



Initiative Overview for Partners, Participants & Supporters

A. 'Broadening the Base' Vision

The Vision for Broadening the Base is a community-centered, collaborative and inclusive Ottawa initiative with the purpose of catalyzing and leveraging land, property, philanthropic and development resources to support the building of 1,500 new affordable housing units over the next five years to provide sustainable, long term and affordable accommodation for key vulnerable populations including: the chronically homeless; low income families with young children; youth at risk; Aboriginal people, and; vulnerable seniors.

Broadening the Base (BTB) shall not be a new organization. It is an open, transparent, collaborative design process that includes representatives from social and affordable housing organizations, local business and the community at-large. At its outset and through 2015, BtB is and will be a community engagement and design process. As BtB moves from planning to implementation towards the end of 2015, organizational/governance issues shall be addressed more fully. The intent is to work through existing bodies and agencies to promote synergy and collaboration.

Broadening the Base is a proactive, integrated, forward-thinking, resource-catalyzing and substantive approach that has the potential of dramatically enhancing the affordable housing landscape of Ottawa. The Leadership Team, co-creators of 'Broadening the Base' invite Ottawa housing, social, community, business and institutional organizations, and concerned citizens to formally support and participate in the initiative through making an Expression of Commitment.

B. 'Broadening the Base' Goals

To realize its *Vision*, Broadening the Base shall pursue a set of *Targeted Goals* that establish fundamental values and operating parameters that will underpin the development and implementation of the initiative.

- **Goal #1: Community Collaboration:** Broadening the Base (BtB) shall complement and augment existing affordable housing efforts by housing and social agencies, and strategies such as the City of Ottawa's 10-Year Housing Plan. The emphasis will be on creating a common cause effort that optimizes joint efforts, including recognizing the vital roles played by the City, provincial and federal governments.



Chris Henderson is an Ottawa eco-entrepreneur. He is Founder of the Delphi Group and President of Lumos Energy firms which focus on clean energy and the environment. Chris' initial career was in health care; the last position he held in that field was as Chief Operating Officer of the Royal Ottawa Hospital. For almost three decades, Chris has played leadership roles in Ottawa including chairing OCRI (now Invest Ottawa) and The Ottawa Partnership (TOP). Chris has been on numerous community boards, most recently with the Ottawa Community Foundation. Chris currently coordinates 1,000 Solar Rooftops Ottawa and is Lead Strategist for Tree Ottawa.

Val Hinsperger is the Executive Director of Nepean Housing and comes to the Broadening the Base initiative with over twenty years of experience in implementing and operating new charities, participating in national research projects and overseeing supportive and mixed income housing communities. Val has national and local level Board experience and currently is a Director of the Barrhaven Food Cupboard.

Graeme Hussey is the Development Manager for Centretown Citizens Ottawa Corporation (CCOC), a private not-for-profit affordable housing provider with 1,600 homes in downtown Ottawa. Graeme is also president of CAHDSCO, an affordable housing developer. Graeme is currently a member of the Housing Services Corporation Regeneration and Asset Sustainability committee, Alliance to End Homelessness Ottawa Board, and the United Way Ottawa Affordable Supportive Housing for Seniors Task Force.

As the initiative moves to the next stage of development, additional individuals are being approached to join the BtB Leadership Team.

D. 'Broadening the Base' Concept

Affordable housing is a spectrum. For a wide range of individuals and families, the costs of accommodation relative to income and economic circumstances are prohibitive. Trying to address all affordable housing needs is daunting.

Consider these numbers. As of December 2013, some 10,089 households were waiting for rent-geared-to-income (RGI) housing in Ottawa, including 3,667 households with children and 2,086 senior households, waiting on average for 4.96 years (ONPHA, 2014). In 2013, over 700 different families accessed emergency shelter, with average stays of 98 days; 379 different youth (aged 16-17) also accessed the shelter system with average stays of 39 days (Alliance to End Homelessness, 2014). There are estimates that at least 1,000 other youth under 25 access adult shelters. During 2012-2013, the City of Ottawa commissioned a study which identified that 16% of the longest stay shelter clients were Aboriginal people.



