



2017 ONPHA Conference and Trade Show

Shaping
our
Future

Session 310

Before and after: What to expect with housing development

PRESENTED BY:

Melissa Estable, Project Manager, Development Centretown
Citizens Ottawa Corporation

LoriAnn Girvan, Chief Operating Office, Artscape

Luke Smith-Adams, Senior Manager, West Donlands Housing

Learning goals

- Passive House: lessons learned from 2 projects
- (Re)development of EOA housing outside a funding program
- What does success look like?



City of Ottawa

- +9,000 individuals used shelters 2016 (incl. 615 families)
- Waiting list ~10,000 households (~8 years)
- Builds ~100 units/year
- Private non-profit housing ~ 22,500 units (+50 providers)
- Ottawa Community Housing ~14,500 units





- Mission is to create, maintain and promote housing
 - 50 + properties
 - ~1,600 affordable homes
 - Mixed income portfolio, fosters diversity and inclusion



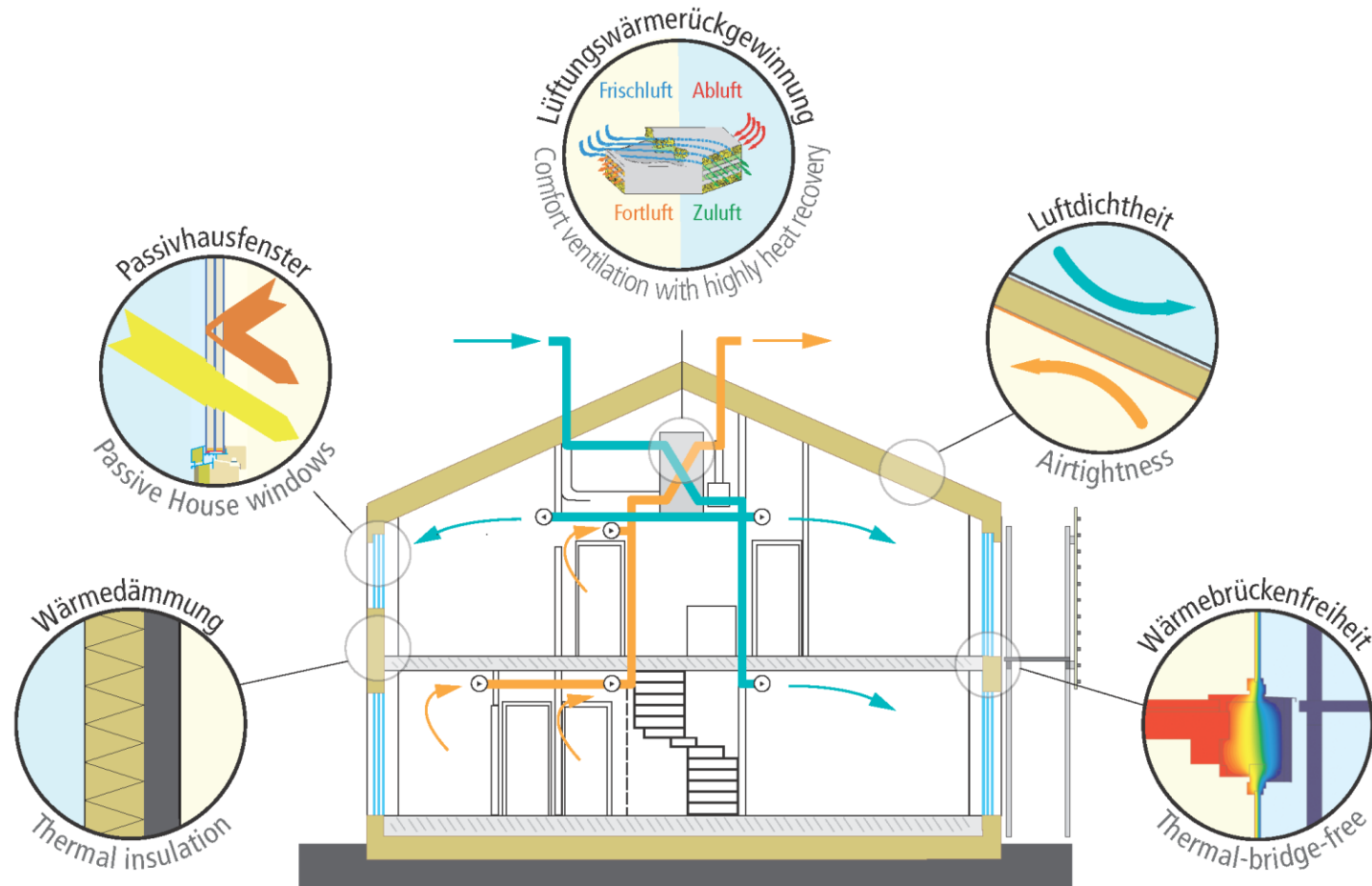
CCOC / Cahdco



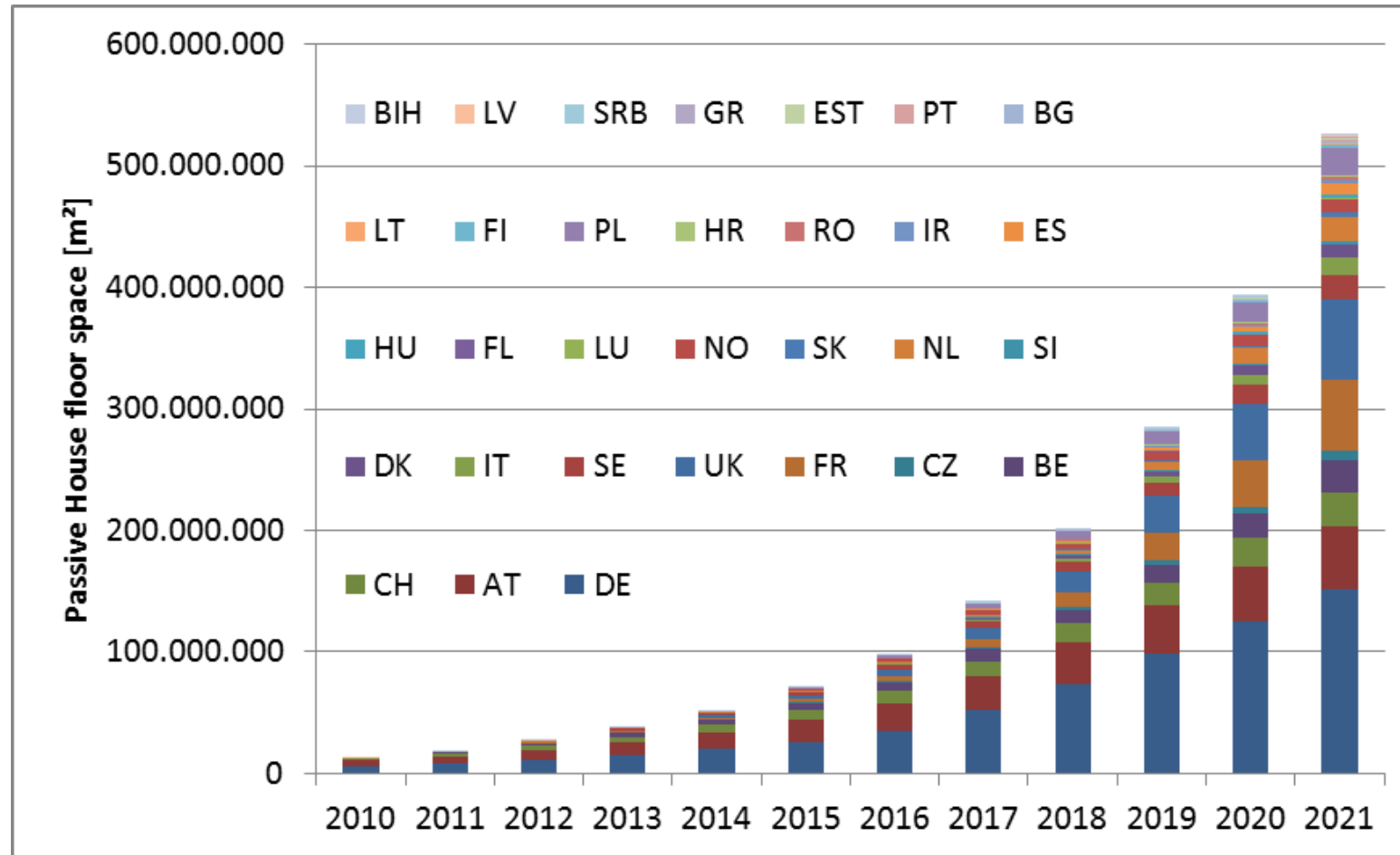
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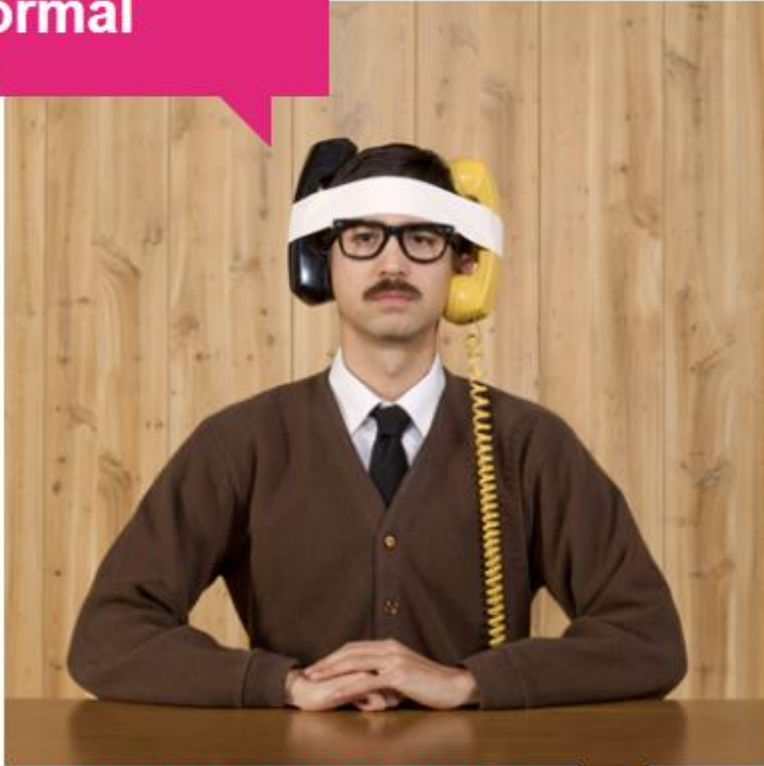
What is Passive House?



