

Building Capacity, Sharing Values:
Shared Spaces and
Social Purpose Real Estate
in Canada
Scan and Discussion Paper

TIDEScanada
uncommon solutions for the common good

Introductions



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Acknowledgments



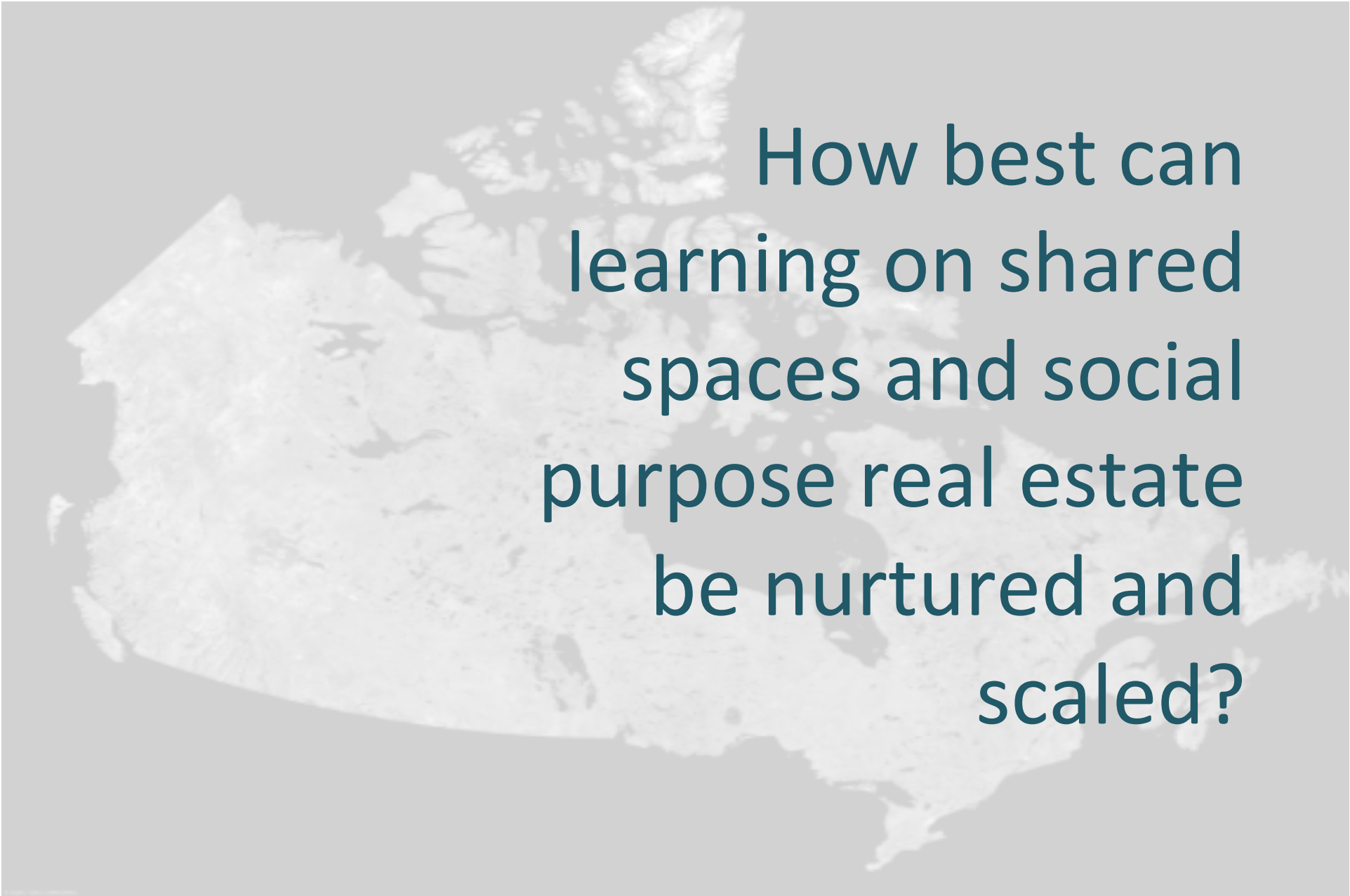
THE NONPROFIT CENTERS | NETWORK

Over 100 people
coast to coast!