'Broadening the Base' offers the perspective that to catalyze additional resources, and to leverage existing assets, it may be effective to focus on key populations for whom the lack of affordable housing creates dire living conditions and poor quality of life.

It is proposed that five specific populations deserve a particular affordable housing focus:

1. People who are chronically homeless,
2. Low to very low-income families with young children,
3. Youth at-risk,
4. Aboriginal people, and
5. Vulnerable seniors.

Clearly there are some individuals and families who fall into more than one of the above categories. And, of crucial importance, health factors and personal conditions, including mental illness and addictions, are present amongst some of these populations.

Social and housing agencies, supported by the City of Ottawa, are well aware of the situation and have made great strides in addressing the affordable housing challenges of specific populations. Notable projects include: a) Beaver Barracks for low-income families, b) new projects launched in 2014, by Ottawa Salus, John Howard Society and Montfort Renaissance for individuals who have been chronically homeless, and c) Unitarian House for vulnerable seniors. But the simple unescapable fact is that more affordable housing capacity is needed in Ottawa.

It is also important to note two key points.

Firstly, expanding the stock of affordable housing in Ottawa can be a combination of new building, and re-purposing existing housing stock through new models, including refurbishment.

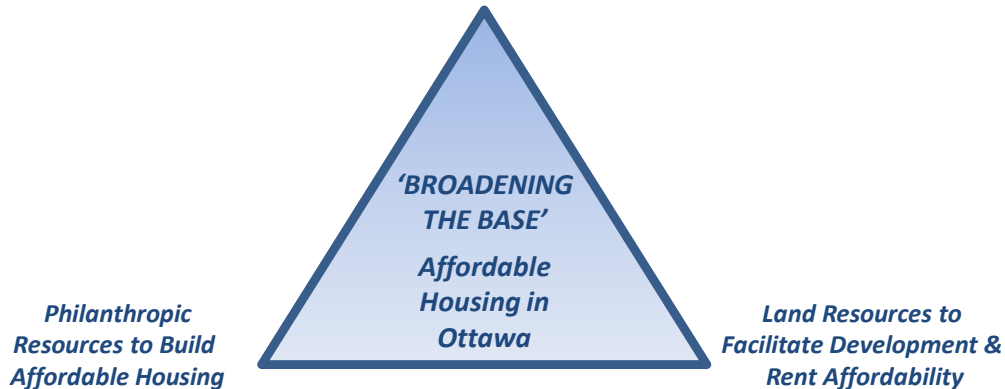
Secondly, affordable housing should not be considered in isolation from supportive services for vulnerable populations, including: health and social services; addiction treatment, mental health supports, employment and financial counselling, and other assistance that greatly heighten the likelihood on continued housing independence of the targeted populations. Broadening the Base will need to devise approaches that ensure that there is an integrated package of affordable housing and supportive services.

On the next page is a schematic illustrating the Key Focus Populations for the BtB initiative.



'Broadening the Base' Conceptual Framework

Affordable Housing Development Mechanisms & Organizational Leadership



It may be tempting to consider affordable housing as a social costs. However, as has been proven in dozens of communities across Canada and the United States, affordable housing, developed, maintained and operated effectively, is in fact a major economic “win” in three respects. Firstly, individuals and families in a stable housing situation draw on remarkably fewer community resources such as police, paramedic, hospital emergency, hospitalization, justice and incarceration and other services; than those with tenuous and transitory accommodation. Secondly, affordable housing that is integrated with market housing adds to community vitality; making streetscapes safer, and more inclusive of all populations. Thirdly, an established housing situation engenders a more stable lifestyle; putting individuals in a position to consider employment and employment readiness. Simply put, affordable housing can be a huge economic advantage for communities.

In summary, what are the key features regarding the ‘Broadening the Base’ concept?

1. An inclusive, community-centered approach as well as community leadership, including from social and housing agencies, business and the development community.
2. Tapping into and catalyzing community resources and assets for affordable housing and utilizing philanthropic values and organizations.
3. Strategic partnering and collaboration on affordable housing to build more vibrant, market-integrated and sustainable housing and communities.
4. A targeted approach to build affordable housing for Key Focus Populations.
5. An integrated, solutions-directed and systemic strategy, applying new affordable housing tools and innovations.



