



Broadening the Base

Strategic Framework – BtB Design Phase 2015

The concept of Broadening the Base has 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. A detailed Design Phase for Broadening the Base is planned to be launched in 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 Round Tables 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 seek 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 developments 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.

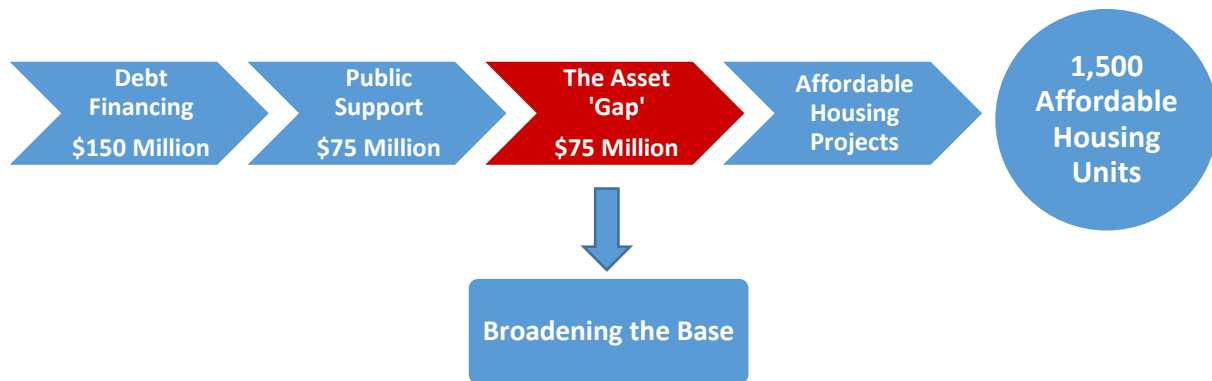


Circle 4: Social Impact Investment: Examination of models to source social impact investment for affordable housing and design of social impact funds/mechanisms for BtB implementation.

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.



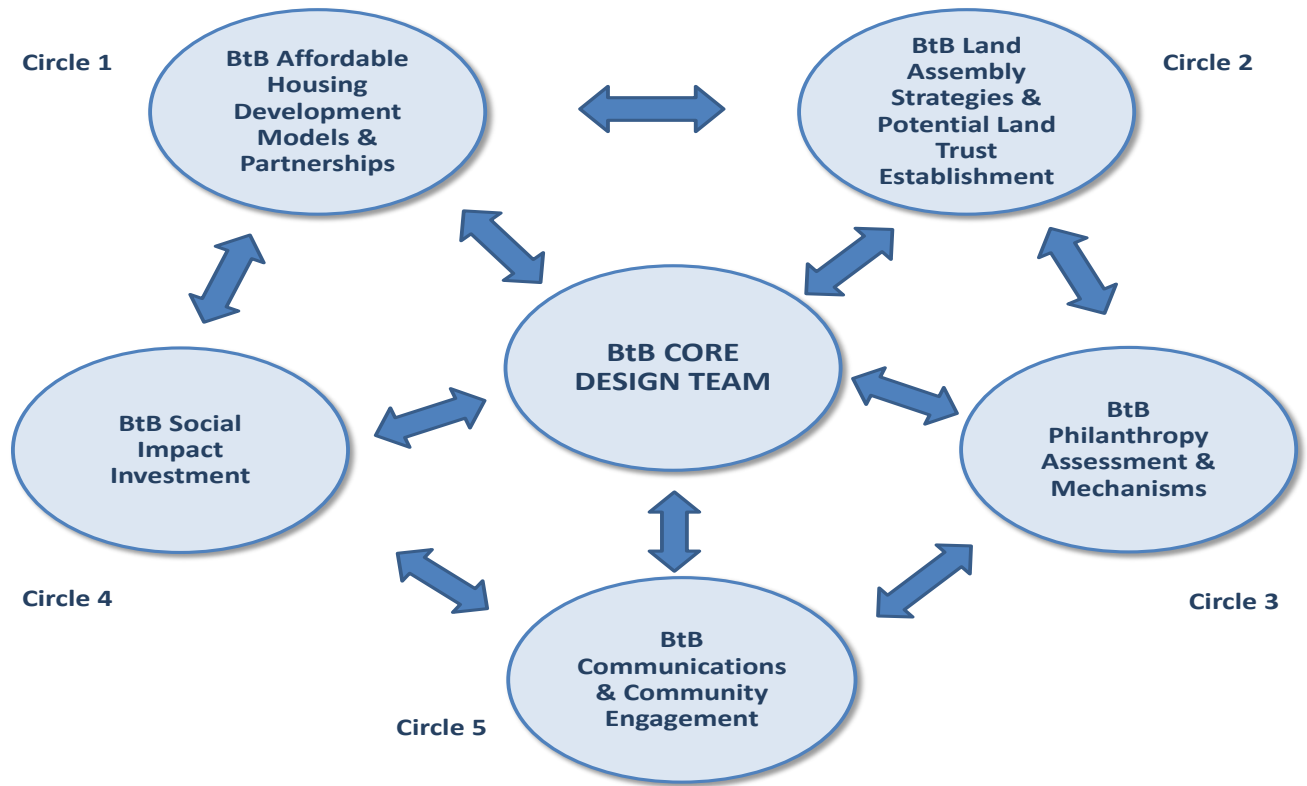
BtB recognizes that the Design Phase needs to be managed. As such, BtB seeks financial support to the amount of \$150,000 at the outset of 2015 that would support the services of a full-time coordinator and administrative support. The many moving parts of BtB need to be fused together to ensure that:

By the end of 2015, an Implementation Plan for BtB will be finalized, and specific affordable housing mechanisms, innovations and arrangements will be slated for roll out shortly thereafter.