What is
happening in
the field of
shared spaces
in Canada?

STARTING POINT OF SCAN



How best can
learning on shared
spaces and social
purpose real estate
be nurtured and
scaled?



Social Purpose Real Estate (SPRE) refers to property and facilities owned and operated by mission-based organizations and investors for the purpose of community benefit, and to achieve blended value returns.

Skwachays Hotel, Vancouver, skwachays.com/

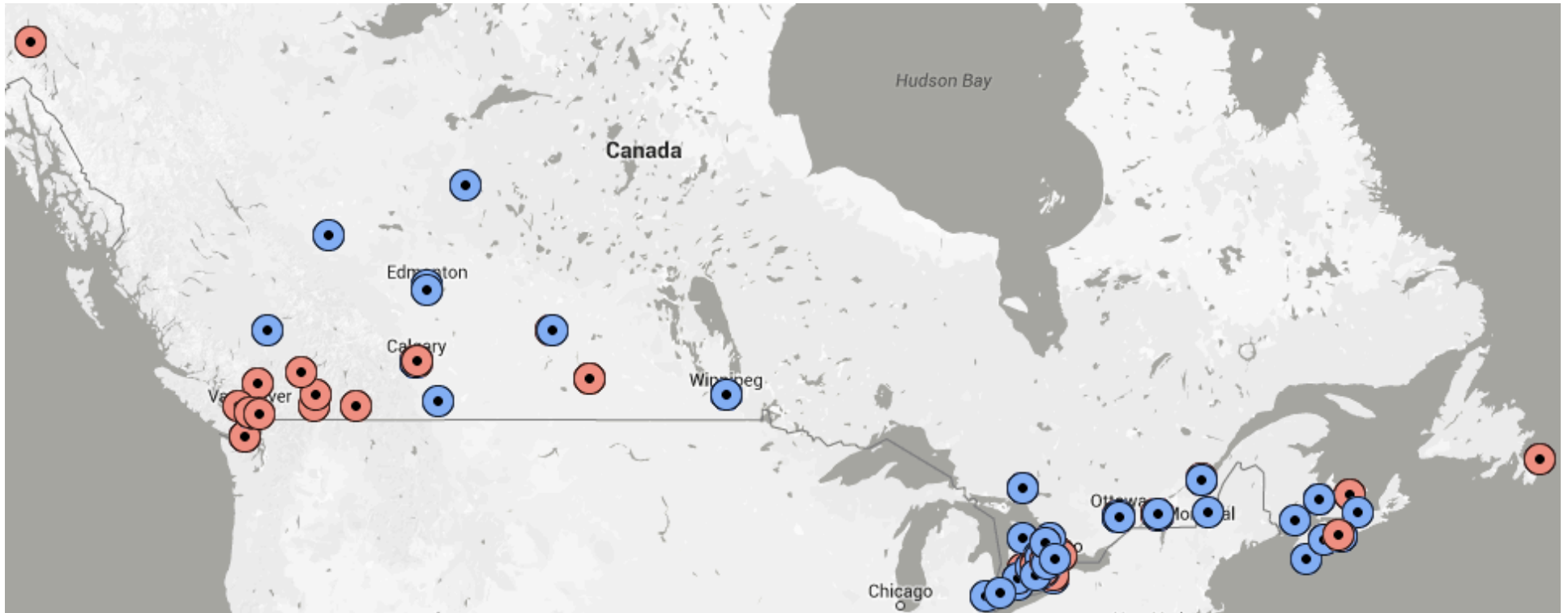
SOCIAL PURPOSE REAL ESTATE

QUESTIONS FOR YOU

1. Who has an innovative social purpose real estate project that we should know about?
(and add to the list!)

2. Who else should we reach out to?
You can be general (stakeholder type) or specific
("Ms. X , the genius in residence at...")

CHAT IN YOUR RESPONSES!



