

BUILDING WITH MISSION PLAYBOOK

DEVELOPMENT PROCESS OVERVIEW

	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5	STAGE 6
<i>Note that many of the steps outlined in any stage will be iterative and will occur concurrently</i>	Build the Case	Develop a Concept	Assess Feasibility	Develop Design & Experience	Build the Project	Ongoing Operations
Time Required	~3 - 6 months	~6 - 24 months		~4 - 12 months	~12-18 months	~20-50+ years
Relative Investment Required*	\$	\$\$	\$\$	\$\$\$	\$\$\$\$	\$\$

KEY ACTIVITIES						
Clarify & Maintain the Mission and Vision	Understand the housing needs of older adults in your community Assess alignment of housing with your organization's mission, strategy and capacity	Articulate the project vision and establish design principles	<i>Continue to check in with you project vision and design principles to make sure you stay on course</i>			Review Performance
Confirm & Sustain Organizational Support	Build the case for your organization's involvement in housing Secure organizational commitment to explore development options and feasibility	<i>Continue to report back on progress and confirm ongoing support</i>	Land the vision and make a case for moving forward with a development project	<i>Continue to report back on progress and confirm ongoing support</i>		
Identify Project Team & Partners	Identify potential project team members, partners and stakeholders	Assemble a project team Engage and select project partners	<i>Continue to work closely with project team and partners</i>	Create partnership agreements	<i>Continue to work closely with project team and partners</i>	
Work Closely with Key Stakeholders (including older adults)		Engage key stakeholders, including older adults	Meet with municipal staff for a planning pre-consultation meeting	<i>Keep your key stakeholders up to date on progress</i>		<i>Maintain community relations</i> <i>Continue to engage with tenants</i>
Secure a Site	<i>You may or may not already have a site in mind at this stage</i>	Identify and evaluate the suitability of project site(s)	Complete a site investigation and market analysis	Secure the land (if you don't already own it)		
Develop a Design & Build the Project		Identify and select appropriate housing model(s) for your target population (focus on the physical design) Develop a preliminary architectural program and design concept	<i>Work with partners to iterate and refine the design concept as needed</i>	Refine and finalize architectural design Obtain municipal approvals Work with project team to undertake construction tender	Construction administration Complete construction and obtain municipal occupancy permit Work with project team to address deficiencies	Coordinate with the project team during the one-year warranty period
Develop an Operational / Experiential Concept & Operate the Project		Identify and select appropriate housing model(s) for your target population (focus on the tenant experience and operating model)	<i>Work with partners to iterate and refine the operating model, including any programs and services that might be offered to tenants</i>		Market the project and begin lease-up preparations	Complete lease-up Ongoing property management Coordinate programing and services
Develop Project Budgets & Secure Funding		Identify possible sources of funding	Draft capital and operating budgets to assess preliminary feasibility Revisit the design concept and budgets as needed to ensure a feasible project	Secure project funding and financing Finalize capital and operating budgets	Coordinate funding and financing draws	Manage the operating budget Report to funders and lenders

*Costs are highly dependent on the size and complexity of the project. We have attempted to demonstrate the relative cost of each stage of work.