European Passive House Trends



I live in a passivehouse but I'm normal ...



In your passivehouse, the most extraordinary is YOU

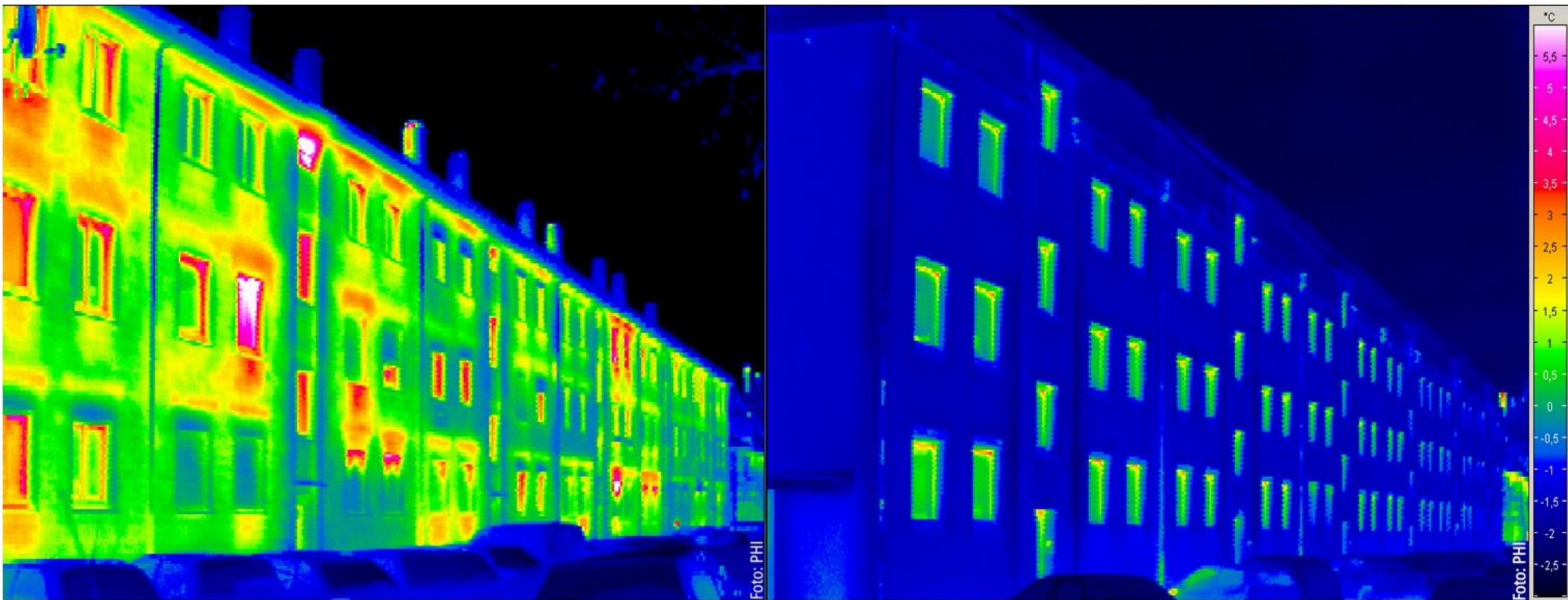
We work in a passivehouse building but we are normal ...