E. BtB 2014 – Consultation & Innovation Phase

Through 2014, the BtB process has included:

1. Extensive community consultations, including meetings with dozens of organizational boards, housing and faith groups,
2. One-on-One meetings with key community leaders,
3. Preparation of a BtB Concept Paper, and related background documents,
4. Information sessions on various facets of affordable housing including experts from across Canada,
5. An affordable housing innovation workshop associated with the 2014 annual conference of the Ontario Non-Profit Housing Association conference held in Ottawa, and
6. Extensive research, planning and initiative development on the part of the Leadership Team.

The above consultation and innovation activities have resulted in a very strong, and an almost universal expression of support for the BtB concept and intention. Several dozen organizations, including umbrella organizations like the Alliance to End Homelessness, have supported the initiative. Broadening the Base has thus received strong support from the Ottawa affordable housing community, partners, developers, prospective supporters and other organizations and individuals dedicated to substantively increasing the stock of affordable housing for key populations. Simply put, there is a community consensus that there is a need for new, innovative approaches for critical affordable housing needs in Ottawa.

F. BtB 2015 – Design Phase & Plan

A detailed Design Phase for Broadening the Base is planned for 2015. This phase is dependent on the participation of individuals and organizations; specific ways to contribute are outlined below. It is proposed that the Strategic Framework for the Design Phase of the Broadening the Base (BtB) initiative would be comprised of:

1. ***BtB Core Design Team***,
2. ***5 BtB “Development Circles”*** each delving into a specific facet of the BtB initiative, and
3. Regular ***BtB Roundtables and Information Sessions*** that will outreach into affordable housing constituencies/supporters/partners to ensure that there is regular two-way flow of information and input.



The **BtB Core Design Team** shall consist of a key group of individuals representing affordable housing agencies, social agencies, philanthropic/financial experts, property development innovators and communication/engagement specialists which shall work to knit together the pieces for the BtB initiative. Specifically, the BtB Core Design Team shall include: the BtB co-creators; the Convenors of each of the 5 BtB Development Circles described below; government representatives; and, representatives of organizations/individuals making major commitments to the BtB initiative or providing major bodies of expertise/capacity critical to the initiative’s successful implementation.

The 5 BtB “Development Circles” described below shall be inclusive and emphasize creativity and innovation. That said, BtB shall not seek to control the development of all new affordable housing mechanisms and arrangements. There shall be room for organizations and individuals to lead. BtB shall seek instead to instill community buy-in and support for our community’s affordable housing goals, convening efforts such that the sum of these efforts is greater than the individual parts of Ottawa’s affordable housing ecosystem.

Circle 1: BtB Affordable Housing Development Models & Partnerships: Design of alternative development models, including partnerships with social/housing agencies, development firms and governments which would be the basis of taking action on the 1,500 new affordable housing units target.

Circle 2: BtB Land Assembly Strategies & Potential Land Trust Establishment: Analysis and development of ideas to assemble land/sites for affordable housing, including land trusts and other related vehicles.

Circle 3: BtB Philanthropy Assessment & Mechanisms: Design and testing of a multi-year, broad community philanthropy campaign to raise capital for affordable housing through endowment, financial and flow-through charitable contributions.

