



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' Conceptual Framework

Affordable Housing Development Mechanisms & Organizational Leadership



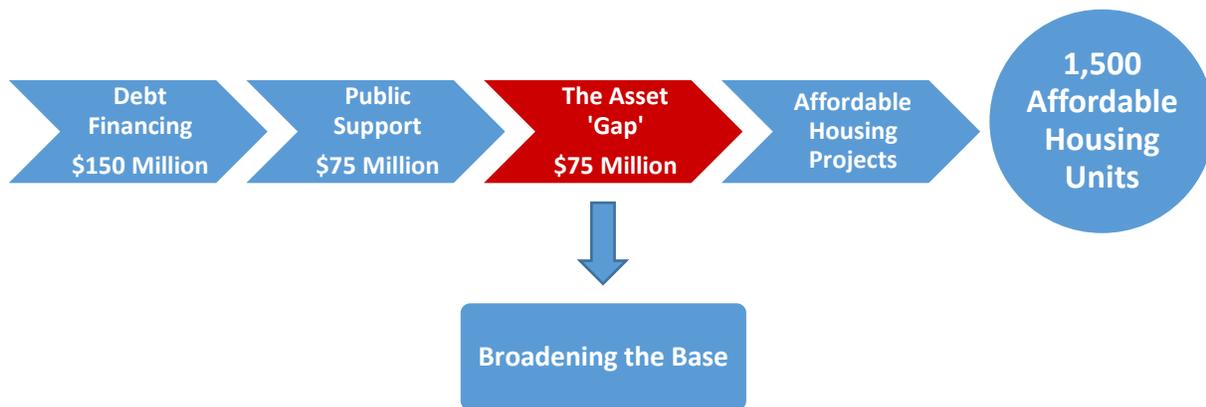
It may be tempting to consider affordable housing as a social costs. However, as has been proven in dozens of communities across Canada and the United States, affordable housing, developed, maintained and operated effectively, is in fact a major economic “win” in three respects. Firstly, individuals 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.



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

