



Business and Sustainability Plan

March 2023

Land Acknowledgement

We respectfully acknowledge that we are situated on Treaty 6 territory. We respect the histories, languages, and cultures of First Nations, Métis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our vibrant community. We are all Treaty people.

**House of
Blue Skies**



Role of House of Blue Skies Consulting Inc.

This report was prepared by House of Blue Skies Consulting Inc. (HOBS) for ABC Head Start Society on behalf of the Heartland Community Commons (HCC). The aim is to ensure that the HCC has robust business, fund development, and operational plans to support the ongoing development of the HCC past the end of the Civil Society Fund grant on March 31, 2023. The plan has been created using best practices and standard templates for the non-profit sector.

The material in this Business and Sustainability Plan reflects HOBS's best judgement, in the light of the information available to us, at the time of preparation. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties. House of Blue Skies Consulting Ltd. accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on this report.

Table of Contents

Land Acknowledgement	2
Role of House of Blue Skies Consulting Inc.	2
1. Terminology	6
2. Executive Summary.....	7
2.1. Introduction	7
2.2. Unique Value Proposition	8
2.3. Plan Overview	8
3. Overview of the Service	9
3.1. History of the Heartland Community Commons	9
3.2. Founding Partners.....	11
3.3. Organizational Structure	11
3.3.1. Governance Structure, Transition Period	11
3.3.2. Governance Structure, Ongoing	12
3.4. Location of Services	14
3.5. Significant Accomplishments	15
3.6. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)	16
3.6.1. Strengths	16
3.6.2. Weaknesses.....	16
3.6.3. Opportunities	17
3.6.4. Threats	18
3.7. Key Success Factors.....	18
4. Service Sector and Market Analysis	19
4.1. Market Profile	19
4.1.1. City of Fort Saskatchewan.....	19
4.1.2. Heartland Communities	19
4.1.3. Income and Employment	19
4.1.4. Sources	20
4.2. Service Sector Analysis.....	21
4.2.1. Founding Partners.....	21
4.2.2. Community Services in Fort Saskatchewan	21
4.2.3. Childcare options	22
4.2.4. Referral services.....	22
4.2.5. Space for community groups	23

5. Customer/User Analysis.....	23
6. Competitor Analysis.....	24
7. Marketing Plan.....	25
7.1. Overview.....	25
7.1.1. Stage 1: Continue to raise awareness and gather input about the HCC.....	25
7.1.2. Stage 2: Market Phase 1 Services.....	25
7.1.3. Stage 3: Prepare for and launch the new Heartland Community Commons.....	25
7.1.4. Stage 4: The ongoing marketing of the Commons.....	26
7.2. Marketing Tools and Strategies.....	26
8. Fund Development.....	26
9. Operations Plan.....	27
9.1. Governance.....	27
9.2. Day to Day Operations.....	27
9.2.1. Hours of Operation.....	28
9.2.2. Staffing.....	28
9.2.3. Programming and Use.....	28
10. Management Team.....	29
11. Financial Plan.....	30
11.1. Operating Budget by Phase.....	30
11.1.1. Transition Phase (March 2023-May 2023).....	30
11.1.2. Phase 1 (May 2023-May 2025).....	30
11.1.3. Phase 2 (May 2024 Onward).....	32
11.2. Capital Budget.....	34
11.3. Financial Reporting from Civil Society Fund Grant (April 2021-March 2023).....	34
11.4. Summary of Financial Goals.....	34
11.4.1. Operating.....	34
11.4.2. Capital.....	35
12. Development and Milestones.....	35
12.1 Key Milestones and Timeline.....	35
13. Risks and Contingencies.....	38
14. References.....	39
15. Appendices.....	40
Appendix A: Draft Memorandum of Understanding.....	41
Appendix B: Founding Partners Contact List.....	45

Appendix C: Scope Study and Test Fit..... 46

Appendix D: Heartland Community Commons Strategic Plan 2023-2025 46

Appendix E: Heartland Community Commons Logo and Branding Information 47

Appendix F: What We Heard Report to the Community 48

Appendix G: Heartland Community Commons Engagement Final Report..... 48

Appendix H: Financial Reports from Civil Society Fund Grant..... 48

Appendix I: Heartland Community Commons Risk Register 49

1. Terminology

The original collaborators of the Heartland Community Commons (HCC) have been referred to as “partners” in previous documentation. During the engagement process it became apparent that clearer ways to talk about a continuum of support and involvement were needed, one that could cover a range of ways that organizations and individuals could be involved.

In this document, the term **Founding Partners** is used to refer to the original group of collaborating organizations (listed in section 3.2. Founding Partners below), to distinguish that group from organizations that will be involved going forward.

The following four categories will be used to refer to Tiers of Membership of the HCC, from April 1, 2023 onward:

- **Anchor Tenants (Tenant Organizations):** the organizations that will be housed in the HCC’s physical facility. These organizations may pay rent and contribute to communal/shared operating cost according to agreements to be developed prior to occupation.
- **Collaborators:** Organizations that support the HCC, provide programming, participate in cross-referrals and the virtual commons. Memorandums of Understanding will be signed with these organizations as appropriate.
- **Co-working Memberships:** Individuals and business interested in accessing co-working opportunities. These members will pay modest monthly membership fee to have access to office and meeting space rentals and will help generate additional revenue for the HCC.
- **Supporters:** Funders and donors who make financial contributions to the HCC. Supporters are not involved in service provision.

This terminology has also been used to provide clarity to the revised Draft Memorandum of Understanding (Appendix A).

In addition, the following terms will be used throughout this Business and Sustainability Plan:

- **HCC Ambassador:** A volunteer position created to help shepherd the HCC through the transition period until a Board of Directors is appointed (and eventually, until an Executive Director is hired).
- **Board of Directors:** the board of directors will provide overall governance and leadership for the HCC.
- **HCC Members:** This term will be used to refer to all individuals and organizations that are included in the above categories.

Other documents created prior to March 5, 2023, and contained in the Appendices, have not been altered and retain their original terminology.

2. Executive Summary

2.1. Introduction

The Heartland Community Commons (HCC) is a collective of non-profit organizations working together since 2020 (with discussions starting prior to that) to explore the feasibility of creating a Commons: a community hub that brings together several services into a shared facility and as an online resource/referral service.

Much of the feasibility work conducted by the HCC Founding Partners was supported by a Civil Society Fund grant which provided for a Project Manager and helped the group achieve key milestones such as a robust proof-of-concept architectural study and a professional community engagement program. The initial funding also supported the group in getting the word out about their BIG IDEA, through community events such as the Family Festival (June 2022) and through governance workshops that developed important governance structures such as a Memorandum of Understanding designed to formalize collaborative agreements between agencies in the future.

With a non-profit daycare as one of its core service offerings, the Heartland Community Commons intends to connect people in Fort Saskatchewan and the surrounding area to family-oriented services located within the Commons and throughout the community.

During the exploration stage, Bridge Church emerged as an integral collaborator for the project. Bridge Church is committed to finding a facility that could accommodate both church activities and HCC Member needs.

Bridge Church led the search for a facility and has identified the Square One Building as a potential home for the HCC. This Business and Sustainability Plan uses the preliminary work that has already happened around this potential facility for planning purposes (such as for the estimated capital budget), with the understanding that a different building may ultimately be selected, and this plan will need to be updated at that time.

Once the HCC secures a location in Fort Saskatchewan, that shared space would allow organizations with unmet space needs to work together to create efficiencies and share resources while providing seamless services. The HCC would also link people to other existing hubs in the community, starting through its virtual Commons, at heartlandcommons.ca, and its online help and referral service.

The goal of this Business and Sustainability Plan is to:

- Demonstrate how the public, non-profit, religious, and (potentially) commercial sectors can work together to deliver effective local services to enhance the overall well-being of residents of the City of Fort Saskatchewan and the surrounding areas; and
- Capture the work completed thus far and map out the next steps needed to ensure the ongoing successful development of the Heartland Community Commons.

2.2. Unique Value Proposition

In addition to providing space for the activities described above, the HCC has the potential to provide co-working space as an additional revenue stream. Our post COVID-19 world has shown us that workplaces have been re-imagined. Many businesses are operating remotely and also seeking flexible, well-presented, conveniently located, accessible space part-time coworking spaces that include internet, private meeting space, and catering options. The growth of co-working space, or business hubs, includes professionals who offer family-oriented services such as counseling, mediation, woman-to-woman job mentoring, etc.

In fact, for a facility such as the proposed Heartland Community Commons, this desk or space “hire by the hour” option could prove to be a lucrative and in-demand service offering. Small-scaled service providers are often hampered by barriers such as costly overhead and the lack of safe, affordable, professional coworking facilities. Paying a modest monthly membership in addition to hourly rates for meeting and coworking space would support these small businesses as well as create additional income for the Commons. Additionally, the possibility of an extended hours daycare as part of the facility could help create accessibility for service providers as well as clients.

Similarly, some Founding Partners have identified that, while their organizations may no longer need permanent space, they would be interested in locating some of their services, such as counselling, in the HCC, especially if the space is designed to respect the confidential access and egress that helps make therapy more accessible to clients.

2.3. Plan Overview

This Business and Sustainability Plan builds on the work done during the HCC exploration phase funded by the Civil Society Fund grant to map out the steps the HCC Members and Board of Directors will need to take to successfully continue development to the point of opening the HCC as a physical facility that includes space for a non-profit daycare, Bridge Church, and additional Anchor Tenants to be determined.

This Business and Sustainability Plan includes:

- An **Overview of the Service**, including information about the Founding Partners, history of the project, the recommended organizational and governance structure, significant accomplishments to date and a SWOT Analysis for the HCC.
- A **Service Sector and Market Analysis** provides information about the City of Fort Saskatchewan and the surrounding area, including employment information that demonstrates the need for a non-profit daycare with extended hours. This section also shows how the proposed HCC services will complement existing services already operating in Fort Saskatchewan.
- The **Customer/User Analysis** describes the clients that the HCC will benefit, including families needing extended hours daycare, clients of the Anchor Tenants, and people looking for co-working and meeting spaces.