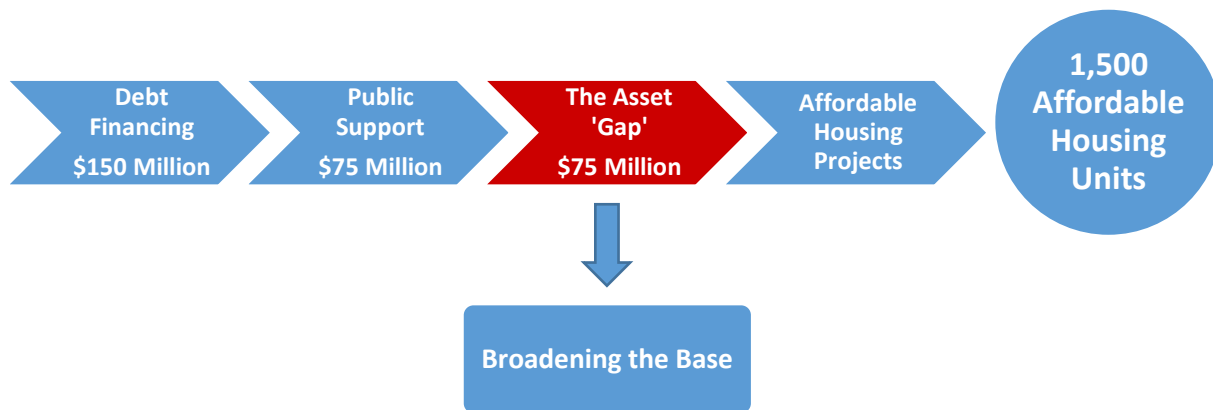
Circle 4: Social Impact Investment: Examination of models to source social impact investment for affordable housing and design of social impact funds/mechanisms for BtB implementation.

Circle 5: BtB Communications & Community Engagement: On-going and continuous efforts to connect Ottawa community, public and private organizations with the BtB process - including regular briefings and presentations on “in-progress” facets of the BtB plan - to seek input and guidance. This group would play a continuous outreach function.

The final Circle noted above, BtB Communications and Community Engagement, shall organize **BtB Roundtables and Information Sessions** at key points through 2015 to seek community input and share information on developments.



The scale of resources and capacity the BtB shall seek to catalyze and leverage is very challenging. Considering housing capital costs, and factoring in revenue that can cover some of these costs from rent supplements, and funding commitments made to date by governments, there is a \$75 million “GAP” to build 1,000 affordable housing units through BtB, and also meet the (estimated) 500 unit target determined by federal, provincial and municipal capital commitments. BtB envisions that meeting this “GAP” will require several key affordable housing innovations such as: large-scale, multi-year community philanthropy; an affordable housing impact investment fund; a new housing markets fund; land banking, trusts or inventories; affordable housing policy evolution; greater community development capacity; supportive services; and other mechanisms.