Coworking
Shared Space

SHARED SPACES IN CANADA

401 RICHMOND

- Employment, Entrepreneur and Volunteer
- Purchasing Power
- Customers for Local Businesses/Visitor Attraction
- New and Sustained Social Enterprises
- Catalytic, Multiplying Investments
- Environmental impacts
- Revitalized Civic Assets
- Promotion of Inclusion and Identity
- Community Commons and Public Spaces
- Increased Capacity for Access and Inclusion

[enter]

Image from 401 Richmond www.401richmond.net

WHY SOCIAL PURPOSE REAL ESTATE?

COWORKING



SOCIAL INNOVATION/ ENTERPRISE



NP CENTRE



SHARED SPACES



ARTS CENTRE



COMMUNITY HUB



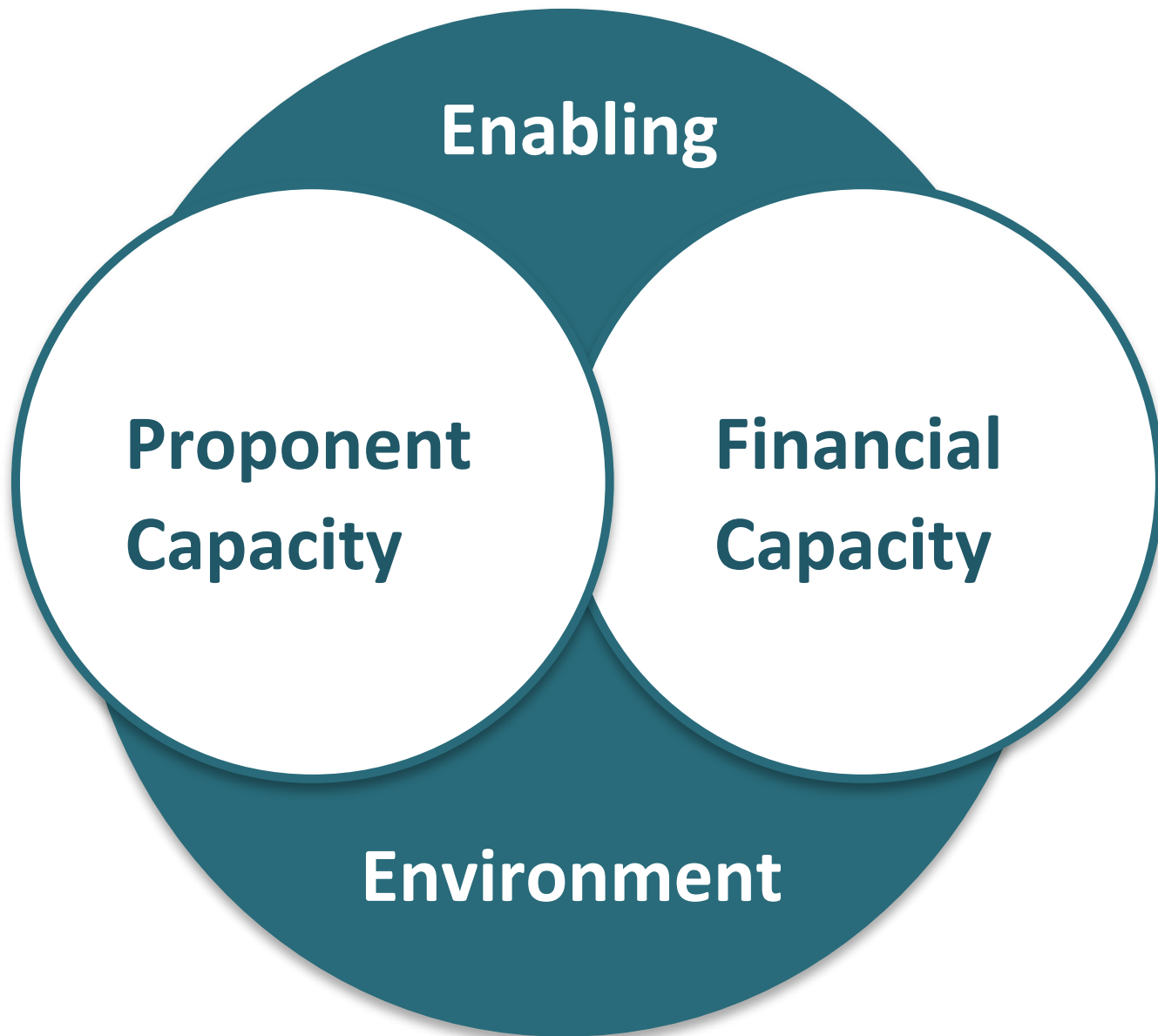
MIXED USE / REDEVT.