- The **Competitor Analysis** section provides further analysis about how the HCC will remain vigilant about supporting and promoting existing services, including ensuring timely client referrals to those agencies, as well as to avoid duplication of services.
- The **Marketing Plan** outlines the marketing and engagement that will be needed to bring the HCC to fruition; both from an operating perspective and a capital campaign perspective.
- The **Fund Development** section highlights some of the funding opportunities and potential for the HCC Board of Directors to further explore.
- The **Operations Plan** outlines considerations for planning the day-to-day operations of the HCC, including hours of operation, staffing, programming, and other uses.
- The team that will manage the HCC is reviewed in the **Management Team** section.
- The **Financial Plan** provides an overview of the estimated expenses for HCC operations at three stages of development, along with some comments about capital programs. The budgets included in this report have been prepared with the understanding that all estimates will need to be finalized by the Board of Directors based on actual costs. The capital budget was developed using the preliminary work done on the Square One building as a potential site for the HCC.
- A timeline of key milestones in the development of the HCC is included in **the Development and Milestones** section.
- Finally, risks and their potential mitigation strategies are analyzed in the **Risks and Contingencies** section of the report.
- Numerous appendices are included to provide additional information about the work already completed, including the HCC strategic plan, the Scope Study and Fit test of the Square One building conducted by Reimagine Architects, and the “What We Heard: Report to the Community” that outlines the results of the engagement work conducted by House of Blue Skies Consulting, Inc. See the table of contents for a complete list of appendices.

At the heart of this plan is a shared ethos of wanting to make a difference in the lives of Fort Saskatchewan and surrounding area families. The provision of a non-profit daycare that offers extended hours to meet the needs of shift workers, combined with a wraparound approach to provide social services to those families will deliver significant benefit to the community, especially given industry expansions planned for the Heartland region in the coming years.

3. Overview of the Service

3.1. History of the Heartland Community Commons

The BIG IDEA for the Heartland Community Commons began when a local employer, Inter Pipeline, asked for help to create a non-profit daycare that would offer extended hours childcare for shift workers living in and near Fort Saskatchewan. Soon, the conversation grew to include several non-profit service organizations, some of whom were looking for programming space, and additional industry employers.

The question, "how can families who use the daycare access other services while they are there?" led to further discussions about integrating a variety of services in a community hub. Those early conversations grew into the Heartland Community Commons, a collaboration of multi-sector service providers working together to explore the BIG IDEA of coordinating services in a community hub, the Commons.

Key Milestones to Date:

- Inter Pipeline reached out to Families First, looking for daycare options to meet the needs of shift workers.
- Families First involved ABC Head Start because they already had non-profit daycare spaces in Fort Saskatchewan. Unfortunately, funding changes meant these spaces were later lost.
- Other industry employers (Dow, Shell, etc.) were approached to see if they were interested in the project. They expressed interest in funding something that provided more than childcare: the idea of the "Commons" was born.
- Space was found in the old mall and negotiations began, including plans for leasehold improvements.
- FCSS and BGC become involved with the project.
- Spring 2020 – COVID-19 pandemic began. Project paused; eventually mall space let go.
- In addition to changes required by pandemic health measures, several of the Founding Partners experienced turnover in key positions, funding cuts, and/or changes in their mandates.
- Bridge Church became involved and has become a foundational collaborator in the project. They identified the synergy between church programming that requires physical space for limited times during the week and social service organizations that could utilize some of those spaces at other times.
- ABC Head Start and Bridge Church provided funding to hire a grant writer to complete the Civil Societies Grant application.
- 2021 – Civil Societies grant received to fund the HCC for two years (April 2021-March 2023) to complete a strategic plan, public engagement, preliminary design work, and a Business and Sustainability Plan.
- Project Manager hired.
- Fort Foundation became involved in project.
- Extensive public engagement conducted with both external and internal stakeholders (April 2022-April 2023).
- Heartlandcommons.ca website launched.
- Bridge Church leads the search for a facility that can accommodate both church activities and agency needs and identifies the Square One Building as a potential home for the HCC.
- Fall 2022 – Architect engaged to complete preliminary design concept of the Square One building based on input from the engagement process.
- 2023 – Sarah Spence of Fort Foundation takes on volunteer role of HCC Ambassador to oversee HCC activities beyond Civil Societies grant funding.
- 2023 – Business and Sustainability Plan created to guide the HCC into its next stage.

3.2. Founding Partners

The following community leaders joined the conversation and have given their time and expertise to explore the BIG IDEA that is the Heartland Community Commons:

- ABC Head Start Society
- BGC Fort Saskatchewan
- Bridge Church
- Fort Saskatchewan Families First Society
- Fort Saskatchewan Family and Community Services
- Fort Foundation (and the Just Be Cause shop)
- Inter Pipeline

These organizations contributed staff time, expertise, space, and other resources to moving the project forward. This group came together in a very grassroots way to explore the immense potential of the BIG IDEA. Their insight and wisdom have shaped the vision for the HCC as a Commons that provides wraparound services to families using a non-profit daycare, and the provision of social services and referral services outside of regular business hours.

See Appendix B for the HCC Founding Partners Contact List.

3.3. Organizational Structure

3.3.1. Governance Structure, Transition Period

ABC Head Start Society managed the Civil Society Fund grant on behalf of the Founding Partners from April 2021 to March 2023, including hiring and supervising a Project Manager and ensuring all grant deliverables were met. These deliverables included:

- Support from the Program Manager for regular meetings of the Founding Partners
- Development of a strategic plan
- Engagement with both internal and external stakeholders to further clarify community needs and build awareness of the HCC
- Development and launch of a website for the HCC
- Identification of potential sites and the completion of a scope study and fit test
- Development of this Business and Sustainability Plan

During the engagement process it became evident that not all the Founding Partners required space in the Commons, and that a continuum of support and involvement was needed to move the group forward from an in-or-out model of participation in the project.

It also became apparent that a more formal organizational structure is required to clearly define HCC member roles and identify decision-makers with the authority to manage the HCC's finances going forward.

Two workshops with the Founding Partners were held in November 2022 and January 2023, to discuss governance issues. Through consensus, the group agreed to the following next steps:

- Develop categories of involvement that makes room for organizations that are interested in co-locating in the HCC, those that would like to provide occasional services out of the HCC, and those that are supportive of the HCC and/or want to contribute to the virtual commons. One model for “tiers of involvement” is used in this business plan.

ACTION: Finalize involvement categories.

ACTION: Share new involvement categories with Founding Partners and ask if/at what level they have the capacity to continue their involvement with the Heartland Community Commons.

- Sarah Spence, Founder of the Fort Foundation, volunteered to take on the role of Heartland Community Commons Ambassador, to guide it through its next stages of development.
- The HCC Ambassador (working with the Project Manager during the remainder of her term) will begin recruiting potential Anchor Tenants and Collaborators, with an emphasis on those that are actively looking for space in Fort Saskatchewan. Several possibilities were identified as part of the engagement process.

ACTION: Recruit additional organizations, with a focus on those with unmet space needs in Fort Saskatchewan.

- The Fort Foundation will assume financial responsibility for the Heartland Community Commons and act as the “banker” for the Commons.

ACTION: Financial responsibilities for the HCC to be transferred from ABC Head Start to the Fort Foundation as of April 1, 2023.

- The draft Memorandum of Understanding (see Appendix A) will be finalized with input from both Founding Partners and new HCC Member organizations and signed by all parties.

ACTION: Set up meeting with all HCC Members to finalize and sign MOU.

3.3.2. Governance Structure, Ongoing

It is highly recommended that the HCC use the transitional governance structure described above for as brief a period as possible, as most granting and funding bodies will require the HCC to be incorporated as a non-profit society and/or registered charity, governed by a Board of Directors, in order to qualify for funding opportunities. Furthermore, a robust set of operational policies and procedures will need to be developed to manage the HCC.

It would be advisable to recruit individuals with accounting and/or legal training to the Board of Directors, along with representatives of member organizations.

The process of incorporating a society is outlined at:

- <https://www.alberta.ca/incorporate-a-society.aspx>

The process will include:

- Registering a name for the society (once an Alberta NUANS report has been completed to ensure there is not another society with the same name).
- Drafting Bylaws for the society.
- Electing a Board of Directors, including executive members such as a Chair, Secretary, and Treasurer.

ACTION: Incorporate the Heartland Community Commons as a Society, and complete all requirements to do so, including an Alberta NUANS report and drafting bylaws.

ACTION: Elect a Board of Directors, including Executive members.

Additional resources about incorporating a society can be found at:

- <https://ised-isde.canada.ca/site/corporate-insolvency-competition-law-policy/en/not-profit-corporations/primer-directors-not-profit-corporations>

A further step will be to apply to the CRA for registered charity status, to allow the HCC to issue tax receipts for donations.

ACTION: Apply for charitable status for the Heartland Community Commons.

Resources about registering a charity in Canada and fundraising:

- <https://www.canada.ca/en/revenue-agency/services/charities-giving/giving-charity-information-donors/about-registered-charities/what-difference-between-a-registered-charity-a-non-profit-organization.html>
- <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/policies-guidance/guidance-019-draft-purposes-charitable-registration.html>
- <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity.html>
- <https://www.alberta.ca/fundraising-solicitation-responsibilities.aspx>

Once a Board of Directors is in place, the board should consider the issue of staffing and whether or not the HCC will be volunteer run or if paid staff will be hired. It is recommended that, funds permitting, an Executive Director be hired to manage the HCC.

ACTION: Recruit and hire an Executive Director.

3.4. Location of Services

The Heartland Community Commons will be located in Fort Saskatchewan, Alberta, and will provide family-oriented services to residents of the City of Fort Saskatchewan and surrounding areas. By co-locating several services as a community hub, the Commons will allow organizations with unmet space needs to work together to create efficiencies and share resources while providing seamless services. With a non-profit daycare at its center, it will connect families to services located within the Commons and throughout Fort Saskatchewan and the surrounding areas.

The following space needs for the HCC were identified as part of the engagement process:

- Space for large group programs, (including Church services)
- Dedicated daycare space
- Classroom space
- Programming space
- Meeting space
- Office space for staff
- Outside space, including play space and community gardens Snoezelen room (sensory room)
- Consultation/Counselling rooms (private entrance)
- Teaching kitchen
- Opportunities to share spaces and resources, including a reception area, photocopiers, staffroom, etc.
- Ensure space is flexible so it can be adapted to changing needs

A potential building (the “Square One” building, 9425-94 Avenue, Fort Saskatchewan AB) has been located and is under consideration for purchase by Bridge Church. Bridge Church has indicated that the facility would include space to house the Heartland Community Commons and that the Church is willing to act as landlord for the Commons.

