

Building it Right



2. Your redevelopment vision

Define a common vision to guide your redevelopment

Vancity

Community Foundation

November 2014

Introduction

Redeveloping property in a community-based organization can be a long process with many decisions. Developing a shared vision for redevelopment is a critical step that can help ensure that you and your stakeholders have a shared understanding of what you are setting out to do. It will also make it easier to communicate to consultants, funders and others with whom you will need to connect with to advance a redevelopment project. This short activity guide presents an approach for coming up with a redevelopment vision.

A vision for redevelopment is distinct from your organization's overall vision and mission. A redevelopment vision will give you clarity on the physical components of the redevelopment and how your organization will be involved in developing and managing these physical components. Most importantly, the vision statement will reflect the values that you, your organization and the partners involved in the process, share and aspire to through redevelopment.

In this guide we suggest a process that you can use to collaboratively develop a vision for redevelopment within your organization. We also suggest ways that you can build on this vision statement to communicate and build support for your project.

If done right, your redevelopment vision is a tool in moving your redevelopment project - and ultimately your organization and its mission – forward.

Is this right for your organization right now?

We recommend that you check your capacity for redevelopment before creating a vision. Vancity Community Foundation has developed a tool to help you with this called *Building it Right – Are you ready to start?* It helps you gather the information you need in one place and to assess your organizational readiness to start the redevelopment process, and is part of the *Building it Right* toolkit.

After assessing your capacity and creating a redevelopment vision, you will be ready to move on to the feasibility stage. This involves bringing on development expertise to create timelines and budgets, a building program, and need/demand data for a few different scenarios. With this information in hand, your organization should ensure the project still fits the original goals and make a decision on whether or not to proceed. The remaining stages of the redevelopment process are business planning, pre-development, construction, and finally occupancy! For more details on the process and how Vancity can support your organization, visit our website:

<https://www.vancity.com/BusinessBanking/Financing/SpecializedSectorSolutions/ImpactRealEstate/>

Developing your redevelopment vision

Overview

The ultimate goal of defining a redevelopment vision is to come up with a guiding picture of redevelopment that is both inspiring and practical. This includes not only setting out **what** the space will look like, but also **how** it will be built and operated. The example below shows what it could look like:

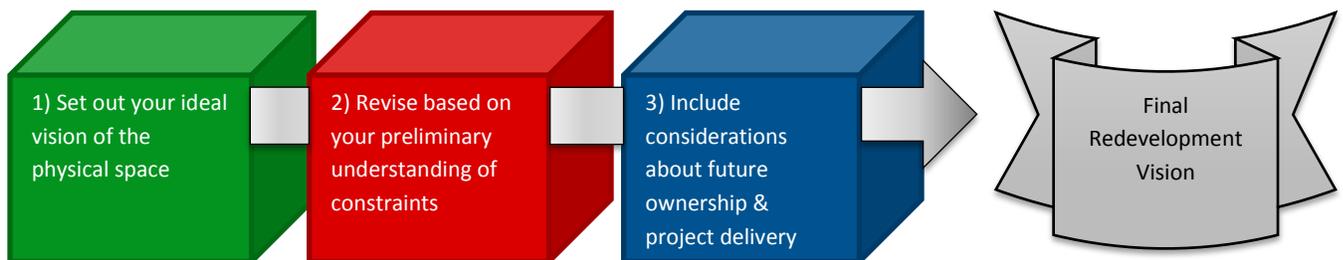
Meadow Lark Senior Support Services: Redevelopment Vision (Illustrative example)

We seek to build and own an environmentally sustainable, welcoming and vibrant multi-purpose facility that fits in with the historic character of our neighbourhood, meets the needs of low-income seniors in our community, and creates financial sustainability for our organization. The components of our new building are

- a multi-purpose community space, including a kitchen, owned by our organization and leased to an external operator;
- units of affordable seniors housing with priority for seniors living in the community, which will be owned and operated by our organization;
- market rental housing, which will be owned by a redevelopment partner.

The organization will participate in the development process through a joint-venture development agreement with a non-profit developer.

We suggest the following process for coming up with a comprehensive redevelopment vision through a workshop or over a series of shorter meetings:



Using the original example, the steps in developing a redevelopment vision would look like this:



Who should be involved in the process?

Defining a redevelopment vision requires that you bring people together who may have different perspectives of what redevelopment could look like in order to set out a practical vision for how to move forward. This will involve visualizing together what could be possible, as well as balancing the constraints and merits of different ownership and development options.

