

Islamic Center of South Calgary (ICSC)

PROJECT FINANCIAL PLAN

Prepared by ICSC Board members
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1. Purpose

Islamic Centre of South Calgary and South Calgary Community would like to agree on the business plan working with Muslim Council of Calgary for best possible options to execute this project.

Our Current Objective are to:

- Review and approval of this plan with MCC
- Hold MAC SGM in South of Calgary for approval of this plan
- Start fundraising activities to support building of project
- Resume main the project construction activities in April 2023

2. Principle Objectives

- To plan a phased execution of the overall ICSC project
- Minimize scope/cost with a cost saving and value creation mindset
- To have a fully functional facility at the end of each phase
- Raise funds to support the construction of each phase
- Build on the option to continue construction while other side of facility is being utilized and open for praying
- Main intent is of above all is to create a prayer and social facility for Muslims of south Calgary and beyond.

3. Key Features of ICSC Project

- Islamic Centre of South Calgary will serve approximately 15,000 plus Muslims living in South of Calgary and beyond
- Salient Features of South Islamic Centre Full Design
 - Design includes a Masjid, a Courtyard, Multi-Purpose Hall & Gym, Basement Hall, Library and Multi-purpose rooms
 - Gross floor area 31,600 sq.-feet
 - Able to cater for 1,300+ Musalleens at one time (additional capacity for one time events)
 - 209 car and 19 bicycle parking stalls (Future expansion to 500)
 - Easy access from Stoney Trail / 22X
- Total Cost of Project is Approx. \$17.5 Million (as of Nov 2nd, 2022)

(Includes allowances and project contingency but Excluding Value Improvement and Other Contractual Opportunities which can reduce this cost)



Figure-1: Project site Plan

3.1. ICSC Project Location

- 2 Minutes from Stoney Trail East
- 5 Minutes from 52nd Street SE (Mahogany, Auburn Bay, Copper Field)
- 10 Minutes from Douglas Dale and Cranston
- 15 Minutes from Silverado, Lake Chapparral, McKenzie Lake
- 22 Minutes from Akram Jooma Centre

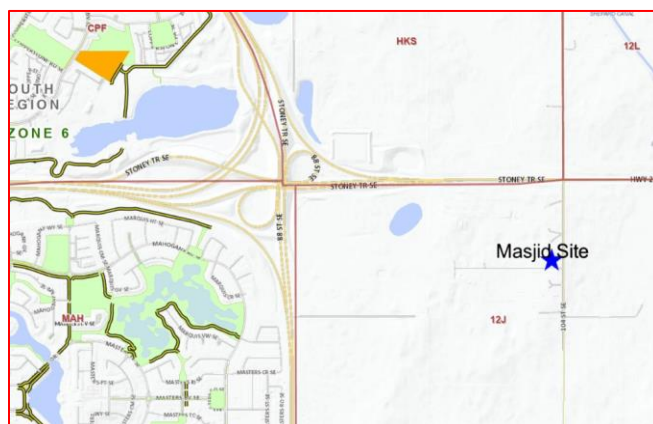


Figure-2: ICSC Project site.

4. Project History & Key Milestones

The ICSC project has a long history and passing through various stages now with the Will of Allah, the construction can be started. Table-1 describes the stages and developments along the project history.

Table-1: ICSC project history and key milestones.

Description	Time
Inception of idea for a South Calgary Prayer facility	2005
Land Acquisition for Islamic Center	2009
Community led Architectural Design Award	Q1-2011
Re-zoning of land for Islamic Centre Start	Q2-2011
Re-zoning Approval from City of Calgary Council	Sep-2013
Submitted Development Permit Application	May-2014
City Planning Committee Approval for Development	Aug-2016
Engineering / Design Award	Jul-2017
Continued to work with City to Remove 100+ Conditions	Sep-2016 to Jan-2019
City Right of Way and Road Infrastructure Agreement	Jan-2018
90% Engineering Design Complete for Full Project	Sep-2018
City Issue of Development Permit – Full Project	Feb-2019
City Issue of Building (Construction Permit) – Full Project	Jun-2019

Project Reaches \$1.1 Million Fundraising Mark!	July 2019
Site Construction Work - Tree removal, clearing and Demolition completion	Oct to Dec 2019
Review of New Options for Project (Temporary Sprung Structure for quick community service)	Sep-2019 to Feb-2020
COVID-19 Pandemic – Starts (All Plans get Impacted)	Mar/Apr-2020
Review of Options and Recommendations Finalization	July to Dec 2020
Submitted New Phasing Application for Dev. Permitting	Feb-2021
Further review of Options to avoid Permitting Lapse	April to June 2021
Project Ground breaking	October 5 th , 2022
Site clearing and Rough Grade work completed (in Sha Allah)	Nov 20 th 2022

5. ICSC Project Cost & options

There are two options for implementing the project: 1) implement the full project with all services 2) implement the project in phases to start services to the facility earlier but with limited capacity. Cost of both of these approaches is presented in Table-2.