An architect has completed initial functional designs for the HCC using that building as a model. The concept includes:

- The main floor (as well as the extended addition) has been largely allocated to children’s programming. Included on the main floor:
 - After school care
 - Daycare
 - FCSS Indoor Playground (in the addition)
 - Common Lounge Space
 - Common Meeting / Workshop Space
 - Community Laundry Facilities
 - Bookable, multi-purpose space
- The second floor has been largely designated to leasable tenant spaces. This proposed scheme includes:
 - Four leasable tenant spaces of varying sizes and requirements.
 - Common spaces available to the building:

- Lounge Space
- Private phone booths / zoom rooms
- Meeting Spaces
- Touchdown workstations
- The third floor has been allocated in its entirety to Bridge Church. This proposed layout includes the following areas (in addition to the enlarged, barrier free washrooms):
 - Reception Area
 - Multipurpose room
 - Worship space
 - Children’s breakout area
 - Common Lounge space
 - Office suite including designated meeting room, private office and coworking zone

The proposed site includes ample parking spaces, along with space for future development of outside play and programming spaces.

See Appendix C for the Scope Study and Test Fit.

ACTION: Explore temporary space for HCC operations in existing facilities until the permanent facility is complete.
ACTION: Sign a formal agreement with Bridge Church for future use of space in the facility.
ACTION: Work with Bridge Church to renovate facility once building purchase is complete.

3.5. Significant Accomplishments

As a recipient of a Civil Society Fund grant to support operations of the Heartland Community Commons for two years, from April 2021 to March 2023, the Heartland Community Commons was able to hire a Project Manager who saw the project through several significant milestones, including:

- Development of the Heartland Community Commons Strategic Plan 2023-2025 (Appendix D)
- Development of a logo and branding identity for the Heartland Community Commons (Appendix E)
- Creation of the heartlandcommons.ca website, which will become the basis for the Virtual Commons.
- Extensive engagement activities were carried out with both external and internal stakeholders from April 2022 to April 2023, culminating in *What We Heard: Report to the Community* (Appendix F) and the *Heartland Community Commons Engagement Final Report* (Appendix G).
- Collaborating with Bridge Church to further understand the opportunity and synergy of a shared facility that would provide both space for the congregation and accessible and affordable spaces for community services.
- Working with Bridge Church to engage an architect to complete initial functional design work on the prospective facility in the Square One building. Bridge Church is exploring the possibility of purchasing the building and providing space to the HCC.

3.6. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

The internal (strengths and weaknesses) and external factors (opportunities and threats) that drive the development of the Heartland Community Commons, and this Business and Sustainability Plan, are reviewed below.

3.6.1. Strengths

- **Hub model:** The colocation/community hub plus virtual hub model provides many opportunities for creating efficiencies, sharing resources, and providing seamless services.
- **Potential Facility:** Willingness of Bridge Church to purchase a facility and provide accessible and affordable space for the HCC to operate out of gives the project a firm footing for future planning.
- **Compassion and Commitment:** An ethos of compassion and a commitment to help people was universal among the internal and external stakeholders who provided input.
- **Enthusiasm:** Members of the public expressed enthusiasm and excitement for the Heartland Community Commons concept at engagement events.
- **Part of the Community:** A strong foundation of community services already exists for the HCC to build on.
- **Interest:** Several organizations expressed interest in occupying space in the Commons or offering occasional programming out of the commons during the engagement process. Members of the public expressed a keen interest in understanding how to access services.

3.6.2. Weaknesses

- **Lack of awareness:** Many in the community remain unaware of the HCC and/or have become weary and disengaged from the project due to a perceived lack of progress. In addition, the perceived potential for duplication has made some stakeholders wary of the project.

ACTION: Host an event to share the What We Heard: Report to the Community and Scope Study and Test Fit of the Square One building with external and internal stakeholders.

ACTION: Reinvigorate the community and engage through the marketing plan over the next 12-24 months. Ensure marketing plan continues to emphasize that the HCC will enhance and support, not duplicate, existing services.

- **Lack of funding:** As the Civil Society Fund grant ends there is a risk of the project losing momentum due to a lack of resources.

ACTION: Develop a clear fund development strategy to support the HCC's Business and Sustainability Plan over the short-term (12-24 months) and into Phase 2, operations of the Commons in the permanent facility.

- **Lack of personnel:** The full-time project manager position ended as of March 31, 2023. In addition, staff of some of the Founding Partners have indicated that, as their organizations do

not need space in the HCC, they no longer have capacity to work on the HCC committee. There is a risk of the project losing momentum without additional volunteers.

ACTION: Recruit a volunteer to guide the HCC through the transition period. [COMPLETE: Sarah Spence has accepted the role of "HCC Ambassador."]

ACTION: Recruit additional organizations, with a focus on those with unmet space needs in Fort Saskatchewan.

- **Lack of a formal governance structure:** The HCC is not yet a registered society and does not have charitable status. This lack of formal governance structure may prevent the HCC from accessing grant funding.

ACTION: Set up interim governance structure and then work toward formalizing the governance structure as soon as possible.

ACTION: Explore and assess possibility of operating under the Fort Foundation, instead of creating a new not-for-profit.

- **Perceived impact of having Bridge Church as a partner:** Some stakeholders have expressed concern that having a religious organization as a key partner could impede the HCC's funding and/or fundraising efforts. Ensuring that the governance structure is set up at arms length from the church will help mitigate this weakness.

ACTION: Ensure that governance structure is arms length from the Church.

ACTION: Ensure that engagement and marketing strategies and activities clearly define the role of the Bridge Church as a arms length partner.

3.6.3. Opportunities

- **Economies and efficiencies:** Colocation provides many opportunities to create efficiencies, share space and resources, and provide seamless service. HCC Anchor Tenants can share reception, photocopiers, etc. Mini case conferences and soft hand-offs are easily accomplished.
- **Design facilities to suit requirements:** The HCC Project Manager provided input into the Scope Study and Test Fit of the proposed facility based on needs heard during the engagement process. By working with Bridge Church from the beginning of the facility development process, the HCC will be able to ensure that the facility is designed to suit the needs of the organizations that will be housed in the space.
- **Extended hours daycare spaces:** The Market Analysis below suggests the need for a licensed daycare that provides childcare during extended hours to meet the needs of shift workers.
- **Potential for industry funding:** The HCC has significant, untapped fundraising potential, especially amongst the industry employers in the area.
- **Potential for facility generating income:** a modest monthly membership fee for Co-Working Memberships, in addition to hourly rates for meeting and coworking space would support small businesses as well as create additional income for the Commons.

ACTION: Finalize the Fund Development plan as soon as possible and launch capital campaign.

- **Leverage the Virtual Commons:** Building a robust virtual Commons to enable agencies to make virtual referrals will enable the Commons to collaborate with additional organizations, create a digital directory, reach rural residents, and provide after-hours services.

ACTION: Ensure the Virtual Commons is a priority for further development as part of Phase 1 Services.

3.6.4. Threats

- **Lack of Community Support:** Local residents, organizations, and funders fail to embrace the project.
- **Increasing Costs:** Inflation will continue to push both operating and capital costs up.
- **Perceived competition:** Local residents, organizations, and funders may perceive the HCC as a duplication of existing services and/or a threat to already limited funding opportunities.

ACTION: Ensure communications and engagement about the virtual Commons and the facility once it is established that respects and works with existing agencies and hubs and underlines that HCC is about synergy and support, not duplication of service offerings.

3.7. Key Success Factors

A review of the market, service sector and environment suggests success will come from:

- **Raising and maintaining profile.** Create a positive reputation for the facilities and services provided at the HCC, beginning with Phase 1 services.
- **Delivering social value** and community relevance for the families of Fort Saskatchewan and the surrounding areas.
- **Investing in facilities** that add value and deliver a measurable return including digital infrastructure.
- **Being insightful and data led.** Services offered through the HCC are based on best known practice. Market and client behavior, demands, usage and financial reporting are monitored and factored into decision making.
- **Being customer focused** and customer led through the effective use of technologies including social media.
- **Being agile.** Be prepared to flex the operation, systems, and programming to reflect customer demand or community needs.
- **Be financially astute.** Maximize fundraising opportunities and ensure funds are managed responsibly.

4. Service Sector and Market Analysis

4.1. Market Profile

The Heartland Community Commons will serve residents of the City of Fort Saskatchewan and from the surrounding area who are able to access services at the Commons.

4.1.1. City of Fort Saskatchewan

Fort Saskatchewan has a population of 27,600, and, with a 12.1% population increase from 2016-2021, is the fourth fastest growing municipality in Alberta. As a growing city, there is an increasing and ongoing need for community services and facilities including daycares and indoor play spaces, programming and meeting spaces for community groups, and social services including those supporting residents' mental health needs, as indicated in the recently conducted public engagement about the HCC.

The median age of residents is 36 and 25.5% of the population is under the age of 19 years; with 14.2% of the total population 9 years of age or younger, indicating a continued need for daycare/out of school care spaces and services geared toward families.

4.1.2. Heartland Communities

The HCC will also serve the neighbouring communities, which are often referred to collectively as the "Heartland" or "Alberta's Industrial Heartland." This region includes Lamont County, Gibbons, and Redwater, as well as the adjacent portions of Strathcona County and Sturgeon County.

Lamont County, which includes Bruderheim, the Town of Lamont, Mundare, and the villages of Andrew and Chipman, has a total population of 3754. Gibbons has a population of 3210 and Redwater of 2115. Sturgeon County, which borders Fort Saskatchewan north of the river, has a population of 20,061. Significantly, children aged 0-4 make up 19.2% of the Sturgeon County population, which again points to the need for childcare spaces.

Adjacent Strathcona County has a population of 100,362 and has a robust set of social services in its urban service area of Sherwood Park, but many residents living in the northern part of the county choose to do their day-to-day business in Fort Saskatchewan.

4.1.3. Income and Employment

While the median income (\$52,800) and median household income (\$120,300) of Fort Saskatchewan residents are close to provincial averages, 1205 households report an annual income of less than \$50,000 and there is a 9% unemployment rate. Furthermore, housing costs are high (averaging \$1700/month for those who own their own home) and rental options are limited. Inflation has added further pressure on household budgets.

The surrounding communities tend to have lower median household incomes: Redwater \$68,500; Lamont County \$88,247; Gibbons \$91,000; and Sturgeon County \$105,000.

It is crucial that services provided by the HCC are affordable for all community members, regardless of income levels.