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



Strategic Framework – BtB Design Phase 2015





Broadening the Base Expression of Commitment

The co-creators of Broadening the Base (BtB) invite Ottawa housing, social, community, business and institutional organizations, and concerned citizens, to formally signify their support and desire to actively participate in the initiative through making an *Expression of Commitment*.

It is requested that ***Written Expressions of Commitment*** include the following:

- 1. Position Statement (1 Paragraph):*** An individual or organizational support statement for the BtB initiative, based – as applicable - on consideration of the organization's senior management and governing body. The BtB Team is pleased to make presentations and provide information as organizations or individuals require. Organizations and individuals may wish to refer to the *Broadening the Base (BtB) Vision and Goals* document in considering a position statement. The BtB support statement should be definitive, addressing views of: a) interest in, and current affordable housing activity; b) the importance of catalyzing new community resources for affordable housing; c) the appropriateness of targeting the building of new affordable housing units over the next 5 years for the proposed *Targeted Populations*, above and beyond support/actions supported through government programs; and, d) the importance of devising new innovative resource and development mechanisms that can “bridge the gap” between affordable housing needs in Ottawa and existing capacity.
- 2. Collaboration Statement (1 Paragraph):*** At its core, BtB is an open-source, community process. It is not “owned” by any one organization; it is a community-centered, collaborative and inclusive Ottawa initiative that will seek to catalyze and leverage land, property, philanthropic and development resources to support affordable housing. *Thus, organizations and individuals are requested to state a commitment to participate in a collaborative and transparent process,*



bringing to the table their unique perspectives and insights to the community challenge of affordable housing, and working with an array of other organizations.

- 3. Participation Statement (1 Paragraph):** Ottawa community, business and institutional organizations and individuals have expressed strong support for the concept of Broadening the Base. The next stage of Broadening the Base shall be a *Design Phase* that will unfold over 2015. This will require financial and human resources, as set out in the *Strategic Framework – BtB Design Phase 2015* document. *Supportive organizations and individuals are asked to state in what manner they would be prepared to participate in the Design Phase* including: a) assuming a specific role in the Design Phase such as participating in, or convening, one of the Design Circles; b) making a financial contribution to the management of the Design Phase (to support a BtB Coordinator); c) leading in the development of a BtB mechanism or support infrastructure; and/or, d) being connected to the BtB initiative, and participating in Issue Roundtables and Information Sessions as they are convened through the year.

Individuals and organizations are asked to submit written Expressions of Commitment electronically by Friday, January 30, 2015. Submissions should be sent by email to: Mike Bulthuis mike@endhomelessnessottawa.ca and/or Chris Henderson chenderson@lumosenery.com.

Thank You

BtB Initiators/Convenors:

Mike Bulthuis, Randal Goodfellow, Chris Henderson, Val Hinsperger and Graeme Hussey



Broadening the Base (BtB) Vision & Goals

The Vision for Broadening the Base is a community-centered, collaborative and inclusive Ottawa initiative that will catalyze and leverage 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.

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. Through *Intensive Community Collaboration Processes*, BtB will be an initiative open to all organizations and individuals. 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.

Goal #2: Community Engagement

Broadening the Base takes the view that addressing pressing affordable housing needs is a civic responsibility of Ottawans, and community, business and institutional organizations, in addition to governments. BtB shall, therefore, include *Proactive Communications and Outreach* efforts to the housing/social sectors, and the broader Ottawa community seeking to connect organizations and people to support the building of new affordable housing stock.



Goal #3: Community Social Innovation

Broadening the Base shall be based on an *Innovation Platform* including new ideas and mechanisms for affordable housing development, financing, philanthropy and the deployment of land/property assets. In this regard, BtB shall draw from successful examples from other Canadian communities, and link with affordable housing efforts in other cities. BtB shall welcome and seek out social innovations from the voluntary, social, philanthropic, business and finance sectors.

Goal #4: Community Revitalization

Broadening the Base shall pursue affordable housing as a driver of community revitalization that can strengthen community lifestyles, local economies and social cohesion. Through a rigorous *Design Phase* over the course of 2015, BtB will strategically seek to build affordable housing that generates multiple benefits for the City of Ottawa, its residents and many diverse and vibrant neighbourhoods.

Broadening the Base – Organization & Governance

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 largely 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 co-creators of Broadening the Base invite Ottawa housing, social, community, business and institutional organizations, and concerned citizens, to formally signify their support and desire to actively participate in the initiative through making an Expression of Commitment.

Ottawa, December, 2014