In your passivehouse, the most extraordinary is YOU



Tevesstrasse Frankfurt



Karen's Place



- 42 studio units, 6 BF
- Supportive housing
- Tenants moved in Fall 2016
- Action Ottawa funded \$5 M
- \$2.6 M Salus fundraised



cahdco

CSV ARCHITECTS



Shaping our Future • 2017 ONPHA Conference and Trade Show

Lessons Learned from Karen's Place

- Prototype Passive House MURB – 1/20 in N. America
- Urban infill site conditions – encroachments
- Incremental costs – errors & omissions




Lessons Learned from Karen's Place

- Centralized mechanical system
- Sourcing an elevator with ↓ energy use
- Unionized trades ↑ quality & cost



Defining Success ...

- Annual heating cost \$27/unit
- Significant media and industry attention  fundraising
- Homes for 42 adults with persistent, severe mental illness



CCOC redevelopment of EOA property



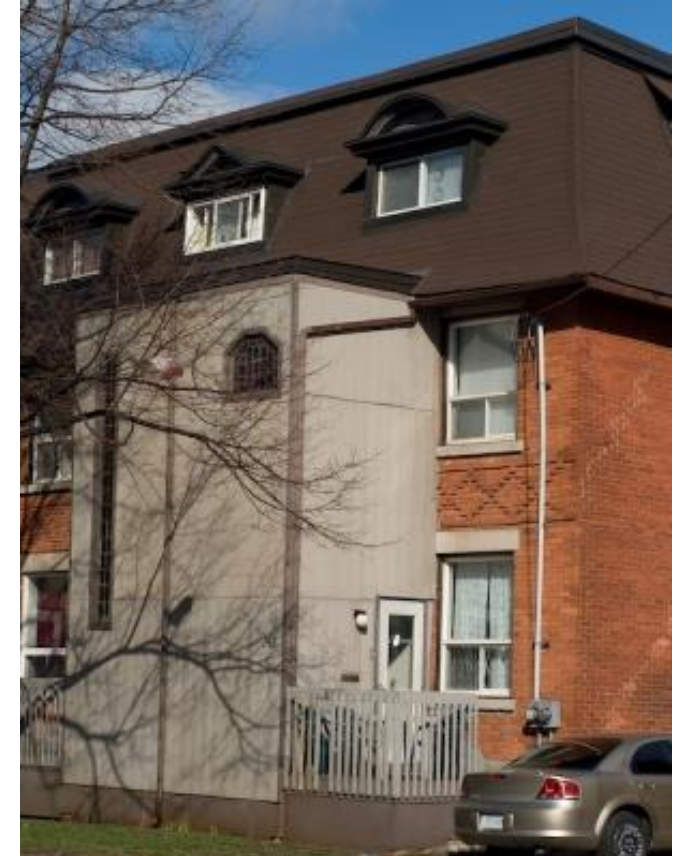
We're re-building
affordable housing
on Arlington Street



The tale of 2 properties...



- Buildings at end of life
- Arlington EOA in 2012
- Eccles partnership transferable
- Subsidies grandfathered



Arlington Residences



- 16 family units, 2 BF
- Move-in Fall 2018
- CCOC equity \$600k
- S 37 \$500k
- CMHC finance

CSV ARCHITECTS



Why Passive House?

HEALTHY BUILDINGS, HEALTHY PEOPLE

Getting to Zero

In the CCOC of the future, there are even more sustainable buildings exceeding energy-use reduction targets, including many (if not all) 'net zero' buildings. In this vision, our tenants can expect the option of living in healthy environments that are non-smoking and can choose car-free lifestyles.




Karen's Place Arlington

| +11 % | +7.5% |
|---------------------------|-------------------------|
| Centralized HVAC | Decentralized HVAC |
| Action Ottawa funded | No gov't capital grants |
| Provider pays hydro | Tenants pay hydro |
| Interior amenities needed | No interior amenities |



Defining Success ...

-  Quality housing at 2 properties, keeps 50/50 household mix
- Relieves long-term pressure on CCOC replacement reserves
- Net increase of 12 bedrooms, increasing family housing



TENANTS FIRST
IMPROVING MATERIALS

SECTION 37

SETTING A PRECEDENT OR MODEL
IMPROVING STREETScape AND FRONT FACING DESIGN
ON OR UNDER BUDGET

INFORMING PUBLIC PERCEPTION AND ENCOURAGING COLLABORATION

MORE BIKE PARKING AND LESS PARKING
INTERNAL DOCUMENT CONTROL

GREEN FEATURES



Defining Success ...