The area's biggest employers include the industrial (Dow Chemical Canada, Sherritt International, Plains Midstream Canada), retail (Walmart, Safeway, Home Depot), and healthcare (Fort Saskatchewan Community Hospital and Rivercrest Lodge Nursing Home) sectors. Many of these sectors employ workers outside of traditional 9-5 workday, which speaks to the need for childcare options to support varied shifts.

Women were identified in the 2019 *Regional Labour Profile: Alberta's Industrial Heartland Final Report* as one underrepresented/underemployed workforce group by local industry employers. According to that report, women only make up 22.4% of the operations workforce (pg. 31). The report goes on to state that "the unemployment rate for women ages 15-64 in the Study Area is 7.4%, compared to 10.8% for men and 8.5% overall. While women in the Study Area municipalities have a lower unemployment rate overall, they are underrepresented in the workforce in traditionally male dominated trades and industry occupations" (pg. 32). Indeed, this is an issue noted by Inter Pipeline when they originally approached HCC Founding Partners for help starting a non-profit daycare with extended hours.

4.1.4. Sources

- The City of Fort Saskatchewan: <https://www.investfortsask.ca/en/index.aspx>
- Chamber of Commerce: <https://www.fortsaskchamber.com/local-regional-info>
- *Regional Labour Profile: Alberta's Industrial Heartland Final Report* (2019): <https://www.investfortsask.ca/en/facts-and-figures/resources/Regional-Labour-Profile-Final-Report.pdf>
- County of Lamont: <https://www.lamontcounty.ca/visitors> and <https://townfolio.co/ab/lamont-county/demographics>
- Strathcona County Census Results: <https://storymaps.arcgis.com/stories/4c49acbd063c44fbb0a206d1734d466d>
- Sturgeon County: https://www.sturgeoncounty.ca/data_trashed/population
- <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/page.cfm?topic=5&lang=E&dguid=2021A00054811059>
- Statistics Canada Focus on Geography Series, 2021 Census of Population: <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/Index.cfm?Lang=E>

4.2. Service Sector Analysis

4.2.1. Founding Partners

Residents of Fort Saskatchewan and the surrounding areas already have access to a wide range of services, including the excellent resources provided by the Founding Partners of the Heartland Community Commons:

- **ABC Head Start Society** provides free-of-cost early learning and comprehensive family support programs to eligible families in Edmonton; ABC Head Start no longer offers services in Fort Saskatchewan.
- **BGC Fort Saskatchewan** provides licensed before and after school care for children aged 6-12 years as well as numerous youth programs for youth 12 years of age and older and a variety of family support programs.
- **Bridge Church** wants to serve the entire community, not just those who attend services, by providing accessible, affordable space for community groups.
- **Fort Saskatchewan Families First Society** acts as a hub for the Fort Saskatchewan and Sturgeon Region Family Resource Network and provides early childhood development play programming, home visitation services for families with children 0-6 years of age, and parent education programming. It also offers the Steadfast Connector, which provides navigational support between agencies.
- **Fort Saskatchewan Family and Community Services** offers social programs to positively shape the lives of individuals and families, including counselling, home services, education, outreach and community development.
- **Fort Foundation** empowers families at risk of homelessness by connecting them with services to provide them with a pathway to permanent, affordable housing. The Fort Foundation also operates the online Just Be Cause shop that supports local charities.
- **Inter Pipeline's** request for extended hours daycare started it all and encouraged the Founding Partners to work together in innovative ways.

In addition to working together on the Heartland Community Commons, these groups regularly collaborate by providing cross-referrals and working together on other community initiatives such as Poverty Awareness Fort Saskatchewan and Building Bridges.

4.2.2. Community Services in Fort Saskatchewan

An updated list of existing services in Fort Saskatchewan has been compiled by FCCS:

<https://www.foresask.ca/en/living-here/resources/Documents/Community-Resource-List.pdf>

Given the relatively low population of the city and surrounding areas (as compared to nearby communities such as Sherwood Park and Edmonton), it is imperative to ensure that services housed by the HCC enhance and support, rather than duplicate, existing services in the community. This point was emphasized by input about the HCC we received during the engagement process.

The Heartland Community Commons plans to focus on providing services in the following three areas:

- Providing non-profit, extended hours daycare spaces to meet the needs of shift workers;
- Referral services to connect families using the HCC to existing community services; and
- Providing affordable, accessible office and programming space for community groups and social services, including those supporting residents' mental health needs.

4.2.3. Childcare options

While there are numerous licensed daycares, day homes and out-of-school care options in Fort Saskatchewan and the Heartland communities, gaps exist in childcare services available. Currently, there are no non-profit licensed daycares operating in Fort Saskatchewan, nor are there any licensed daycares offering childcare outside of the standard 6 am – 6 pm, Monday – Friday hours. Parents seeking childcare outside of these hours must rely on other options, such as private day homes, nannies and babysitters, or family members.

The HCC has an opportunity to provide families with a non-for-profit childcare option, and to make licensed daycare spaces available for extended hours (such as evenings and weekends), to better meet the needs of shift workers. Inter Pipeline has already expressed interest in supporting a non-profit daycare that provides extended hours options.

Furthermore, there is also an opportunity to provide short-term, drop-in childcare options, to allow parents to attend appointments and programs in the Commons, which several organizations have said would be beneficial. Several external stakeholder organizations indicated during engagement interviews that a lack of childcare can be a barrier for clients to attend programs or receive services.

4.2.4. Referral services

Community service agencies and organizations work to provide cross-referrals to other agencies as needed. Some organizations have effective referral services, while others indicated during interviews that they struggle to figure out who to call to help clients, especially post-pandemic, as many agency mandates have changed.

FCCS and Families First (through resources such as its Steadfast Connector Program) make referrals as a core part of their services. The Steadfast Connector provides focused, personalized support with system navigation, to assist people to access community resources.

The opportunity for the Heartland Community Commons is to complement existing referral services by:

- Focusing on connecting the families using the HCC daycare with community services as part of a “wraparound” service provided by the daycare;
- Provide referral services to the broader community at times outside those offered by other organizations (i.e., evenings and weekends); and

- Create a virtual Commons to create an infrastructure to enable more effective online referrals. Building a Virtual Commons will help create a presence for the HCC during the transition period which will support and augment existing agency and cross-referrals in Fort Saskatchewan.

Although referral services are a core service of several organizations, including those among the Founding Partners, a common thread in the engagement was that residents do not always know where to ask for help, and that staff at local organizations do not always know where to refer clients. The HCC can help connect people to existing referral services and also enhance those services by providing further developing the potential of a “virtual commons” to enable more effective online referrals.

4.2.5. Space for community groups

Several external stakeholder organizations indicated during the engagement process that they are looking for office, programming, or meeting spaces. Some groups are looking for occasional programming or meeting space, while others are seeking permanent, ongoing space for their operations in the Heartland Community Commons.

As the proposed facility takes shape, conversations should be had with those and other community groups to identify groups that are interested in occupying space in the HCC and Anchor Tenants, and those interested in collaborating to offer programs. One example from the engagement is that of the Community Adult Learning and Literacy Society, which is looking for affordable space to offer English Classes and one-on-one literary tutoring. Having teaching space with a drop-in childcare option would reduce a significant barrier to their clients’ ability to access CALLS services.

Risks associated with not filling all available space can be mitigated by creating flexible shared “co-working” workspaces and meeting spaces that can be booked by the public and generate supplemental income. Increasingly, skilled professionals and entrepreneurs are operating remotely but looking for flexible, well presented, accessible spaces with good access to internet and catering services. The growth of business hubs and coworking spaces have become a lucrative and high demand product.

5. Customer/User Analysis

Target user groups include:

- **Families** that need daycare and out of school care that meets the needs of shift workers.
- **Clients and users** of organizations housed within the Heartland Community Commons, including the daycare, Bridge Church, and other Anchor Tenants.
- **Community organizations** looking for meeting and programming space.
- **Individuals, including entrepreneurs and freelancers** looking for coworking and meeting spaces.

The creation of a newly renovated and well-equipped Heartland Community Commons will help meet the expanding need for childcare and family support services for these groups in our growing community, as the population of Fort Saskatchewan continues to increase.

Making surplus space in the Commons available to community organizations and individuals that need office and/or meeting space will provide an additional income stream to support HCC programming.

6. Competitor Analysis

As noted above, Fort Saskatchewan has a robust offering of community services available to residents, including other types of community hubs, such as the youth-oriented services offered by the Bridge Wellness Hub for Youth.

Therefore, the intention of the Heartland Community Commons is to remain vigilant about supporting and promoting existing service offerings in Fort Saskatchewan, including by ensuring timely client referrals to those agencies.

However, the unique value proposition is the nimble and scalable options and resources envisioned by the HCC including:

- Secure, affordable, accessible programming space for Anchor Tenants
- Small- medium- and large-scale meeting, programming, and co-working spaces
- Shared infrastructure such as parking, internet, photocopier, reception
- Childcare options including drop-in and after hours, and indoor playground space
- Myriad benefits of colocation by family-oriented service agencies.
- Small- medium- and large-scale event function spaces
- Modern, well-maintained equipment and well-managed support services

This BIG IDEA to create a high-quality facility that offers a range of modern, digitally supported, colocation, coworking, and programming space does not currently exist in Fort Saskatchewan.

The HCC envisions a facility that will offer a wraparound, interconnected range of services that fills gaps in the community. The BIG IDEA includes an affordable drop-in daycare in a facility that, in addition to fabulous colocation benefits to its Anchor Tenants, offers warm hand-off referral services for family programming, such as parenting classes, plus discreet counselling opportunities, and many other important resources. This “One Stop Shop” vision removes many of the barriers people face when trying to access services and will improve their family’s circumstances.

Rates charged by the HCC to its Anchor Tenants and Co-Working Members will be affordable and represent excellent value, allowing targeted members and groups to access the facility offerings regularly. Reduced rates and subsidized activities may be offered to reflect the principles of service of the HCC.

7. Marketing Plan

7.1. Overview

There are four stages to the HCC's marketing and engagement plan, which focuses on "getting the word out" about the Heartland Community Commons:

- Continue to raise awareness and gather input about the HCC.
- Market Phase 1 Services provided by HCC Members, as well as the resources and cross-referrals of the Virtual Commons, prior to the completion of a permanent facility.
- Prepare for and launch the new physical space of the Heartland Community Commons, once it is secured.
- The ongoing marketing of the Commons.