You may wish to involve the following people in the process:

- Members of your redevelopment/building/facilities committee, if you have established one.
- Staff of your organization who would most strongly be affected by redevelopment.
- Board and/or staff member who are typically involved in strategic planning.
- Affiliates who may play a role in the redevelopment. This could include local government representatives, donors and funders, and anybody else whose early buy-in may be important.

To determine who should be at the table, ask yourself:

- Who contributes to the organization financially?
- Who have you successfully shared space or collaborated with in the past? Which of your previous partnerships are more clearly aligned with your work than others?

Participants may include important funders, higher-level umbrella organizations, long-term tenants, government partners or community representatives.

Organizations that are looking to extend their impact into areas in which they don't already deliver services may want to invite community organizations to participate in this visioning process. For example, a church that sees a need for seniors housing, may want to invite representatives from the local seniors centre and/or a seniors housing provider. If you have no idea what the community need is, survey a variety of community groups, funders, and government bodies to see what's lacking in your area.

You may want to use professional facilitation so that the person facilitating isn't also somebody that is providing input into the redevelopment vision. This is also helpful when the group is large and the interpersonal dynamics are complex.

Detailed Steps

1) Set out your ideal vision of the physical space

The goal of this step is to craft a statement that captures what a future physical space could look like and how people would use it. Begin by having everybody brainstorm what they would like to see, and then have the facilitator craft a draft statement that is then endorsed by the group. It can be quite useful to have your organization’s mission and vision statement on the wall for reference.

The following questions can help with the brainstorming and to encourage discussion about the physical elements:

- Q**
1. What are the most important components (activities, services, spaces) that you currently have and want to keep?
 2. How could the broader community use and enjoy your space? What amenities do they need?
 3. What feeling will the space create for the people who come here to congregate, access services, or live?

The following lists of physical redevelopment components and qualities may help to trigger people to think creatively about redevelopment possibilities.

Physical components and qualities

Program Space
Housing
Commercial Space
Office space
Community Gathering Space
Community Services
Recreational and Sport Facilities

Purpose-built
Flexible space
Income-generating
Heritage preservation
Green / Environmental
Design
Integrated services

Safe / Light / Quiet / Environmentally Sustainable / Inviting / Comforting
Accessible / Green Inspiring / Lively
Modern / Buzzing / Vibrant Generative
Active / Dynamic / Relaxed / Family-Oriented / Inclusive / Interactive / Spiritual
Historical / Community-Building / Multi-Generational

To draft a redevelopment vision, try writing it as a sentence that first captures the core components and qualities of the redevelopment, followed by the key individual components. It may be useful at this stage to include components as ‘must haves’ and ‘like-to-haves’. This vision should be an extension of your organization’s main purpose. For example:

We seek to build an environmentally sustainable, welcoming and vibrant multi-purpose facility that fits in with the historic character of our neighbourhood, meets the needs of low-income seniors in our community, and creates financial sustainability for our organization. The components of our new building are:

| <i>Must have</i> | <i>Like to have</i> |
|---|---|
| <ul style="list-style-type: none">• A multi-purpose community space for outreach programs• A kitchen• Units of affordable seniors housing with priority for seniors living in the community | <ul style="list-style-type: none">• Computer room, woodworking shop and library• Landscaped grounds that reflect the multicultural nature of the centre. |



Time estimate: 2 Hours

2) Revise based on your preliminary understanding of constraints

The goal of this step is to develop clarity among all stakeholders about the scope for redevelopment based on your preliminary understanding of legal, financial and other external factors. This will help to decide how many nice-to-haves are feasible and whether you may need to add components that were not considered before to make the project feasible.

To facilitate a discussion about how to revise the statement, display the ‘working’ redevelopment vision on the wall from the first step. Make sure the people in the room have some knowledge of what it roughly costs to build and operate the components that you’ve listed in your vision as well as any revenue potential. It will also be helpful to display the following completed statements that will clarify the context of your development project:

Development factors

a) Our current operating budget is \$ _____
b) We own _____ sq. ft. of land, which is assessed at \$ _____
c) We have \$ _____ additional in equity
d) The zoning allows us to build an additional _____ sq. ft. / ___ levels
e) We can currently use the property for _____ (use A) _____ (use B) etc.

