demonstrates Dustin's ability to work with large teams and critically process large amounts of information in a timely fashion.

#### **Selected Project Experience**

GROW Multi-Family - Calgary, AB - 2019

Switch/bloc Multi-Family - Calgary, AB - 2019

INFINITY Multi-Family - Calgary, AB - 2019

LiFTT Multi-Family - Calgary, AB - 2017

Prairie Sky Cohousing - Calgary, AB - In Development

Trolley 5 Brew Pub - Calgary, AB - 2015

Inglewood Yoga & Pilates Center - Calgary, AB – 2014

## PROPOSED WORKPLAN & SCHEDULE

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Consistently, the best practice for changing outcomes in a community begins with early-stage stakeholder engagement and participation – endeavouring to incorporate local community values into the program. This approach yields opportunities to improve upon existing community assets and to uncover community-based programming ideas, non-market partnerships and mixed-market housing. At its best, this approach produces meaningful contributions from communities, fosters supportive partnerships, and leverages existing funds for operating proforma with shared risk. And it does so in a manner aligned with the goal of delivering better outcomes for residents and the neighbourhood.

The following outline includes twelve tasks associated with providing support for funding applications & to deliver the feasibility analysis program. Tasks 1-10 are intended to complete the feasibility program and identify a viable development program. Should that viability be identified, Tasks 11-12 provide the option to seek potential development partners to support Sunnyhill’s development program and to present the schematic representation with program narrative for requesting capital development funding.

The timeline to complete the tasks and fees associated with each activity are outlined in the ensuing budget. To ensure consistent oversight and input in the workprogram, review commitments with the Sunnyhill Development Committee and Membership as a whole have been included.

### Phase 2: Feasibility Program

#### TASK 1: PROJECT INITIATION

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Review work program with Sunnyhill’s Planning and Development Committee.

##### DELIVERABLE:

 Validated work program/proposal

#### TASK 2: APPRAISAL

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Engage and support land appraiser to identify land valuation for negotiation with City of Calgary and to inform the capital budget and financial memorandum.

##### DELIVERABLE:

 Land Valuation

#### TASK 3: LAND PURCHASE, MEMORANDUM OF UNDERSTANDING

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Lead discussions with the City of Calgary to secure a book value land sale MOU for submission with funding applications.

- Druh Farrell (Ward 09 Councillor)
- Janet Maccubbin (City of Calgary, Real Estate & Development Services)

The fee for this is presented as an upset price given uncertainty in the time required to support negotiations with the City. To control costs for Sunnyhill, Urban Matters will perform this task up to a maximum of the allocated budget amount and any further work beyond that allocation will be undertaken upon written approval from Sunnyhill.

#### DELIVERABLES:

-  Support w/MOU Negotiation
-  Review w/Development Committee

#### TASK 4: ENGAGEMENT PROGRAM

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Engage stakeholders in the program to build support within the surrounding community and to identify potential capital/operating or displacement partners through the local umbrella non-profit organization, [Community Housing Affordability Collective](#) (CHAC).

Observing fee limitations and restrictions related to Covid-19, this streamlined engagement program will engage the following stakeholders:

- Ward Councillor
- Sunnyside Community Association
- Sunnyside School
- Community Housing Affordability Collective
- City of Calgary AH Planning
- Curling Club, Neighbouring Streets

#### DELIVERABLES:

-  “What We Heard” Report
-  Review w/Development Committee




#### TASK 5: FINANCIAL ANALYSIS

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Prepare base pro forma and capital budget documents. These will form the basis for future operational and capital investment decision making and satisfy Canada’s feasibility funding application requirements.

The pro forma and capital budget updates will be prepared on the basis of existing financial documents and included with funding applications. They’ll be utilized to understand the order of magnitude of costs anticipated for the project.

#### DELIVERABLES:

-  Capital Budget Update
-  Operating Proforma Update
-  Review w/Development Committee

#### TASK 6: NEEDS ASSESSMENT

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Identify neighbourhood population characteristics, housing stock, valuation and vacancy rates and conduct a gap analysis to identify populations in need of support amongst the local community.

The goal is to identify sufficient information to accurately identify the populations in need while satisfying the requirements of the of the National Housing Strategy.

The report will utilize the most recent City of Calgary Need & Demand Assessment, as well as historical data on the co-op itself (e.g. vacancy rates, wait lists, turnover).

#### DELIVERABLE:

-  Need & Demand Summary

#### TASK 7: DESIGN CONSULTANT

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Bring a design partner on board. Our preference is to secure partners at the earliest stage in order to schematically interpret opportunities and themes that are identified through the engagement process.

#### DELIVERABLE:

-  Design Consultant



## TASK 8: COST CONSULTANT

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Engage a quantity surveyor to quantify costs of design decisions based upon what is learned through the engagement program, partnership seeking and scenario refinement tasks.