7.1.1. Stage 1: Continue to raise awareness and gather input about the HCC

While work continues toward securing a permanent physical facility to house the HCC with what will eventually be a wide range of organizations servicing a significant part of the community, there is a huge amount of preparatory work to do in consolidating and coordinating marketing activities and resources. The need to recruit new member organizations in all involvement tiers, volunteers including a Board of Directors, and the need to consult with the community over the aspirations and expectations of what the HCC has to offer will be the priority during this phase. Similarly, with the need to strengthen its financial base, a great deal of focus will be on marketing and campaigns associated with fundraising for resources (equipment, people, and events).

The principle of engagement is to constantly repeat the message. Therefore, the HCC, with the support of its Board, will need to create activities that generate positive coverage at every opportunity. It will be crucial to maintain an inclusive and respectful relationship with the local press, program attendees, and staff at existing community organizations. It is also important to continue to use social media to increase awareness of HCC services and events. The heartlandcommons.ca website will serve as a Virtual Commons to provide additional information and resources about the HCC, as well as its sister organizations.

7.1.2. Stage 2: Market Phase 1 Services

During this the first phase of the HCC, the focus will be on marketing programs and events organized under the Heartland Community Commons banner but offered at a variety of locations throughout the community. It will also continue to support and celebrate all the important resources provided to the community by existing agencies. Developing both print and email newsletters, online calendars, and other methods of keeping clients updated about upcoming programs will be important during this stage of the plan.

7.1.3. Stage 3: Prepare for and launch the new Heartland Community Commons

This is the most exciting but also most demanding period of the plan as it involves the planning and delivery of activities and marketing that lead up to the launch and successful opening of the new HCC

facility. By this time the groundwork will have been completed in establishing brand, name, governance, and reporting processes. This phase requires further strengthening of digital and social media but also the use of traditional methods associated with a press launch, such as signage, brochures, as well as radio and television publicity.

7.1.4. Stage 4: The ongoing marketing of the Commons

An ongoing, costed marketing, sales and campaign plan for the new centre will need to be prepared at least three months prior to the new facility going live to reflect the final mix and specification of facilities and confirmed programme of activities. This plan will reflect both the investment required to sustain the various marketing and communication channels as well recognizing any seasonal or demand led peaks and troughs identified in use.

7.2. Marketing Tools and Strategies

A wide range of marketing tools and strategies will be used, with budget considerations being taken into account in the planning of the final mix of strategies:

- A robust website that includes all service and program information and houses the virtual commons.
- Ongoing social media presence, with member organizations reposting HCC content regularly.
- Use of press-releases and interviews with traditional media to highlight newsworthy events and programs.
- Print and email newsletters distributed regularly.
- Brochures.
- Paid advertising, online and in local media as appropriate.

Marketing efforts should be reviewed by the Executive Director and/or members of the HCC Board on a monthly basis to ensure effectiveness of campaigns.

8. Fund Development

Fund development will be a critical responsibility of the HCC Board and Anchor Tenants. While it is assumed that Anchor Tenants will cover their own operating costs, funding needs to be secured for:

- Capital costs, including HCC's portion of the facility and needed renovations, as well as furnishings.
- Ongoing, communal operating costs such as salaries for staff dedicated to the HCC (i.e., an Executive Director, facility operator, etc.)
- Operating costs to support the start-up of the non-profit daycare.

Numerous funding opportunities exist and merit further exploration:

- Industry: With several large industry expansions planned for the Industrial Heartland in the next five years, there is significant fundraising potential to be harnessed from both existing and new industry players in the region. In particular, capital campaigns with naming opportunities would be attractive to these large, multi-national companies.
- Grants: It will be important to conduct ongoing research and pay attention to grant cycles in order to harness government funding when available. Grant opportunities change from year-to-year, making it critical to monitor grant opportunities on an ongoing basis.
- Support from the City of Fort Saskatchewan: The City of Fort Saskatchewan provides financial support to a number of non-profits and it would be worthwhile exploring this possibility.

An essential component of securing funding through granting and community funders is to build relationships with these organizations and to recruit supporters and volunteers who have experience with grant writing and fund development. Additionally, recruiting community members who are skilled at fundraising would be of benefit to the HCC.

In addition, the HCC would generate income from the following revenue streams through its operations:

- Rent paid by the Anchor Tenants
- Membership fees and rental fees paid by Co-Working Members

9. Operations Plan

9.1. Governance

The proposed governance structure is outlined in Section 3.3. Organizational Structure above and a draft Memorandum of Understanding (Appendix A). These documents have been drawn up to reflect the collaborative approach of the HCC but also ensure that the governance structure ensures accountability and transparency and that it will meet requirements of funders. Further discussions and agreements will need to be drawn up, once funding has been secured and the building confirmed, to ensure that the responsibilities are understood by all parties.

9.2. Day to Day Operations

During the transition period, operations will be primarily conducted by the HCC Ambassador, on a volunteer basis working from home.

Similarly, Phase 1 Operations will be completed by volunteers, as a Board of Directors takes over responsibility for the long-term development and viability of the HCC. During this period, there is also potential for volunteers to work out of another existing facility. For example, working with the Bridge Wellness Hub for Youth could provide space for HCC programming and meetings, while at the same time allowing the Hub to extend their opening hours by providing volunteers to work at the front desk.

As the HCC nears its second phase—the commencement of operations in a permanent facility—its operations will need to be geared up and finalized.

The operations will be governed by the following key principles.

9.2.1. Hours of Operation

The Heartland Community Commons will have the capacity to operate with flexible and extended hours to meet the demands of the community and any commercial arrangements. It is anticipated that the facility will be open for many hours each week, including late evenings and weekends, to accommodate extended hours childcare services and the related wrap-around services.

9.2.2. Staffing

While the Executive Director position will continue to be crucial to provide leadership for the overall operations of the HCC, human resources for the facility will need to be increased through the timely recruitment and training of both volunteers and direct employees. Anchor Tenants will be responsible for their own staffing. Staffing needs for phase 2 will include:

- **Early Childhood Development staff:** to operate the daycare.
- **Social services staff:** to connect families using the daycare with community services as needed and provide access to social services outside of the normal hours of other community resources. Included in this category is the possibility for medical and mental health services, services to newcomers, legal services, etc. that could be provided by member organizations.
- **Programming staff:** to develop and implement community programming for the HCC.
- **Reception:** will there be reception staff to greet and direct visitors and answer phone calls? Reception staff could also manage any co-working/hot-desk spaces that become part of the HCC.
- **Cleaning and janitorial:** will janitorial services be available during all hours of operation, or will cleaning be done at specific times? One option is to contract these services out to a third-party vendor.
- **Maintenance and repairs:** the executive director will be responsible for contracting third-party vendors as needed to ensure the building is properly maintained.
- **Volunteers:** what roles can volunteers fill in the HCC? Considerations include skill sets, potential liability issues, and workers compensation insurance.

Note: there is potential for some of these functions to be taken on by HCC Member organizations.

9.2.3. Programming and Use

The portfolio of services and programs offered at the HCC will need to be finalized in collaboration with Anchor Tenants and other HCC members. Based on the engagement conducted to date, the following service areas are a good fit for the HCC:

- **Non-profit daycare with extended hours** to meet the needs of shift workers. The availability of short-term drop-in spaces was also identified as a need during the engagement.
- **Wrap-around social services** for families using the daycare, including referrals to other community resources as needed.
- **Social services** made available outside regular business hours, including counselling, nurse-practitioners, referral services, etc.
- **Programming and meeting space** for community groups to rent at low cost.
- **Co-working/hot-desk and meeting space** can be rented out by the hour to Co-Working Members that pay a small monthly fee.

10. Management Team

The Founding Partners, including Bridge Church, have already demonstrated the power of working collaboratively to lay the groundwork for the HCC, with support from the Civil Society Fund grant.

Going forward, the HCC will be managed collaboratively by:

- The Board of Directors, which will provide oversight of operations and governance;
- An Executive Director to provide leadership (a role initially filled by the volunteer HCC Ambassador during the transition period);
- Bridge Church, who will provide the facility at an affordable cost and assist with maintenance; and
- Anchor Tenants and Collaborators, who will provide services directly to the public.

Bridge Church has already demonstrated commitment to the HCC's vision and committed significant resources to the search for a suitable building to house the HCC. It will be critical to recruit a Board of Directors as soon as possible, followed by Anchor Tenants and other Collaborators. An Executive Director should be hired as soon as funds permit.

11. Financial Plan

11.1. Operating Budget by Phase

11.1.1. Transition Phase (March 2023-May 2023)

The budget below has been prepared on the assumption that some of the remaining dollars from the Civil Society Fund grant will be used as seed funding for the transition phase, until the HCC can secure new funding.

TRANSITION PHASE (March 2023-May 2023)		
REVENUE		
Seed funding from Civil Society Fund grant	\$2,500.00	
Grants	\$0.00	
Sponsorships and Donations	\$0.00	
Other Revenue	\$0.00	
TOTAL REVENUE	\$2,500.00	
OPERATING EXPENSES		
Salaries and Wages	\$0.00	All work will be done on a volunteer basis during this time.
Website Hosting	\$500.00	
Meeting Support	\$300.00	Recommend asking local organizations to provide meeting space in kind when possible, use this funding for coffee, etc.
Misc. Supplies	\$100.00	Including photocopying, etc.
TOTAL OPERATING EXPENSES	\$900.00	
TRANSITION PHASE SURPLUS/DEFICIT	\$1,600.00	Carry funds forward to Phase 1.

11.1.2. Phase 1 (May 2023-May 2025)

The budget below provides an overview of annual estimated costs to operate the HCC during its development stage, as the permanent facility is being designed and built. All figures are estimates only and will need to be finalized by the Board of Directors based on actual costs. Revenue estimates are provided as a target for fund development efforts.

During this stage, it is assumed that there will be no facility expenses and that any office, programming, or meeting spaces will be contributed in-kind from HCC Members.

This budget does not account for any additional projects the HCC Board of Directors may choose to undertake, such as further website development to enhance the capabilities of the Virtual Commons.

PHASE 1 (May 2023-May 2025) - Annual budget

REVENUE (Annually)

Seed funding for training and governance from Civil Society Fund grant	\$1,600.00	Carry forward from Transition Phase
Grants	\$53,550.00	This is a goal amount; suitable grants will need to be identified and applied for during the transition phase.
Sponsorships and Donations	\$50,000.00	This is a goal amount; suitable funders will need to be identified and approached for support during the transition phase.
Other Revenue	\$0.00	
TOTAL REVENUE		\$105,150.00

Note: Total revenue required will be dependent on final decisions made about operating expenses (i.e. if an ED is hired or work done by volunteers).