The following discussion questions can help you to refine the redevelopment vision based on discussing legal, financial and external factors:

- Q**
- 1. Do we need to change the physical components in our ‘must-have’ and ‘like-to-have’ list when we take into account the development factors described?**
 - 2. Are there components that could be added to improve financial viability while staying in line with our mission? (i.e. market rental, non-market rental, commercial, office space, etc.)**
 - 3. Do we have internal expertise relating to the building and operation of our components?**

At this stage, the issue of whether you will want to enter into partnerships to achieve your redevelopment vision will likely come up, but try to stay general. A more detailed discussion will take place in step 3. While it is important to ground your assessment in reality, be careful not to prematurely eliminate your options, unless you have determined that they strongly fall out of the scope of the redevelopment one you have considered constraints. Revisit the redevelopment vision and write out the components as a single bulleted list.

We seek to build an environmentally sustainable, welcoming and vibrant multi-purpose facility that fits in with the historic character of our neighbourhood, meets the needs of low-income seniors in our community, and creates financial sustainability for our organization. The components of our new building are:

- a multi-purpose community space and a kitchen.*
- units of affordable seniors housing with priority for seniors living in the community;*
- market rental housing.*



Time estimate: 1 Hours

Building it Right – Your redevelopment vision

3) Include considerations about future ownership & project delivery

The goal of this step is to clarify how the building and its components will be developed and managed. You will discuss the need for partnerships with real estate developers (non-profit or for-profit) and service providers.

To facilitate a discussion about future ownership and project delivery, display the ‘working’ redevelopment vision on the wall from the previous steps. Also display the following chart filled in with the development components that you have specified in your vision so far.

Ownership options

| Development Component i.e. Housing, retail | We own and operate the Space | We own and Rent out | We partially own through Joint Venture | We Sell on Long-term Lease | We Sell All Rights |
|---|------------------------------|--------------------------|--|----------------------------|--------------------------|
| 1. XXXXXX XXXXXX XXXXXXXXXXXX | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. XXXXXXXXXXXX XXXXXX | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ↓ | | | | | |

The entity that owns a building component needs to have equity to contribute and the expertise to manage construction and operations. They will take on risk and debt, but also receive any profits generated. Before discussing ownership options, it may be helpful to share the document: *Development Delivery Options* (that is also part of the *Building it Right* toolkit) so that everybody is up to speed about the benefits and risks of different options.

The following discussion questions can help you discuss ownership options:

- Q**
1. How much capital (debt & equity) can we reasonably secure without project partners? How much could partners bring to the project?
 2. Given our organizational history and mission, are there certain components that we definitely want to own and/or operate?
 3. What expertise do the components need that we are missing? Do we have partners that can help?

Once you have agreed which components are to be owned by the organization and which are to be owned by another entity, revisit the redevelopment vision and edit it to include this element.

We seek to build and own an environmentally sustainable, welcoming and vibrant multi-purpose facility that fits in with the historic character of our neighbourhood, meets the needs of low-income seniors in our community, and creates financial sustainability for our organization. The components of our new building are

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The organization will provide guidance in the development process through a joint-venture development agreement with a non-profit developer.



Time estimate: 1 Hours



Using the Redevelopment Vision

Working together to define a redevelopment vision ensures that you have a shared understanding of what you are setting out to do. It will also make it easier to communicate the project to consultants, funders and potential partners. Your redevelopment vision can easily be extended into a more complete communications document by adding more context and a section on next steps.

Here is a suggested outline for such a document:

1. **The context for redevelopment: A changing environment**
 - a. Why do you need to change as an organization? What is happening around you? What is the context for change?
 - b. What is happening in your neighbourhood? Which community partners are involved?
2. **Responding to change: Your vision and mission as an organization**
 - a. What have you done in the past related to this site? What do you want to preserve?
 - b. State your organization's mission, vision, and strategic goals.
3. **Redevelopment as the opportunity to answer to change**
 - a. How can redevelopment help move your organization's mission forward?
 - b. Why is now the right time to think about redeveloping?
 - *Planning Context, Zoning, Land Values, Changing Demographics, Aging Buildings, Favorable Market, Changing Needs For Services, Rising Need For Housing*
4. **The components of your redevelopment**
 - a. What is guiding your vision for redevelopment and broad priorities?
 - b. Share your redevelopment vision.
5. **Vision Implementation: Next Steps**
 - a. What is next?
 - *Do you need to find partners, research need & demand, hire a consultant, take your message to a broader group of stakeholders, get Board approval?*
6. **Call to action**
 - a. How can people stay informed, offer their input, support the project?

Communicating your Redevelopment Vision

*If your project is intuitively clear, has wide stakeholder consensus, has significant equity, and partners are on board already, a **page should do!***

*If your project is complex, unique, lacking capital, and you are in need of partnerships to proceed, spend more time to communicate your redevelopment vision. This will lay a good foundation for future steps. **This may take time, professional communications support and money to do.***