QUESTIONS FOR YOU

3. What are the THREE opportunities that most resonate with you?
4. What is a strategy or existing resource we should add?

CHAT IN YOUR RESPONSES!



**I can't do this
off the side of
my desk**

**Our board and
real estate
....hmmm**

**Where do we
turn to for help?**

**The doors are
open – now
what?**

**Honour
diversity ...
there is no one
size fits all**

**Proximity does
not equal synergy!**

**Help us
shout from
the rooftops**

**Failure is not just
another day at the
office**

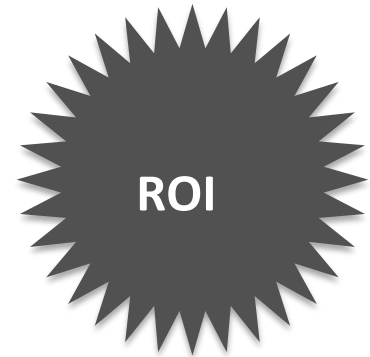
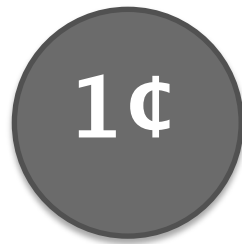
PROPONENT CAPACITY Challenges

Challenge	Recommendations from Scan
Poor Documentation of Existing Civic Assets	<ul style="list-style-type: none"> ① Identify and map existing publicly- and non-profit held assets ↑ Create online searchable platforms – work with municipalities
Lack of Policies and Strong Practices for Transfer of Publicly-held Assets	<ul style="list-style-type: none"> ① Compile examples of use agreements and negotiations Compile examples of use agreements and negotiations ① Create a primer on publicly-owned asset re-use – schools might be a good starting point ↑ Establish parameters for municipality and other public agency decision-making related to risk, liability and future impact \$ New funding mechanisms to redevelop assets
Navigating legal and regulatory issues is complex and murky	<ul style="list-style-type: none"> ① One-stop shop for existing and up-to-date online resources and publications ☑ Establish a list of recommended legal service providers with experience in shared space and social purpose real estate. ① Tools and checklists of questions to ask and compliance issues – this may need to be tailored for Provincial issues. ☑ Create access to an affordable early consultation service ↑ Convene to explore regulatory barriers and precedents to support systems change.

- ① Tools, information, and research
- △ Training
- ↑ Deeper capacity-building and advocacy
- ☑ Expertise/Certification
- \$ Funding

Challenge	Recommendations from Scan
Inadequate Skills and Readiness for Long-term Operations and Sustainability	<ul style="list-style-type: none"> ① Searchable compilation of lease and rent terms ↑ Advocacy to promote spread of social purpose real estate ☑ Work with Real Estate Boards to conduct Community Infrastructure Market studies \$ Funding for market research ☑ Roster of approved asset and property mgmt. consultants
Diverse constituencies and communities are not well-represented	<ul style="list-style-type: none"> ① Documentation of initiatives in under-represented communities ▲ Focused training and exchange
Driving and Sustaining Collaboration can be Difficult and Complex	<ul style="list-style-type: none"> ① Cost-benefit analysis tool; case-study and survey ▲ Create module on place-based collaborative frameworks linked to online resources like Innoweave ↑ Create a peer led peer exchange platform

- ① Tools, information, and research
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FINANCIAL Capacity Challenges