OPERATING EXPENSES (Annually)

Salaries and Wages	\$80,000.00	Placeholder amount for ED position salary and benefits (including CPP, EI, WCB etc.); actual amount will need to be determined once job description complete.
Office, meeting, and programming space	\$0.00	Assumes that any staff will work from home and/or space provided in-kind from an HCC member organization.
Website Hosting	\$1,500.00	
Dedicated Cell phone	\$1,200.00	Will allow ED or other staff/volunteer to answer a dedicated HCC phone number
Meeting Support	\$1,200.00	Coffee and refreshments; assumes in-kind meeting space contribution from HCC Members.
Marketing and PR	\$5,000.00	Getting the word out, especially about a Capital Campaign, will be crucial.
Engagement Events	\$3,000.00	3-4 large events per year
Programming Expenses	\$2,500.00	To fund speakers and programming supplies for programs held at HCC member facilities

Insurance	\$5,000.00	Board of Directors Insurance - placeholder; quote needed.
Audit Services	\$5,000.00	Placeholder amount; quote needed.
Bank Charges	\$250.00	
Office and Miscellaneous Supplies	\$500.00	
TOTAL OPERATING EXPENSES	\$105,150.00	
PHASE 1 SURPLUS/DEFICIT	\$0.00	

11.1.3. Phase 2 (May 2024 Onward)

The budget below provides an overview of annual estimated costs to operate the HCC during its operation stage once it is situated in its permanent facility. All figures are estimates only and will need to be finalized by the Board of Directors based on actual costs. Revenue estimates are provided as a target for fund development efforts.

It is important to note that this budget does NOT include the revenue or expenses associated with operating a non-profit daycare. Planning for daycare operations is beyond the scope of this plan. The HCC Board of Directors will need to determine if they will establish a non-profit daycare and operate it as an embedded function of the HCC or if they will recruit another non-profit to do so (for example, the ABC Head Start could provide childcare for children 0-6 and BGC could provide out of school care for children 6-12).

PHASE 2 (May 2025 - Ongoing) - Annual budget

REVENUE (Annually)

Seed funding from Civil Society Fund grant	\$0.00	
Grants	\$249,550.00	This is a goal amount; suitable grants will need to be identified and applied for during the transition phase.
Sponsorships and Donations	\$100,000.00	This is a goal amount; suitable funders will need to be identified and approached for support during the transition phase.
Co-Working Membership and Rental Fees	\$20,000.00	Placeholder amount; actual will depend on space available for co-working services.
TOTAL REVENUE	\$369,550.00	Note: Total revenue required will be dependent on final decisions made about operating expenses

OPERATING EXPENSES (Annually)

Salaries and Wages	\$250,000.00	Placeholder amount for staff salary and benefits (including CPP, EI, WCB etc.); actual amount will need to be determined once job description complete.
Facility costs	\$80,000.00	Rent and or facility maintenance; number provided by Reimagine Architects as part of Scope Study and Fit Test (\$4.00 per sq. ft. per year)
Phones and Internet	\$1,200.00	
Website Hosting	\$1,500.00	
Dedicated Cell phone	\$1,200.00	Will allow ED or other staff/volunteer to answer a dedicated HCC phone number
Meeting Support	\$1,200.00	Coffee and refreshments
Marketing and PR	\$5,000.00	Getting the word out, especially about a Capital Campaign, will be crucial.
Engagement Events	\$3,000.00	3-4 large events per year
Programming Expenses	\$5,000.00	To fund speakers and programming supplies for programs held at HCC member facilities
Bookkeeping	\$1,200.00	
Insurance	\$10,000.00	Placeholder; quotes for facility, contents and Board of Directors Insurance needed.
Audit Services	\$5,000.00	Placeholder amount; quote needed.
Bank Charges	\$250.00	
Office and Miscellaneous Supplies	\$5,000.00	
TOTAL OPERATING EXPENSES	\$369,550.00	
PHASE 2 SURPLUS/DEFICIT	\$0.00	

11.2. Capital Budget

The actual capital budget will depend on the building and/or site that is ultimately selected for the facility. In addition, Bridge Church has indicated that they are willing to bear some of the fiscal responsibility for the facility; details of this relationship will need to be formalized in an appropriate agreement.

The following figures are from the Scope Study and Fit Test completed by Reimagine architects based on the Square One Building (see Appendix C: Scope Study and Test Fit), and the estimated purchase price provided by Bridge Church. This draft capital budget is provided for illustration purposes only.

HCC Capital Budget

Square One Building

Purchase of building	\$	2,200,000.00
Engineering to bring building up to code	\$	1,000,000.00
Renovation of existing building	\$	2,969,100.00
Main floor addition	\$	242,000.00
Total Square One Building	\$	6,411,100.00

Additional Capital

Tenant Improvements	\$	500,000.00
Equipment and Furniture	\$	300,000.00
Total Additional Capital	\$	800,000.00

TOTAL HCC CAPITAL BUDGET	\$	7,211,100.00
---------------------------------	-----------	---------------------

11.3. Financial Reporting from Civil Society Fund Grant (April 2021-March 2023)

Administration and accounting for the Civil Society Fund Grant was provided by the ABC Head Start Society on behalf of the Founding Partners.

See Appendix H for the financial report documents.

11.4. Summary of Financial Goals

11.4.1. Operating

The budgets above set out estimated operating budgets for each phase of development as follows:

- Transition phase (3 months): \$2500 in seed funding for training and governance provide by surplus from Civil Society Fund grant.

- Phase 1 (2 years): \$105,150.00 annually
- Phase 2 (year 3 and ongoing): \$369,550.00 annually

These estimates provide revenue targets to guide the HCC’s fund development efforts; however, all budgets must be finalized.

11.4.2. Capital

The goals for capital funds will be dependent on the final site and associated costs selected for the HCC, and the portion of those costs that will be taken on by Bridge Church as the landlord. However, it is strongly recommended that the HCC Board of Directors plan to raise at least \$1 million in capital funding.

12. Development and Milestones

The chart below maps out the key milestones and a tentative timeline for development of the HCC, beginning with the transition period following the end of the Civil Society Fund grant, through to the ongoing operations in a permanent facility. Timelines may vary, as building projects can take longer than expected, and this overview should be revised as needed.

All red **ACTION** items included in the preceding text are gathered here to provide an overview of actions required to bring the HCC to fruition.

12.1 Key Milestones and Timeline

ACTION ITEM	RESPONSIBILITY
Transition (March 2023-May 2023)	
<ul style="list-style-type: none"> • Financial responsibilities for HCC to be transferred from ABC Head Start to the Fort Foundation as of April 1, 2023. 	ABC Head Start and Sarah Spence, Fort Foundation
<ul style="list-style-type: none"> • Host an event to share the What We Heard: Report to the Community and Scope Study and Test Fit of the Square One building with external and internal stakeholders (to be scheduled, April 2023). 	Genevieve Parrent (HCC Project Manager) and Sarah Spence (HCC Ambassador)
<ul style="list-style-type: none"> • Set up interim governance structure: • Finalize involvement categories for HCC members. • Share new involvement categories with Founding Partners and ask about continued involvement. 	Genevieve Parrent (HCC Project Manager) and Sarah Spence (HCC)

<ul style="list-style-type: none"> • Recruit additional organizations, with a focus on those with unmet space needs in Fort Saskatchewan. • Hold meeting with all HCC members to finalize and sign MOU. 	<p>Ambassador) – items 3.a. and 3.b.</p> <p>HCC Ambassador – items 3.c. and 3.d.</p>
<ul style="list-style-type: none"> • Begin implementation of Stage 1 of the Marketing Plan. <ul style="list-style-type: none"> ○ Ensure communications and engagement about the virtual Commons and the facility once it is established that respects and works with existing agencies and hubs and underlines that HCC is about synergy and support, not duplication of service offerings. 	<p>HCC Ambassador</p>
<p>Phase 1: Working toward a facility (May 2023 – May 2025)</p>	
<ul style="list-style-type: none"> • Formalize Governance Structure: <ul style="list-style-type: none"> ○ Explore and assess possibility of operating under the Fort Foundation, instead of creating a new not-for-profit. ○ Incorporate Heartland Community Commons as a Society; including Alberta NUANS report and draft bylaws, or update Fort Foundation governance documents as needed. ○ Elect Board of Directors, including Executive members ○ Apply for charitable status for Heartland Community Commons or revise the Fort Foundation’s status as needed. 	<p>HCC Ambassador and member organizations</p>
<ul style="list-style-type: none"> • Staffing: Recruit and hire an Executive Director. 	<p>HCC Board of Directors</p>
<ul style="list-style-type: none"> • Phase 1 Services: Define Phase 1 services that can be offered without a dedicated facility (virtual Commons, programming in shared space with other organizations, pilot daycare using space at Turner Lodge, etc.). 	<p>HCC Board of Directors and Executive Director</p>
<ul style="list-style-type: none"> • Explore temporary space for HCC operations in existing facilities. 	<p>HCC Board of Directors and Executive Director</p>

<ul style="list-style-type: none"> Market HCC Phase 1 services (Stage 2 of the Marketing Plan) 	Executive Director
<ul style="list-style-type: none"> Work toward permanent facility: <ul style="list-style-type: none"> Sign agreement with Bridge Church for future use of space in their facility. Work with Bridge Church to renovate facility once purchase is complete. Identify which Anchor Tenants will occupy space in the HCC facility and which services will be offered in Phase 2. 	HCC Board of Directors and Executive Director
<ul style="list-style-type: none"> Finances: <ul style="list-style-type: none"> Develop budget to support planned services for Phase 1. Set fundraising targets for capital and operating expenses. Build out fund development plans. Complete capital campaign. 	HCC Board of Directors and Executive Director
<ul style="list-style-type: none"> Ensure all policies for the HCC operations are in place prior to opening. <ul style="list-style-type: none"> Safety and OHS (as per legislation) Privacy policies (as per legislation) Financial Management policies 	HCC Board of Directors and Executive Director
<ul style="list-style-type: none"> Update and finalize the operational plan: <ul style="list-style-type: none"> Hours of operation Staffing levels Portfolio of services offered 	Executive Director; with approval from Board of Directors
<ul style="list-style-type: none"> Anchor Tenants move into space once renovations are complete. 	Executive Director
<ul style="list-style-type: none"> Market HCC Phase 2 Services prior to opening (Stage 2 of the Marketing Plan). 	Executive Director
Phase 2: Operations of the Commons (May 2025-onwards)	
<ul style="list-style-type: none"> Establish daily operational procedures. 	Executive Director
<ul style="list-style-type: none"> Establish an annual operations cycle: <ul style="list-style-type: none"> Services and Programming cycles Childcare intake cycles as needed Marketing 	Executive Director, with approval from Board of Directors

<ul style="list-style-type: none"> ○ Funding and budget cycle (including grant applications and fundraising). ○ Supervision of staff, including annual performance appraisals ○ Facility management and maintenance. 	<p>as needed (i.e., budget, etc.)</p>
<ul style="list-style-type: none"> ● Establish regular and ongoing evaluation of programs and services. 	<p>Executive Director and Board of Directors.</p>

13. Risks and Contingencies

It is a recommended best practice that, after April 1, 2023, the Heartland Community Commons Members review and maintain a Risk Register (Appendix I: Heartland Community Commons Risk Register) throughout its development phases.

