



February 15, 2015

BtB YEAR-END REPORT

Broadening the Base (BtB) had a successful and eventful 2015. Below, please find our year-end report of activities and accomplishments as we move closer to our vision of increasing the base of community support and resources for affordable housing for vulnerable populations in Ottawa.

BtB ACCOMPLISHMENTS:

- Conducted extensive engagement and consultation with the Ottawa community to collect input and feedback around the goals and ongoing design of BtB;
- Held two community meetings to report and collaborate on BtB activities;
- Received written letters of support from more than 25 organizations;
- Identified five areas of affordable housing development to explore potential opportunities for innovation;
- Coordinated Design Circle teams to identify best practices from other jurisdictions and new and innovative tools that can leverage existing resources and partnerships to make affordable housing development more viable in each of the five areas;
- Recruited a Leadership Team of community leaders and experts from business, non-profit, academia, government, affordable housing, social justice, housing development, finance, social impact financing, philanthropy, environment, communications, community engagement and grassroots advocacy, legal and religious sectors to lead the project;
- Solicited funding and hired a coordinator to oversee daily project management;
- Issued a public call for collaboration for viable development projects in Ottawa to work with BtB to explore innovations emerging from the Design Circles; and
- Chose four projects to collaborate with BtB as living labs to test, explore and leverage new resources and partnerships for affordable housing development in Ottawa.

SUMMARY OF ACTIVITIES:

BtB Goals and Design

In 2015, following extensive community consultation, Broadening the Base identified three key goals for the initiative and organized a structure to facilitate the goals. The defined goals for BtB are to (1) strengthen community collaboration for affordable housing; (2) promote affordable housing as a civic responsibility and (3) identify new ideas and mechanisms for

affordable housing development, financing, philanthropy and the development of land/property assets to catalyze new affordable housing units in Ottawa.

To achieve these goals, a structure was identified that consists of a Core Team to direct the overall initiative and five working groups or Design Circles each tasked with researching and analyzing best practices and new and innovative opportunities for affordable housing development in Ottawa. The five Design Circles are Affordable Housing Development Models and Partnerships, Land Assembly Strategies and Land Trust Establishment, Social Impact Investment, Philanthropy Assessment & Mechanisms, and Communications and Community Engagement.

Leadership and Administration

In 2015, BtB's leadership and administration teams were recruited. One of BtB's most impressive accomplishments of the year, the group that was assembled represents a wealth of knowledge and expertise from business, non-profit, academia, government, affordable housing, social justice, housing development, finance, philanthropy, environment, communications, grassroots advocacy, legal and religious sectors.

The Leadership Team includes the Core Team and two co-conveners for each Design Circle. The Core Team is comprised of business and non-profit leaders who are all well connected within the community and the project coordinator. In 2015, one member of the Core Team was identified as a liaison for each Design Circle and tasked with identifying and securing two co-conveners for their circle with expert knowledge of the area. In the recruitment, there was an emphasis on including, across the Design Circles, individuals that represent a broad and diverse group of stakeholders.

In June of 2015, a coordinator was hired on a contract basis to support the work of the Leadership Team and to assist with the administration of the project. The original contract was defined as a one year engagement at .75 FTE, to be extended with additional funding. The Core Team at the beginning of 2015 included: Chris Henderson, Graeme Hussey, Mike Bulthuis, Randal Goodfellow and Val Hinsperger. Gina Grosenick joined as the Project Coordinator in July. In September, Val Hinsperger stepped back from the Core Team due to a career change. In November, recognizing the need for closer communication with the City of Ottawa, Saide Sayah was invited to join the Core Team and he accepted the invitation in December. The core team met bi-monthly in early 2015 and then monthly from September onward.

The Design Circle co-conveners appointed in 2015 are Barry Hobin, Bill Shields, Doug McLarty, George Brown, Tessa Hebb, Brian Toller, Richard Kluska, Linda Eagen, Eric Collard and Manjit Basi. In December, Linda Eagen stepped back from the co-conveners position and a replacement is currently being identified.

The Leadership team met twice in 2015. In October, the team met to report and share Design Circle activities and to identify ways to engage the broader community in a learning capacity to

explore the feasibility of some of the ideas emerging from the Design Circles. In November, the team met again via conference call to finalize the parameters of the Call for Collaboration (see below). In November, BtB initiated a weekly “BtB This Week” email to share information about Core and Design Circle activities across the Leadership Team

Design Circle Activities

In 2015, all Design Circles formalized their priorities, recruited working group members as needed, and commenced their activities. Working as innovation labs, Design Circles researched creative solutions to affordable housing development in other jurisdictions and started the process of analyzing their feasibility and application in Ottawa.

The Land Assembly Strategies and Land Trust Establishment Design Circle held two design circle meetings in 2015. The Design Circle is currently exploring opportunities around land trusts, land banking, redefining faith lands and opportunities for private endowments.

The Social Impact Investment Design Circle held an initial meeting in the spring of 2015 and divided the work of the circle into two areas of social investment: retail and institutional. The sub-groups met over the course of the summer and fall and are currently exploring opportunities around community bonds, real estate investment trusts, private investment funds and leveraging existing investments to create new funding opportunities for development.

The co-conveners of the Philanthropy Assessment & Mechanism Design Circle met as a small committee to identify their role in the initiative. The group is exploring ways to support and mentor affordable housing projects in creating and facilitating effective fundraising campaigns. They are also looking at ways to connect projects with existing networks around private, foundation, and corporate capital.