Challenge	Recommendations from Scan
<p>Mainstream Financial Institutions are perceived as Skittish/Inconsistent in lending to Non-profit/Social Enterprise sectors</p>	<ul style="list-style-type: none"> ① Research and dissemination on NP/SE assets and banking power ↑ Establish linkages with social procurement initiatives ☑ Convene banks and credit unions on NP/SE access to mainstream financing ☑ Establish third party service for ‘seal of approval’ to enhance loan and investment review
<p>Available Capital Models do not meet needs for Community Infrastructure</p>	<ul style="list-style-type: none"> ☑ Create pathway for any SPRE network to intermediaries and investors. ↑ Explore bundling/portfolio strategies to scale SPRE beyond single building projects ↑ Advocate with government infrastructure funding bodies to create SPRE financing pools.
<p>Shared Space Projects Might Not be Self-Sustaining on Rents</p>	<ul style="list-style-type: none"> ① Create a database of researchable project budgets ① Solicit financial sustainability case studies ① Create templates of risks and mitigation scenarios \$ Funding mechanism for rent assistance i.e. for non-profits – similar to housing supplements. \$ Explore/pilot for social impact bond model related to cost-savings of a collaborative space project.
<p>SPRE Initiatives Require More Rigour in Documenting Return on Investment</p>	<ul style="list-style-type: none"> ① Create template/apply investment metrics to enable organizations to capture standard financial indicators ① Case studies on long-term impacts of all NFP/social sector held assets ▲ Training and case studies from investor perspectives

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TO DO

Asset documentation

Transfer of/'Free' assets

Tax-charitable-real estate rules

Impact metrics

Inclusive infrastructure planning

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Challenge	Recommendations from Scan
<p>There is no standard language and tools for measuring social impact and outcomes</p>	<ul style="list-style-type: none"> ↑ Convene a learning community to create guidelines for SPRE-related social impact. ① Case studies on long-term impacts of all NFP/social sector held assets △ Create a cloud-based site and training platform with dashboard, occupancy survey benchmarking assessments for SPRE projects. △ Training and application of existing systems like the Global Impact Investing Ratings System (GIIRs). △ Create a cloud-based site and training platform with dashboard, occupancy survey benchmarking assessments for SPRE projects. \$ Model a shared space social impact bond
<p>Community infrastructure planning is not embedded in local planning practice and funding</p>	<ul style="list-style-type: none"> △ Facilitate cohorts to drive local systems-change for community infrastructure planning. \$ Expand use of other infrastructure investment (transit-related) to create and sustain community infrastructure. ↑ Lead advocacy on integrating community infrastructure into planning and investment at all levels.

- ① Tools, information, and research
- △ Training
- ↑ Deeper capacity-building and advocacy
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QUESTIONS FOR YOU!

5. Do you think there is a need for a dedicated pan Canadian learning community?
(Don't be shy about saying no!)

6. Do you believe there is enough broad-based support?

7. If yes, what role or services should it provide?

CHAT IN YOUR RESPONSES!



BE
PAN-
CANADIAN

BE
INCLUSIVE

CROSS
BORDERS

FIND
A NICHE

BE A
VOICE

MAKE IT
EASY –
CURATE

FUNNEL-
START
FREE

FINDINGS FROM ASSOCIATION REVIEW



Goal One: Grow the capacity of practitioners imagining, implementing and scaling Social Purpose Real Estate

Work from a coalition of the willing

Get going

Make it easy to participate

★QUICK WINS

Interactive atlas

Expression of interest

Convene by phone

Convene at June SPRE conference

Goal Two: Stimulate idea generation, action, and advocacy that strengthen the enabling environment for Community Infrastructure

Foster cohorts to tackle systems change locally

Prove and promote framework of impacts

Align with networks

★ QUICK WINS

Local tables

Metrics community of practice

Option One

Coordination
through loose
Network of
Networks

<\$30,000

Option Two

Affiliation
with an
Existing
Association

≈\$75,000

Option Three

Pan-Canadian
Centre for
Social Purpose
Real Estate

\$75,000 to
\$175,000

LEARNING COMMUNITY OPTIONS

January – March 2015

Feedback, revisions, suggestions on scan

April – May 2015

Outreach and 1-2 coordinating calls

June 2015

Continuing the conversation at *Building Opportunities*
Go/no go? If go, establish committee and next steps!

QUESTIONS FOR YOU!

8. Do you have a preferred option?

Feel free to be explicit about who and where you think a learning community could be positioned.

9. How would your organization be able to support such a pan Canadian initiative?

(e.g., funding, administrative help, web hosting, work space for a coordinator)

10. How would you like to stay involved in the conversation?

CHAT IN YOUR RESPONSES!



See you in Vancouver!

Think Big to Build for the Future!

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TIDEScanada
uncommon solutions for the common good



THANK YOU!