

# *'BROADENING THE BASE'*

*2015 DESIGN PHASE*

*ROLLOUT PLAN & TIMELINES*



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# The idea

Here in Ottawa, there is widespread community commitment - housing providers, social organizations, levels of government, private developers, the community – to ensuring that all city residents have stable, secure & sustainable accommodation.

Yet many affordable housing gaps remain. There is a need to catalyze efforts towards bringing together additional land, fiscal resources & capacity to address need.

## *Broadening the Base*

- is premised on the idea that new models & innovations -- some tried in other jurisdictions – can enhance the availability of affordable housing for Ottawa, and
- seeks to set out how a broad, citywide effort to develop housing for priority populations can be catalyzed

*After several months of community consultations and engagement, Broadening the Base is poised to begin a 'Design Phase' in 2015 to develop and configure a series of 'Core Elements' that is focused on making available 1,500 additional housing units for targeted populations over the next five years.*

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# 2015 - a design phase with 5 “circles”

*Circle 1: BtB Affordable Housing Development Models & Partnerships:* Design of alternative development models, including partnerships with social/housing agencies, development firms and governments.

*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.

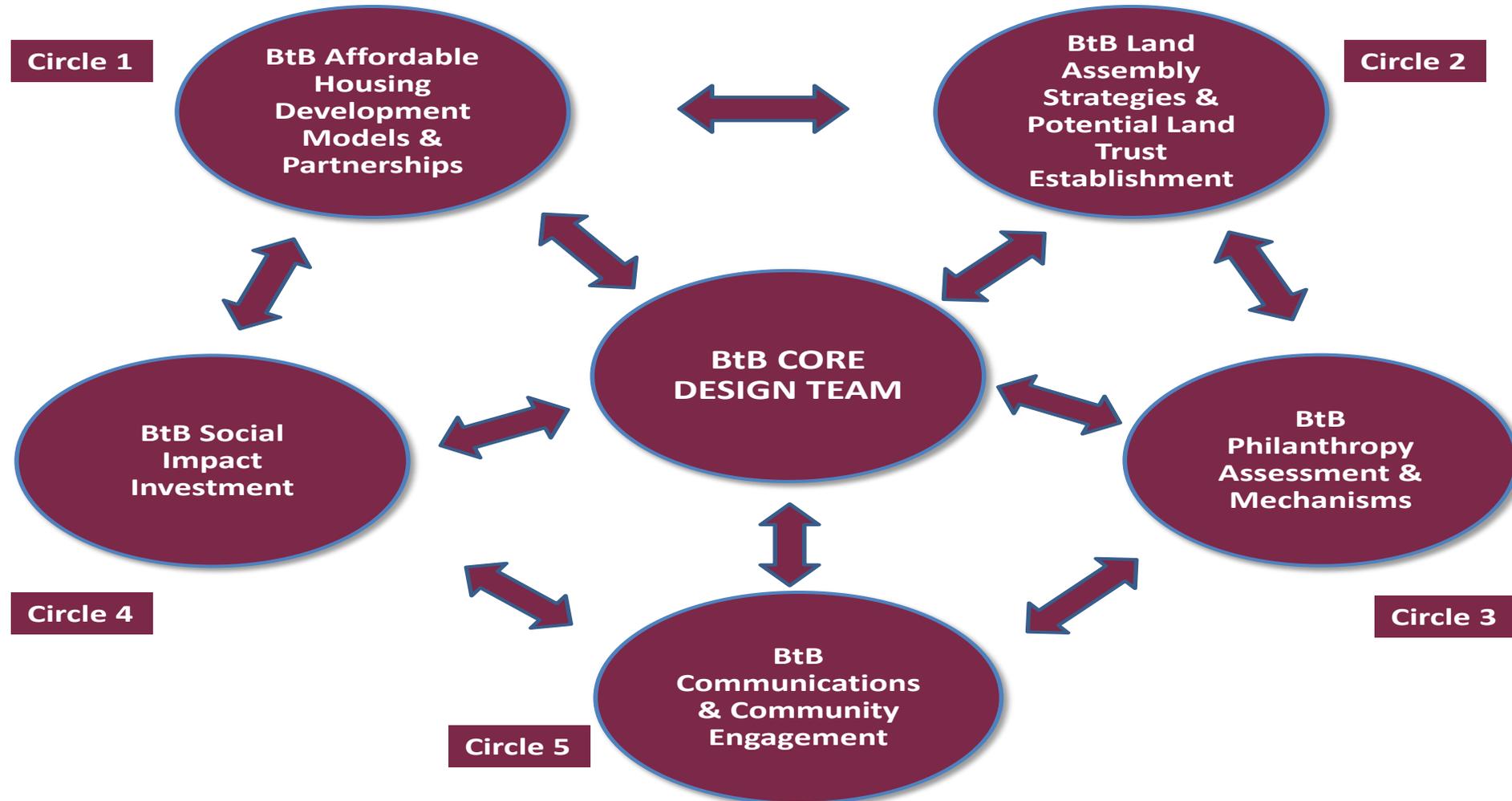
*Circle 4: BtB Social Impact Investment:* Examination of models to source social impact investment for affordable housing and design of social impact funds/mechanisms for BtB implementation.