The draft Risk Register summarizes the key risks associated with the planning and development of the HCC as detailed in this Business and Sustainability Plan along with some proposed Mitigating Actions to evaluate and manage these risks.

First critical steps for the HCC are to establish its interim governance structure, including transferring financial responsibilities from Founding Partner, ABC Head Start to the Fort Foundation as of April 1, 2023. It will need to clarify its legal status and demonstrate compliance to achieve its status as a not-for-profit and/or charitable organization. Demonstrated compliance includes establishing a Board of Directors and creating bylaws.

It is important to remember that over the past three years much time and energy has been invested by the Founding Partners in introducing their BIG IDEA to the community and to potential future Members of the HCC across all Tiers of Membership.

Next steps for the HCC need to prioritize clear storytelling about its intentions in the community, including its relationship to existing agencies. One of the key risks identified is that the role and purpose of the HCC is not clear enough, seems in some cases to be a duplication of existing services, and could therefore be perceived as a threat to the operations of those agencies, as well as to their funding.

It is critical to develop and market the Heartland Community Commons as an entity that supports, upholds, and respects existing agencies in Fort Saskatchewan and that will not duplicate existing service offerings, nor will it threaten the core funding of these agencies.

At point of writing this Business and Sustainability Plan, March 2023, the key contingency strategy to ensure the vision of the HCC comes to fruition, is to focus on the potential of its unique value

proposition: a community hub centred around an affordable daycare that also provides inclusive, affordable operating and programming space to Anchor Tenants. Additionally, the creative and robust design of the building envisioned by the HCC, also provides a potential coworking space service offering (and revenue stream) through its Tiers of Membership options. The services provided to the community by the Anchor Tenant Members as well as the other Tiers of Membership, must be appropriate and symbiotic for both Members as well as their clients.

NOTE: The HCC Ambassador and the Founding Partners who intend to become Members of the HCC after March 31, 2023 must complete this Risk Register, including to score each Risk and Mitigating Action, as this will help the group determine the ongoing viability of the Heartland Community Commons. The Risk Register will also help the Members identify priorities. As new Members are recruited during the Transition Phase (March 2023 – May 2023), these Members should also be included in the Risk and Contingencies exercise.

14. References

The following references were consulted in the development of this Business and Sustainability Plan:

Section 3.3. Organizational Structure

- <https://www.alberta.ca/incorporate-a-society.aspx>
- <https://ised-isde.canada.ca/site/corporate-insolvency-competition-law-policy/en/not-profit-corporations/primer-directors-not-profit-corporations>
- <https://www.canada.ca/en/revenue-agency/services/charities-giving/giving-charity-information-donors/about-registered-charities/what-difference-between-a-registered-charity-a-non-profit-organization.html>
- <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/policies-guidance/guidance-019-draft-purposes-charitable-registration.html>
- <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity.html>
- <https://www.alberta.ca/fundraising-solicitation-responsibilities.aspx>

Section 4.1. Market Profile

- The City of Fort Saskatchewan: <https://www.investfortsask.ca/en/index.aspx>
- Chamber of Commerce: <https://www.fortsaskchamber.com/local-regional-info>
- *Regional Labour Profile: Alberta's Industrial Heartland Final Report* (2019): <https://www.investfortsask.ca/en/facts-and-figures/resources/Regional-Labour-Profile-Final-Report.pdf>
- County of Lamont: <https://www.lamontcounty.ca/visitors> and <https://townfolio.co/ab/lamont-county/demographics>

- Strathcona County Census Results:
<https://storymaps.arcgis.com/stories/4c49acbd063c44fbb0a206d1734d466d>
- Sturgeon County: https://www.sturgeoncounty.ca/data_trashed/population
- <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/page.cfm?topic=5&lang=E&dguid=2021A00054811059>
- Statistics Canada Focus on Geography Series, 2021 Census of Population:
<https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/Index.cfm?Lang=E>

Section 4.2. Service Sector Analysis

- An updated list of existing services in Fort Saskatchewan has been compiled by FCCS:
<https://www.fortsask.ca/en/living-here/resources/Documents/Community-Resource-List.pdf>

15. Appendices



Memorandum of Understanding Heartland Community Commons DRAFT

This DRAFT MOU is provided as a starting point for a Memorandum of Understanding to be revised as needed and implemented by HCC members. The Founding Members discussed governance issues and an earlier version of this DRAFT MOU at two governance workshops in December 2022 and January 2023; their input has been incorporated into this version.

1. Memorandum of understanding

This Memorandum of Understanding sets out the principles which will guide the activities of the Heartland Community Commons (HCC).

2. Tiers of Membership

- a. **Anchor Tenants (Tenant Organizations):** the organizations that will be housed in the HCC's physical facility. These organizations may pay rent and contribute to communal/shared operating cost according to agreements to be developed prior to occupation.
- b. **Collaborators:** Organizations that support the HCC, provide programming, participate in cross-referrals and the virtual commons. Memorandums of Understanding will be signed with these organizations as appropriate.
- c. **Co-working Memberships:** Individuals and business interested in accessing co-working opportunities. These members will pay modest monthly membership fee to have access to office and meeting space rentals and will help generate additional revenue for the HCC.
- d. **Supporters:** Funders and donors who make financial contributions to the HCC. Supporters are not involved in service provision.

Collectively, all individuals and organizations included in the above tiers will be referred to as **HCC Members**.

A **Board of Directors** will be elected from the HCC Members to provide governance and leadership for the HCC.

Ad-hoc working groups may be formed as necessary to move project activities forward. Working groups may include members of the board of directors, members of the broader community, and staff from organizations that are members at all tiers, collaborators, and supporters.

3. Vision

The Heartland has a safe and inclusive place that is accessible to everyone.

There are many non-profit, Government, and charitable organizations operating in the Community of Fort Saskatchewan that are offering human and social services. The Heartland Community Commons seeks to improve the community's access to these services by offering a physical space that brings services together and facilitates referrals._

4. Mission

Dedicated to supporting wellness in the Heartland through shared space, skills, and resources.

We believe healthy communities are connected to one another, and to the services they need. Wellness is supported by the Heartland Community Commons by helping individuals access a network of support. Shared space is one tenet of the project because many organizations are offering services without adequate space and the Commons seeks to provide more reliable program space for the good work being done in the community._

5. Background and scope

The Heartland Community Commons is a collaboration of partner organizations working together to increase capacity in Fort Saskatchewan and the surrounding area by exploring ways to coordinate services for the communities. The HCC partners are investigating the potential of co-locating services (depending on each partner's needs) into a common facility as well as creating a virtual network of services.

6. Core values

- a. **Evidence-Based:** Services offered through partner organizations and referrals are based on known best practice.
- b. **Inclusive:** The HCC is accessible and on-site staff are prepared to offer a welcoming and supportive experience that sees strength in the differences of individuals and celebrates diversity of race, ability, gender, and relationship._
- c. **Innovative:** The HCC learns from other innovative community models and customizes something that uniquely fits the Heartland._
- d. **Collaborative:** The HCC welcomes new partners and seeks to maximize the resources of several organizations by working together to meet community need._
- e. **Community-driven:** The HCC was formed by a group of community members and will continue to be community led in and for Fort Saskatchewan.
- f. **Compassionate:** We recognize the humanity in each person's situation and offer help that preserves dignity and respects their right to choice and dignity._

- g. **Curious:** We are continually learning from each other and learning alongside the people we serve.

7. Guiding principles

- a. Heartland Community Commons (HCC) is a group of community organizations compassionate about working together to increase the capacity of our communities.
- b. HCC will be a place of inclusivity and belonging. The Commons will be seen by the community as a safe place to be.
- c. We are a group of competent, knowledgeable people who take an evidence-based approach to solutioning.
- d. We are respectful, empathetic, compassionate, and thoughtful. We will treat everyone with the utmost respect.
- e. We are dedicated to doing everything we can to help the families we serve. We will endeavor to liaise with other organizations on behalf of our families.
- f. We will be creative and innovative in our approach. Continual learning and innovation are at our core.
- g. We seek to be leaders and share our learnings with others.

8. Strategic goals and timelines

- a. The HCC members and board of directors will finalize strategic goals and timelines;
- b. The HCC members may choose to work toward all or some of the strategic goals set out in the “Heartland Community Commons Business and Sustainability Plan.”

9. Governance Structure & Making Decisions

- a. Partner organizations will send one person to meetings. That individual should be empowered to make decisions regarding matters on the meeting agenda. Whenever possible, the same individual should attend meetings to sustain institutional memory and momentum.
- b. A meeting Chair will be determined annually or at need. The Chair will be a representative of a partner organization of the HCC.
- c. Partners will normally meet monthly. Meetings will be organized by the Program Manager; the agenda will be set by the Chair; minute taking duties will rotate amongst partners representatives.
- d. Additional leadership positions will be created as needed.

10. Management of funds

To be decided by the HCC members signing this MOU.

11. Unforeseen challenges

Each party agrees to work in good faith to resolve any unforeseen challenges that may arise during this MOU. Each party agrees to contact the other parties, in a timely fashion, should circumstances arise that jeopardize the ability of the party to carry out its activities.

12. Changes to the collaboration

Any changes to the collaboration must be submitted in writing to the board of directors. Change should be achieved by consensus; if not that, then quorum (50% of members plus 1) will be sufficient. Changes to the collaboration will require amendments to the MOU or the creation of a new MOU.