### DELIVERABLES:

 Quantity Surveyor

## TASK 9: SITE ASSESSMENT

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Conduct a high-level review of relevant area redevelopment plans while initiating site assessment to identify potential issues that could compromise the development potential and viability of the site.

Two key aspects to this review are a geotechnical evaluation to understand the soil bearing capacity and flow of water through the site, and a Phase 1 Environmental Assessment to identify hazardous conditions that could require remediation.

We will also examine external conditions (i.e. adjacent development proposals, changes to the transportation network) that could impact a proposed housing program.

### DELIVERABLES:

 Geotechnical Evaluation

 Phase 1 ESA

 Review w/Development Committee

## TASK 10: VALUE ENGINEERING & FINANCIAL OPTIONS TESTING

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Refine the existing capital budget and operating pro-forma. Test options to identify potential to enhance capital and operational capacity. Include sensitivity testing to determine the impact on cashflow for the

project, based on iterations of unit mix and capital investment.

Summarize the financial analysis in a memorandum outlining key scenarios and cashflow implications for scenarios along with funding requirements.

### DELIVERABLES:

 Capital Budget

 Pro-Forma Sensitivity Testing

 Memorandum with Financial Analysis

 Review w/Development Committee

## Phase 3: Partnerships & Recommendations

### TASK 11: PARTNERSHIP OPPORTUNITIES/SCENARIO REFINEMENT

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Identify complimentary development opportunities that support the aspirational goals of Sunnyhill, while looking for capital funding and support programming opportunities that can contribute to long-term operational sustainability.

Opportunities could include: market housing (ownership and rental), additional non-market housing (affordable ownership and rental), small commercial retail serving the surrounding neighbourhood, social enterprise space, community amenity and community programming spaces.

Evaluate opportunities for their potential impact to the desired development timeline and present to Sunnyhill for consideration.

### DELIVERABLES:

 Potential Capital/Programming Partnerships

 Program/Concept Refinement

 Presentation to Sunnyhill Membership

## TASK 12: FINAL RECOMMENDATION W/DESIGN CONCEPT

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Present a final redevelopment recommendation that summarizes the most feasible development program and includes next steps related to design, site, planning support, financial analysis and funding opportunities. Include schematic concepts provided by the design consultant.

Urban Matters' goal is to help identify development concepts that are appropriately-sized and financially feasible.



Final Development Recommendation  
(schematic format)



Presentation to Sunnyhill Membership

## BUDGET

The following budget has been prepared based upon the expectations articulated by Sunnyhill and our experience undertaking similar projects. The budget estimate includes all professional fees and disbursements but does not include applicable taxes. Included consultant fees are estimates only, based upon generally accepted estimates and will be adjusted as firms are identified.

Virtually all of these fees are part of any development project, but traditionally, they are incurred at a later stage. Our process includes these tasks as part of the feasibility process so that they can inform the final development concept, which leads to far more accurate capital cost estimates and accurate identification of operating costs.

*A timeline has also been included summarizing a six month program to complete the tasks. Please note that COVID 19 restrictions have the potential to negatively impact our ability to deliver the Urban scope of services on schedule. Our intentions are to continue to deliver the required services on the planned schedule, however, there may be emergency restrictions imposed which will delay completion of our work and potentially add effort. We will work diligently to mitigate impacts to the project through this challenging time.*

Sunnyhill Co-op Affordable Housing		Rounded Total
Feasibility Workplan	Timeline/Delivery Date	
<b>Phase 2 - Feasibility Program</b>	<b>May - Sep 2020</b>	
Task 1: Startup Meeting	05/2020	\$700
Task 2: Appraisal	05/2020	\$6,900
Task 3: Land Purchase	06/2020	\$5,400
Task 4: Engagement	06/2020	\$8,500
Task 5: Financial Analysis	06/2020	\$5,800
Task 6: Needs Assessment	06/2020	\$4,600
Task 7: Design Consultant	05/2020	\$51,600
Task 8: Cost Consultant	05/2020	\$13,700
Task 9: Site Assessment	09/2020	\$50,700
Task 10: Value Engineering/Financial Refinement	09/2020	\$9,400
<b>Sub-total: Phase 2</b>		<b>157,300</b>
<b>Phase 3 -Partnership Opportunities &amp; Recommendations</b>	<b>Oct - Dec 2020</b>	
Task 12: Partnership Opportunities	10/2020	\$3,600
Task 13: Development Recommendations	11/2020	\$11,800
<b>Sub-total: Phase 3</b>		<b>15,400</b>
<b>Project Total</b>		<b>\$172,700</b>

*\*The Land Purchase fee (Task 3) refers the Upset Price noted in the Work Program*