*Circle 5: BtB Communications & Community Engagement:* On-going and continuous efforts to connect Ottawa community, public and private organizations with the BtB process.

# BtB "circles" – operating parameters

- ❖ *Through the BtB Consultation Phase over the past year, we have received a large volume of very good input and ideas that relate to each of the BtB Circles*
- ❖ *Each Circle shall consist of two Co-Convenors, a liaison from the BtB Core Team, and 8-10 Core Members. If you have an interest in being a Core Member of a Circle, connect with a member of the Core Team*
- ❖ *To the fullest extent possible, Circle Core Members shall attend each Circle Meeting, which would be held once a month through 2015, with additional potential sessions.*
- ❖ *As Circles are design bodies, the focus shall be on actually designing specific facets of BtB for implementation post the Design Phase*
- ❖ *During the Design Phase each Circle shall have an open session or two open to the Ottawa community (all are welcome) where an update shall be provided and input and feedback sought.*

# How the "circles" fit together



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# Affordable Housing Development Models & Partnerships Circle

- Mandate:** Develop 3+ Alternative Affordable Housing Development Models that could be considered for Ottawa focused on the 1,500 unit target
- Outcome:** Define the structure, relationships and roles of ready-to-be-implemented affordable housing development models based on various forms of partnership between affordable housing/social/health service agencies, property development companies, City of Ottawa, faith communities and other stakeholders
- Co-Convenors:** Bill Shields & TBC
- BtB 'Connector':** Chris Henderson
- Resources:** Various affordable housing partnership models in Ottawa and other jurisdictions

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# Land Assembly Strategies & Land Trust Establishment Circle

- Mandate:** Determine the structure for a Land Assembly Strategy that will connect those who have land with those who are seeking to develop affordable housing. Define the structure/role of creating a land trust
- Outcome:** A Land Assembly “portal” for those interested in contributing or developing affordable housing. A Land Trust model that can be used as a resource for organizations/individuals and foundations who are interested in ways to utilize land for affordable housing partnerships
- Co-Convenors:** George Brown & Doug McLarty
- BtB ‘Connector’:** Val Hinsperger
- Resources:** Models in Ottawa and other Canadian cities



## Social Impact Investment Circle

<b>Mandate:</b>	Analyze the potential design and utilization of an Affordable Housing Social Impact Fund based on review and analysis on leading example elsewhere in Canada.
<b>Outcome:</b>	Develop a 'made in Ottawa' Affordable Housing Social Impact Fund including all structuring, legal and business parameters ready for implementation
<b>Co-Convenors:</b>	Tessa Hebb & Brian Toller
<b>BtB 'Connector':</b>	Graeme Hussey
<b>Resources:</b>	MaRS, Trillium

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## Philanthropy Assessment & Mechanisms Circle

- Mandate:** To develop an attractive approach to philanthropic sources (individuals and organizations) that will be viewed as meeting their various needs.
- Outcome:** Rationale and wording to be included in communication materials explaining various mechanisms for contributing and the associated benefits of these mechanisms. Completed capital campaign strategy, an approach list and identified ambassadors to make the approaches to philanthropic sources of capital.
- Co-Convenors:** Richard Kluska & Linda Eagen
- BtB 'Connector':** Randal Goodfellow
- Resources:** In depth knowledge of wealth management, estate planning and tax laws. Models from other fundraising undertaking of this magnitude, such as the Resolve Campaign in Calgary.

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## Communications & Community Engagement Circle

- Mandate:** To ensure that the broad affordable housing, homelessness, social service and community/health services community, along with the general community, are connected to BtB and aware of development, including opportunities for input into plans and innovations. Media and social networking outreach to the broader Ottawa
- Outcome:** Open, respectful, transparent, proactive and positive two-way communications concerning BtB and various elements.
- Co-Convenors:** Manjit Basi & Eric Collard
- BtB 'Connector':** Mike Bulthuis
- Resources:** Local media, web and social networking platform



## Timelines

<b>Circle Meetings</b>	Commencing in May, continuing monthly through until Oct/Nov 2015
<b>Core Team Meetings</b>	Meeting monthly to coordinate the process
<b>Partner Engagement</b>	As required and as requested
<b>Community Sessions</b>	Early Fall, Early Winter
<b>Design Phase End</b>	Jan-March 2016
<b>Implementation Phase</b>	Post March 2016

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# BtB, changing Ottawa's affordable housing landscape

BtB will be a transparent, open, creative, honest, innovative and positive process. There is no organizational ownership. It is for, and of, the whole community.

BtB will not be a new organization. It is a community collaboration, and an "ecology" for affordable housing in our City.

BtB's components (such as a prospective affordable housing social impact fund) will be implemented by and through existing organizations. The 'How' of that process is the main focus of the 2015 Design Phase.

Clearly there are challenges to developing and implementing the affordable mechanisms proposed by Broadening the Base. It is also a complex effort. But that is by necessity. To truly make an affordable housing impact in Ottawa we need: new housing development models, land trusts, a major philanthropic effort and social impact funds/mechanisms.

*BtB needs leadership, support and participation.*