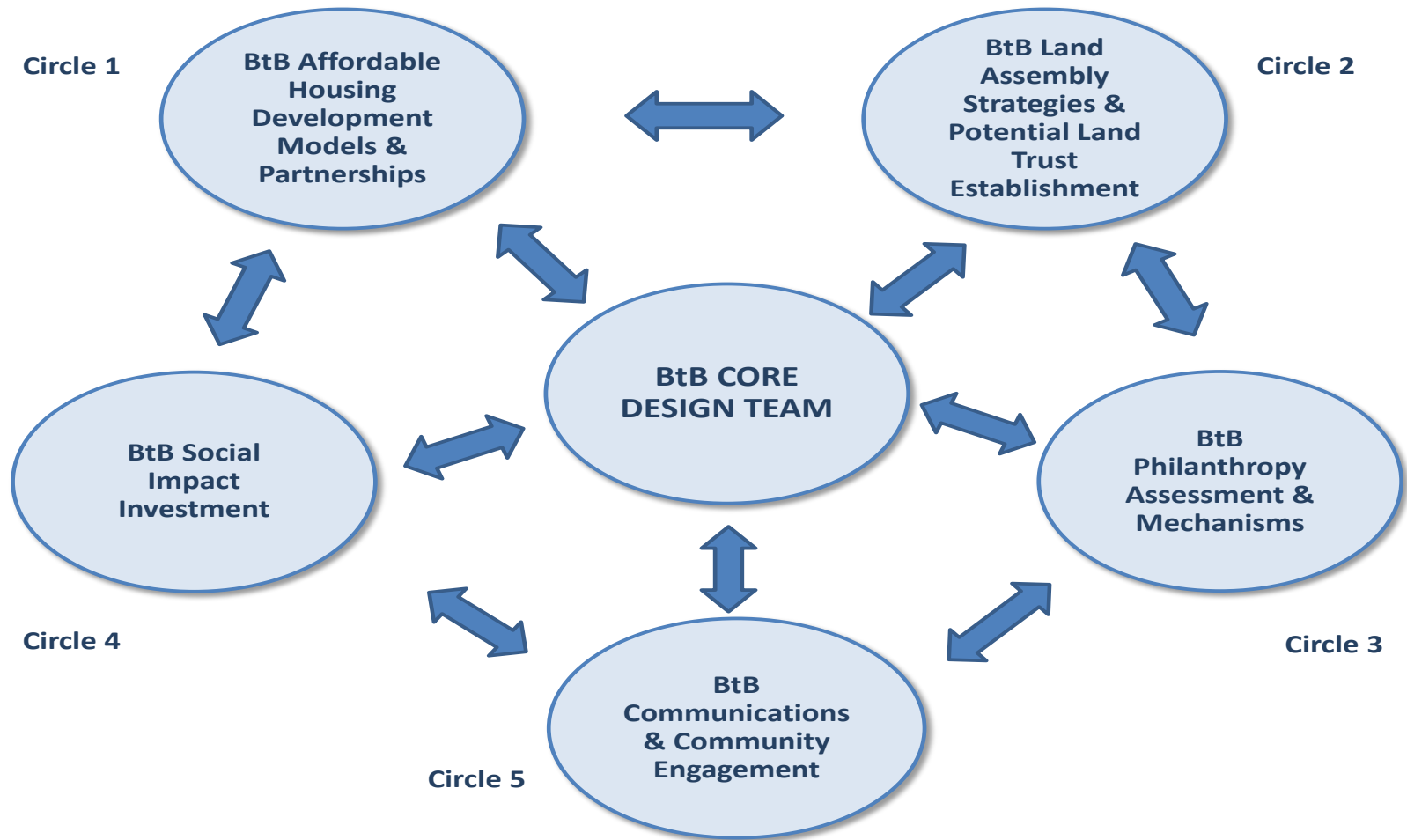
**Community Leadership + Civic Leadership + City Leadership + Collaboration
= ‘Broadening the Base’**

An “essential element” of Broadening the Base is collaboration between Community Leadership, Civic Leadership and City Leadership. Community Leadership entails the people-centered strengths of the homelessness, affordable housing and social services agencies. Civic Leadership is focused on a proposed community philanthropic effort, and the innovation, development and financing capacity of the private sectors. City Leadership is vital in relation to affordable housing supports/funding, development and zoning controls, and social and health services. *Broadening the Base is premised on accentuating Civic and City collaboration which also includes the important support role that is being played by the Ontario provincial government.*

On the following page is a schematic of the Strategic Framework - BtB Design Phase 2015.



BtB 2015 Design Phase Strategic Framework





G. BtB Support Requirements

BtB recognizes that the Design Phase needs to be managed. As such, BtB seeks financial support to the amount of \$150,000 at the outset of 2015 that would support the services of a coordinator and administrative support. The many moving parts of BtB need to be fused together to ensure that efforts are effectively managed.

Financial resources are required for:

1. BtB Coordinator
2. Communications Support (website, media releases, report and updates)
3. Work Group (i.e. "Circles") meetings, AV, refreshments
4. Community Events and workshops

A BtB Design Phase Budget has been prepared for review of funders and supporters.

The BtB Design Phase requires \$150,000 in funding support.

By late winter 2015-16, an Implementation Plan for BtB will be finalized, and specific affordable housing mechanisms, innovations and arrangements will be slated for roll out shortly thereafter.

H. Closing Summary & Expression of Thanks to Contributors/Supporters

The BtB initiative is poised to take the next step forward and launch a Design Phase for 2015. At this time, members of the Leadership Team would like to express appreciation to the range of individuals and organizations that have contributed and supported the initiative to date.

In addition, the BtB initiative will recognize contributions and support for the 2015 Design Phase ensuring that funding and resources contributed are duly acknowledged, and that reports of expenditure, activity and outcomes filed in a timely and comprehensive manner.

Ottawa, Ontario

April, 2015