13. Conflict Resolution

Conflicts will normally be resolved by consensus, in an environment of transparent dialogue and respect for individuals and for each organization's autonomy. The HCC will bring in appropriately skilled resources to mediate significant conflicts if needed.

14. Termination

Partners must provide two months' written notice to terminate their involvement in the project.

15. Signatories

Name, Title
Organization Name

Date

Name, Title
Organization Name

Date

Name, Title
Organization Name

Date

Name, Title
Organization Name

Date

Name, Title
Organization Name

Date

Appendix B: Founding Partners Contact List

Organization	Contact Person(s)	Contact Information
ABC Head Start https://www.abcheadstart.org/	Jaime Cordoba Fund Development Manager	780-784-5047 jcordoba@abcheadstart.org
BGC Fort Saskatchewan https://fortsask.bgccan.com/	Debra Colorosa Executive Director	780-922-0103 ext. 29 debra@fsbgc.ca
Bridge Church https://www.bridgechurch.ca/	Ryan Pedde Lead Pastor Brent Kellington Church Council	ryan@bridgechurch.ca 780-998-4021 brent@brentkellington.com
Fort Saskatchewan Families First Society https://familiesfirstsociety.ca/	Jacqueline Dagneau Executive Director	780-998-5595 ext. 223 jdagneau@familiesfirstsociety.ca
Fort Saskatchewan Family and Community Services https://www.fortsask.ca/en/living-here/family-and-community-services.aspx	Jennifer Hoyer FCSS Director	780-997-6670 jhoyer@fortsask.ca
Fort Foundation https://www.fortfoundation.ca/	Sarah Spence Executive Director	587-589-7435 sarah@fortfoundation.ca
Inter Pipeline https://interpipeline.com/	Unavailable	Unavailable

Appendix C: Scope Study and Test Fit

Appendix D: Heartland Community Commons Strategic Plan 2023-2025

Appendix E: Heartland Community Commons Logo and Branding Information



Appendix F: What We Heard Report to the Community

Appendix G: Heartland Community Commons Engagement Final Report

To be added on completion.

Appendix H: Financial Reports from Civil Society Fund Grant

To be added when received.

Appendix I: Heartland Community Commons Risk Register

Risk Register - Heartland Community Commons										
NOTE: Score 1-5 (under 8 = low risk, 8 - 14 = medium risk, 15+ = high risk)										
Ref	Category	RISK	Likelihood (a)	Impact (b)	Score: C = a x b	MITIGATING ACTIONS	Likelihood (a)	Impact (b)	Score: C = a x b	Go / No Go
GOVERNANCE										
G-1		Does HCC qualify as "charitable" organization? This status may help secure donations/funding.				Option A: Work with HCC Ambassador & Fort Foundation to clarify legal status and demonstrate compliance. Option B: HCC becomes legal not-for-profit/charitable organization.				
G-2		Do members of the HCC understand legal structure, including it liabilities? Requirement for Board of Directors. Has it been recruited? Can members of the Board provide legal and financial and governance guidance?				Create HCC Bylaws (as per Alberta regulations for not-for-profits).				
G-3		Memorandum of Understanding - that clearly defines the relationships between and the responsibilities of the members, signed by all members of the HCC				Create HCC Policy and Procedures Manual to guide and protect the Board of Directors, as well as its members groups, and users of the facility.				
G-4		Member Recruitment - Will HCC be able to recruit enough members in the Anchor Tenant category to proceed?				Finalize draft Memorandum of Understanding, and have it signed by appropriate representatives of the member groups.				
G-5		Leadership Duties - interim leadership role and operating tasks will be carried out by HCC Ambassador, a volunteer position.				Work closely with community organizations who may be interested in affordable space in a shared facility. Work closely with Bridge Church (Founding Partner) in its efforts to secure suitable location.				
G-6						Recruit Executive Director (or formalize position of interim HCC Ambassador) to ensure day-to-day activities are being carried out, during Transition Phase and beyond.				
FINANCIAL										
F-1		Potential barriers in transfer of financial responsibilities from ABC Head Start to Fort Foundation and/or HCC (including legality of Fort Foundation operating as HCC).				Prioritize understanding and responding to the legal and financial requirements to ensure transition and continue operating as HCC.				
F-2		Lack of registered not-for-profit and/or charitable status, including provable governance structure (board, bylaws) prohibits many grant opportunities.				Ensure that legal and governance status of HCC is a top priority.				

F-3	Insufficient bridge funding in transition period, to sustain the Big Idea from aspirational concept to being able to provide physical space.	1. Keep costs minimal during transition period.							
F-4	Failure to secure funding, donors, investors.	<ol style="list-style-type: none"> 1. Create sustainable operating model, reflecting phases of operation. 2. Foster close relationships with sister agencies as well as key funders. 3. Develop fundamental skills and knowledge in leadership team, with priority for the HCC Ambassador, about grant writing, grant cycles, and funding opportunities (strategy, tactics). 							
F-5	Loss of Founding Partners, especially Bridge Church, as it is facilitating and funding the purchase of a building large enough to share with potential HCC Anchor Tenants and Members.	<ol style="list-style-type: none"> 1. Continue to plan and prioritize next steps together with key and committed HCC Members after March 31, 2023. 2. Commit to transparent communication to ensure close working relationships. 							
F-6	Failure to secure interested Anchor Tenants as well as other tiers of Members who would augment revenue stream.	Ensure clarity about costs as well as benefits of shared space when presenting unique service offering to local sister agencies and the community.							
BUILDING									
B-1	Until a location for the community hub, including space for one of its key Founding Partners, Bridge Church, is secured, dialogue about the unique value proposition and opportunities offered by the HCC, remain aspiration - vague, future-focused, and more challenging for Members and funders to commit to.	<ol style="list-style-type: none"> 1. Create clear communication about options. 2. Serve the community through role of Virtual Hub. 3. Use interim time to build and foster relationships in the community. 							
B-2	Church as core tenant as well as landlord may cause concern for some potential Members	Clear space and role delineations will mitigate these concerns (i.e. affordable real estate opportunity vs. ideological influence). Additionally, offering worship space to other religious groups on alternate days may illustrate intentions toward inclusion and diversity.							
B-3	Once building is in place, renovation costs may be prohibitive, and delays may impact tenants.	Ensure Anchor Tenants are aware of the reality of renovation challenges and timelines, and ensure contractual agreements include mitigation strategies and role clarity for same.							

B-4	Design: Building finally chosen may not be suitable for all members. Building redesign may not meet all needs.	Clear dialogue and negotiation is paramount to ensure that interested Anchor Tenants remain committed during procurement and renovation phases.							
B-5	Building location and repurpose may be perceived negatively by its neighbours, resulting in delays in permitting, planning, and construction phases.	Create and implement robust Communications and Engagement Plans to engage neighbours, share plans, and hear and mitigate any concerns that may arise.							
OPERATIONAL									
O-1	Structure - colocation has inherent challenges, including space, technology demands, information systems, security requirements, etc. One size does not fit all.	Identify requirements early, understand and manage expectations, and prioritize resources including skills needed to operate all aspects of colocation/coworking spaces. Supporters/Funders should include businesses that offer services that may be required in the building, such as a local technology service provider.							
O-2	Staffing: limited experience and HR knowledge/resources, may lead to challenges. (For example, how will janitorial services be paid, and what standards will be upheld? If there is a shared reception area and reception staff, who will they report to and how will their priorities be managed?)	1. Clear communication and detailed contracts that anticipate and articulate potential challenges, including delineation of roles and responsibilities. 2. Ongoing training for staff and Board of Directors (free resources available, see links in Business Plan).							
O-3	Staffing: Will qualified early childhood-development staff be able to be recruited in sufficient numbers?	Ensure that competitive wages and benefits are offered to daycare staff.							
O-4	Maintenance - poor maintenance and unclear roles/responsibilities leads to warranties being voided, inefficient or damaging building operation, and increased costs.	Clarify roles and responsibilities around maintenance and resources to ensure robust proactive, reactive, and preventative maintenance.							
O-5	Programming - lack of clarity and/or inability to prioritize requirements of Anchor Tenants as well as to meet the community's needs.	1. Clear communication and detailed contracts that anticipate and articulate potential challenges, including delineation of roles and responsibilities.							
O-6	Daycare as key service offering: licensing requirements may present a barrier if HCC does not have clear understanding of what is required structurally as well as in terms of staffing.	1. If a daycare is at the core of the unique value proposition of the HCC, prioritize attaining a clear understanding of licensing requirements. 2. Secure financial commitment of InterPipeline, a Founding Partner, in relation to daycare.							

REPUTATION/ MARKETING									
R-1	<p>Reputation Management: feedback during early engagement suggests some service organizations, local funders, and community members may be confused about HCC's role in the community, and may perceive the HCC as a duplication of services.</p>	<p>1. Be clear and cohesive about messaging and storytelling, emphasizing that HCC complements and supports, and does NOT DUPLICATE other community hubs such as Families First (family hub) or Bridge Wellness Hub for Youth.</p> <p>2. Designing & branding the HCC around the unique value proposition of an affordable, afterhours daycare, as well as affordable, accessible multipurpose space for Anchor Tenants and other interested Members, will alleviate these concerns.</p>							
R-2	<p>Reputation Management: Funding</p> <ul style="list-style-type: none"> - there may be a perception from established social service agencies that the HCC presents a threat to already scarce funding. - If the HCC is not mindful enough of existing service offerings, it risks alienating funders/donors. <p>Marketing/messaging/social media:</p> <ul style="list-style-type: none"> imprecise language about the role and intention of the HCC may undermine understanding of its unique value proposition. 	<p>1. Establish close relationships with area social service agencies and respect the existing expertise.</p> <p>2. Understand what other agencies offer and ensure that funders understand that the HCC does not intend to "poach" funding.</p> <p>3. Ensure that all funding applications speak to the unique value proposition/service offering of the HCC.</p>							
R-3	<p>Reputation & Marketing:</p> <ul style="list-style-type: none"> role of the Church may be perceived as a threat to the core funding and/or secular operating principles of some agencies/groups. 	<p>Ensure all marketing materials and campaigns speak to consistent messaging about the HCC's role and intentions in the community, and the unique value proposition it offers to Fort SK.</p> <p>Ensure clarity about the armslength role of the Church as landlord and key supporter.</p>							
R-4	<p>Failure to engage community, users, potential Members across all Tiers of Membership</p>	<p>Create and implement creative marketing plan that connects to all communications channels in Fort SK. Social media, traditional media, community forums, community events, etc.</p>							
R-5									