Table-2: Options wise estimated project cost (cost estimated updated in November 2022)

Options	Description	Overall Project	Phase Cost	Capacity (persons)
A	Main Full Project - All Services & Facilities	\$17.5M	\$17.5M	2900
B	Phased approach: Build GYM only for limited prayer, social services.	\$17.5M	\$5.5M	600

C	Phased approach: Build Main Prayer Hall, Basement with all Services (NO GYM) – Ready for Occupancy	\$17.5M	\$6.8M	2300
	Phased approach: Build Main Prayer Hall, Basement with all Services (NO GYM) – Finishing		\$5.2M	

6. Project Timelines

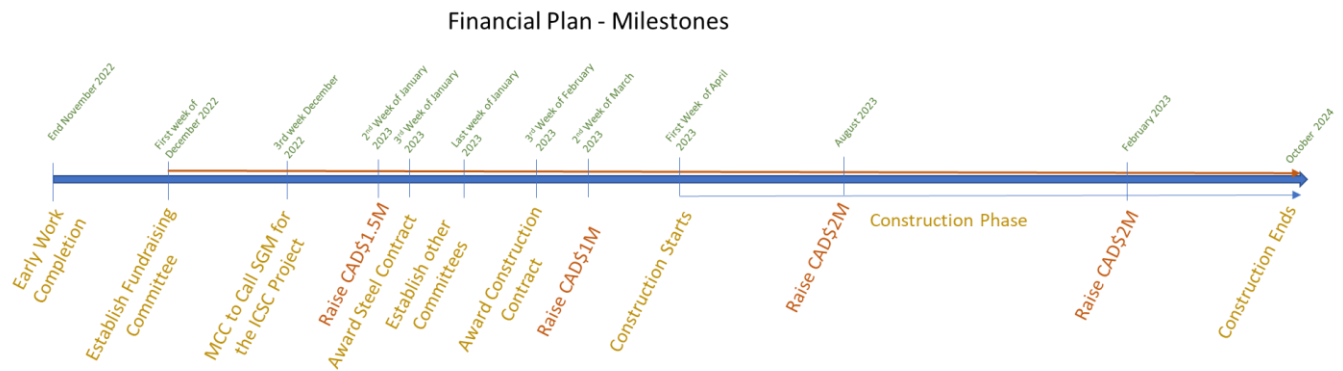
The project construction may take up to five years for full completion. The facility can start service with limited capacity by end of 2024 if gym is constructed as phase followed by the construction of main masjid building. We are optimistic that with the help of Allah funds can be raised during the project construction to complete it on time.

Table-3: ICSC project roadmap (preliminary)

Phase / Activity	2022		2023		2024		2025		2026		2027		2028		2029		Cost Million
	Q4		H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	
	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	
Ground Break, Site Clearance and Rough Grade	◆																\$0.15
Complete Site preparation and Earth Work. 100% design completion.			■														\$0.50
Phase - 1 of Building Construction			■														\$6.30
Phase - 2 of Building Construction					■											\$10.55	

Other Activities - Fundraising	<div style="background-color: #c8e6c9; width: 100%; height: 20px;"></div>										\$16.40
TOTAL COST											\$17.50

Details of Phase 1 Milestones



7. ICSC Project Fundraising Plan

Currently, ICSC have \$1.0million secured in the account, which is sufficient to start the project construction. A fundraising strategy has been created to raise remaining funding for construction of the project. As we start the construction with the help of Allah significant donations are expected from the local community as well as from national and international Muslim communities. We are aiming to launch the fundraising campaign from Ramadan 2023, given approval has been granted to ICSCS to start the project by end of the year, 2022.