The Affordable Housing Development Models and Partnership Design Circle also worked as a small committee in 2015. Researching innovation around affordable housing design and development in other jurisdictions, the circle is looking at innovations to reduce development costs to make affordable housing development a feasible option for builders and developers.

The Communications and Community Engagement Design Circle met as a small committee twice in 2015 and then expanded membership in the circle through an open call for volunteers in the fall of 2015. The Design Circle met in the late fall and set priorities around marketing and media engagement, community support for affordable housing, and ways to connect communities with the populations that will be using affordable housing.

Community Collaboration

Broadening the Base is a collaborative initiative and committed to being open and transparent, and reporting its activities to and seeking feedback on its activities through regular community meetings and collaborative partnerships. In 2015, BtB held two community meetings and extended a formal call for collaboration.

In May 2015, BtB reported, and sought feedback, on the organization of the initiative and the organization of the Design Circles.

In November 2015, BtB released its first *Invitation to Collaborate*. The invitation invites groups with viable concepts for affordable housing development to partner with BtB in 2016 to extend the work of the Design Circles and share learnings surrounding the feasibility of applying innovations in affordable housing resource and development partnerships. The collaboration will take the form of a learning lab where innovations identified by the various Design Circles are explored as opportunities to engage new partnerships and resources for affordable housing development and then publicized to the broader community.

In December, BtB held a second community meeting to report, and seek feedback, on the activities of the Design Circles and the *Invitation to Collaborate*. At the meeting groups that were exploring affordable housing development opportunities were invited to present their ideas and receive collaborative feedback and dialogue from the community.

Communication and Engagement

In 2015 BtB developed and expanded its suite of communication activities to more publicly and frequently engage with the broader community surrounding BtB.

In early summer, BtB organized a media conference to introduce the project and create public awareness surrounding the need for affordable housing.

In the late summer, BtB developed a FAQ and Backgrounder on the organization and its approach to be used as general information pieces in communication activities.

In the fall of 2015, BtB launched a website: btbottawa.ca. The website provides general information on Broadening the Base and its organization, reports on BtB activities, and provides links to innovative housing design and development. As the initiative moves forward, the website will also be used to promote dialogue on affordable housing projects in Ottawa.

BtB initiated a quarterly update on its activities that is sent via email to a distribution list of a diverse set of stakeholders surrounding the initiative. BtB has also been actively expanding and developing its distribution list to ensure that information on the initiative and the need for affordable housing is distributed broadly within the community, business, and development sectors.

In 2015, BtB promoted the initiative at various public events: The Alliance to End Homelessness Community Forum, Cahdco open house, CMHC National Housing Day Conference, and at a panel discussion on development in Vanier. In addition, BtB was a “client” for a group of fourth year public policy students at Carleton writing a policy paper on the need for and funding affordable housing for students.

BtB was asked to participate on a working group with Tye Solutions to organize a workshop about the intersection of housing with federal policy solutions and mandates in early 2016 and the need for creative, innovative approaches to affordable housing in Canada. The BtB coordinator has been an active member of the working group and the workshop will be an excellent opportunity to further promote BtB and its activities.

Finally, BtB created a twitter account to share information on its activities and affordable housing development through social media. @btbottawa is slowly building a following and regularly tweets about its activities and comments on issues of affordable housing in Canada.

Support and Fundraising

In 2015, more than 25 community organizations have formally endorsed Broadening the Base. In addition, BtB has received financial support from five different organizations totaling \$52,000 to assist with operations and administration.

In 2015, BtB applied for a Seed and Grow grant with the Ontario Trillium Foundation (OTF). Both applications were denied due to a lack of alignment with funding priorities. In late 2015, BtB's coordinator attended two webinars and further explored opportunities for OTF funding in 2016. In addition, other potential funding agencies have been researched and a case for support is being developed.

Finances

In 2015, BtB received \$52,000 in direct funding. Project support was received from the Community Foundation of Ottawa, Cahdco, Somerset West Community Health Centre, Centretown Community Health Centre, and the Ontario Ministry of Municipal Affairs and Housing.

Tessa Hebb, co-convenor of the Social Impact Investment Design Circle and Carleton University faculty member applied for and received funding from the McConnell Foundation for Carleton University to hire a student to assist with research and coordination of the Social Impact Design Circle activities. Additional in-direct and in-kind support was been received from Cahdco, the Alliance to End Homelessness Ottawa, Meyers Norris Penny, Lumos Energy, Centretown Citizens Ottawa Corporation, and Queensway Carleton Community Health Centre.

Expenses to the end of December, 2015 were:

Coordinator fees:	\$20,385.00
Direct expenses:	\$202.91
Website:	517.47
Total	\$ 21,105.38

2016 Outlook:

Following the close of the *Invitation to Collaborate* in mid-January, BtB and the Leadership team reviewed the proposals that were received and have chosen four for collaboration. Together these projects represent a wide range of opportunities to explore new and innovative mechanisms and models for viable affordable housing development. Broadening the Base will journey with these projects to identify, record, and share best practices and opportunities for leveraging new resources and partners with the larger Ottawa affordable housing community throughout 2016.

A key priority for 2016 will be to secure additional funding to cover the costs of administration and management costs to the end of 2016. Funding will be used for collecting and sharing information from the collaborative projects as well as an expanded communications plan that will develop the BtB website and social media platforms into portals to share innovations surrounding affordable housing development with the larger development, government and Ottawa communities.

BtB Contact Information

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