Strategy-1: Donate a Prayer Sajadah (Musallah) Place

- Estimated amount to be collected by this strategy will be ~ **\$12.4 million(Cost Aligned with the estimate provided by third party as well as 2300 Musallahs @ CAD \$ 5400/Musallah.)**
- Total estimated prayer Sajadah’s are 2300

- Donation to acquire one place is CAD\$ 5,400
- Donors can pay full amount or in low instalments of 1-3 years (Weekly \$38, or Biweekly \$75, or Monthly \$150, or Yearly \$1,800)
- Charitable Tax receipt will be issued at the end of each year

Strategy-2: Donors' wall

- Estimated amount to be collected by this option is ~ **\$12.4 million**
- Total targeted name on the Donors wall would be 1,000
- Donation to get one name is CAD\$ 4,500
- Donors can pay full amount or in low instalments of 1-3 years (Weekly \$31, or Biweekly \$63, or Monthly \$125, or Yearly \$1,500)
- Charitable Tax receipt will be issued at the end of each year

Strategy-3: Donate any Amount

- Donate any amount one time or preferably monthly instalments
- Charitable Tax receipt will be issued at the end of each year

The above-mentioned strategies have been successful to raise over \$500,000 in 2018-2019. Various other strategies include naming facility on donors name, donation per parking stalls, Ramadan drives, fundraising diner events, reaching out to Muslims small businessmen and rich Muslims of local, national and international people and applying for funding to provincial government "Alberta Community Facility Enhancement Program (CFEP). In-kind contribution from skilled community members will also help saving the project cost.

8. Project Governance

The project will be governed by MCC & ICSC board and committee leads. Organization governance chart is shown in Figure-3.

The **Project Advisory Committee (PAC)** will act the project sponsor and make sure the project is progressing as per timelines with desired quality and budget.

The **PAC** will be formed which will consist of members from MCC board (preferably Director projects), ICSC board members (Including Director ICSC Project), South Calgary community members who have been volunteering on this project for many years and community volunteers with technical skillset. This committee will take decisions and monitor project

progress. Fundraising, Social and project execution committees will report to the project steering committee on regular basis and seek direction and approvals.

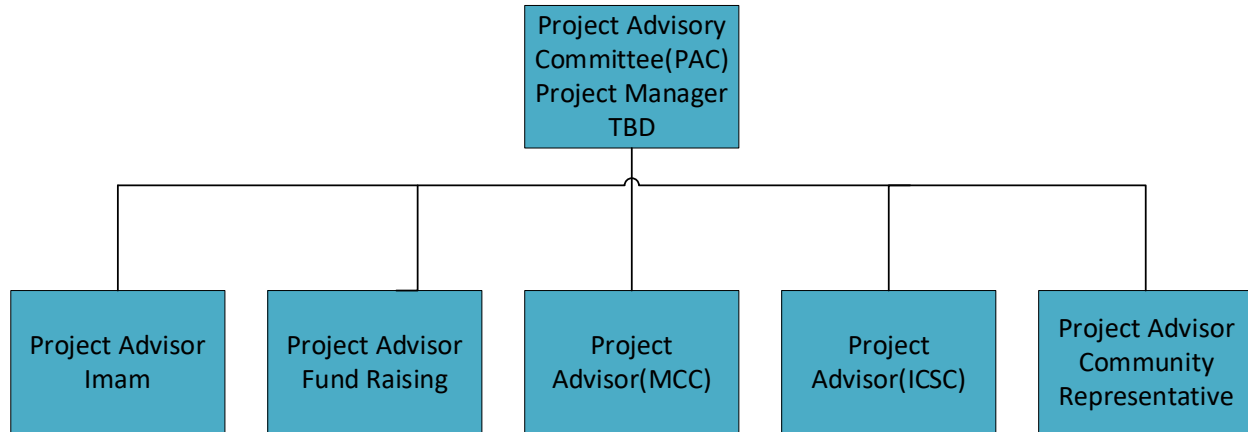


Figure-3: ICSC Project organizational chart.

The **Fundraising committee** will consist of committee lead, Imam, bookkeeper, volunteers. This committee will work to raise funds for the project by adopting various strategies as presented earlier in this document.

9. Action Plan

ICSC propose the following steps for the project implantation.

- The ongoing ICSC project enabling/early work will be complete in November, 2024.
- During the winter 2022-23 we expect to achieve the following milestones:
 - MCC/MAC to organize SGM in south Calgary to seek community approval to start construction of the project in its entirety.
 - Start recruiting volunteers for the project management, procurement, and construction.
 - Complete procurement process and award project for design and construction.
 - Hire project manager to report to ICSC Project Director.
 - Hire permanent Imam to support on fundraising in addition to performing the basic imam duties ICSC Musallah.
 - Complete 100% design of the project.
 - Initiate material procurement.
 - Launch fundraising campaign in December 2022 and continue till the end of construction for the project phase 1(November 2024).

- Complete phase-1 of the project by November 2024 and start services right after getting the occupancy permit by the city of Calgary.
- Continue the finishing of Phase 1 while facility is being actively used post occupancy permit acquisition.
- Continue construction of the phase-2 with aim to complete and fully functional facility in 2027.