- Passive House ~meets CCOC goal for a Net Zero by 2022
- Replicable model for redevelopment of EOA properties outside of funding programs



Questions?

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Project Manager, CCOC / Cahdco
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310

Before and After: What to expect with housing development

PRESENTED BY:

Luke Smith-Adams, Senior Manager – West Donlands Housing

Learning goals

1. A brief history of how the project was developed.
2. Reflect on our model of affordable housing that has incorporated partnerships to ensure long term project sustainability.
3. Summarize our first year of operation.
4. Highlights of the challenges and successes that we have experienced.



Building Overview and History

- Initial purpose of building
- Retrofit and conversion to affordable housing
 - 10 Floors
 - 108 Units
 - Mix of 1,2,3 and 4 bedroom units
 - 2 amenity spaces
 - Large shared office area



DAOUST LESTAGE.



Partnerships with Fred Victor

- Partnerships are integral to the operation of our housing program.
- A variety of partnership types are incorporated into the program.
- Partnership types include; support agreements, head leases, and office space rental.



Partnerships with...

- The Canadian Centre for Victims of Torture – Support and referral Agreement for 46 units.
- PACE Independent Living – Support and referral agreement for (9) units. One (2) bedroom unit converted to 24-hour office space.
- Veterans Affairs Canada – Support and referral Agreement for ten (1) bedroom units.
- Athletes – Professional Athletes registered with The Olympic Committee of Canada



Partnerships with...(cont.)

- LOFT Community Support Services – Head lease twenty-seven (1) bedroom units and an office space at full market value.
 - Provide staff to support their tenants
 - Sub-leased to LOFT tenants
 - Sub-tenancies administered by LOFT
- Covenant House – Head lease three (2) bedroom units at full market value
 - Operate a transitional housing program. Two youth share one unit. Private bedroom and shared bathroom and kitchen.
 - Covenant House provides staff that work off site but visit the building regularly to support tenants.



Partnerships with...(cont.)

- Community Development and Client Support
 - This program model is dependant on our partners to provide strong levels of support for our tenants.
 - Diverse communities represented within our building. Strong working relationships with partner agencies has been key to creating a sense of cohesion in the building.
 - Collaboration and teamwork between agencies important to the success of this project.



How do we keep rents affordable and the keep the program viable?

- Majority of tenants pay 80% of market value (or lower) for their units.
- Head leased units at full market value.
- (49) rent supplements – (20) \$250.00 and (29) \$400.00 supplements to further reduce total cost to tenants.
- Internal subsidies qualifying units.



Lessons Learned After a Year of Operation

Lessons Learned

- Renovations and Retrofits
 - Things will come up as the building becomes occupied. Document everything.
- The Automation of Mechanical Systems
 - Be wary of new and untested systems that are presented as, “The BEST thing ever...”



Lessons Learned (cont.)

- Neighbourhood Mapping and Information for New Tenants
 - Comprehensive list of community services, schools, transit and other services.
- Office Layout and Design
 - What works on paper might not work in practice. Think about how tenants will access staff. Is the design intuitive? Accessible?



Lessons Learned (cont.)

- Parking Priorities
 - Fair and accessible policies for tenants who require parking.
- Outreach to Local Services and Businesses
 - Affordable housing has stigma attached to it. Have conversations with local stakeholders.
- Social Housing Providers as Service Coordinators
 - We are in a unique position for client intervention. We see things that others might not.



Lessons Learned (cont.)

- Expectations and Responsibilities
 - Clear agreements – Refer back to them often to normalize responsibilities.
- The Process of Settling
 - You will never be able to prepare for all contingencies. Do your best to anticipate, but recognize that things will come up.



Lessons Learned (cont.)

- Be Open
 - Open to change what doesn't work, open to re-evaluating the program.
- Celebrate your Victories
 - Very easy to get bogged down in the day to day.
 - Celebrate the positive aspects of the work! The creation of new affordable housing solutions is a huge accomplishment!



Thanks!

An abstract, vibrant painting featuring multiple faces and figures in various colors (red, blue, green, yellow, orange) and styles (some realistic, some stylized). The composition is dense with overlapping lines and colors.

Adaptive Reuse of Schools/ Réutilisation adaptée des écoles excédentaires

LoriAnn Girvan,
Chief Operating Officer



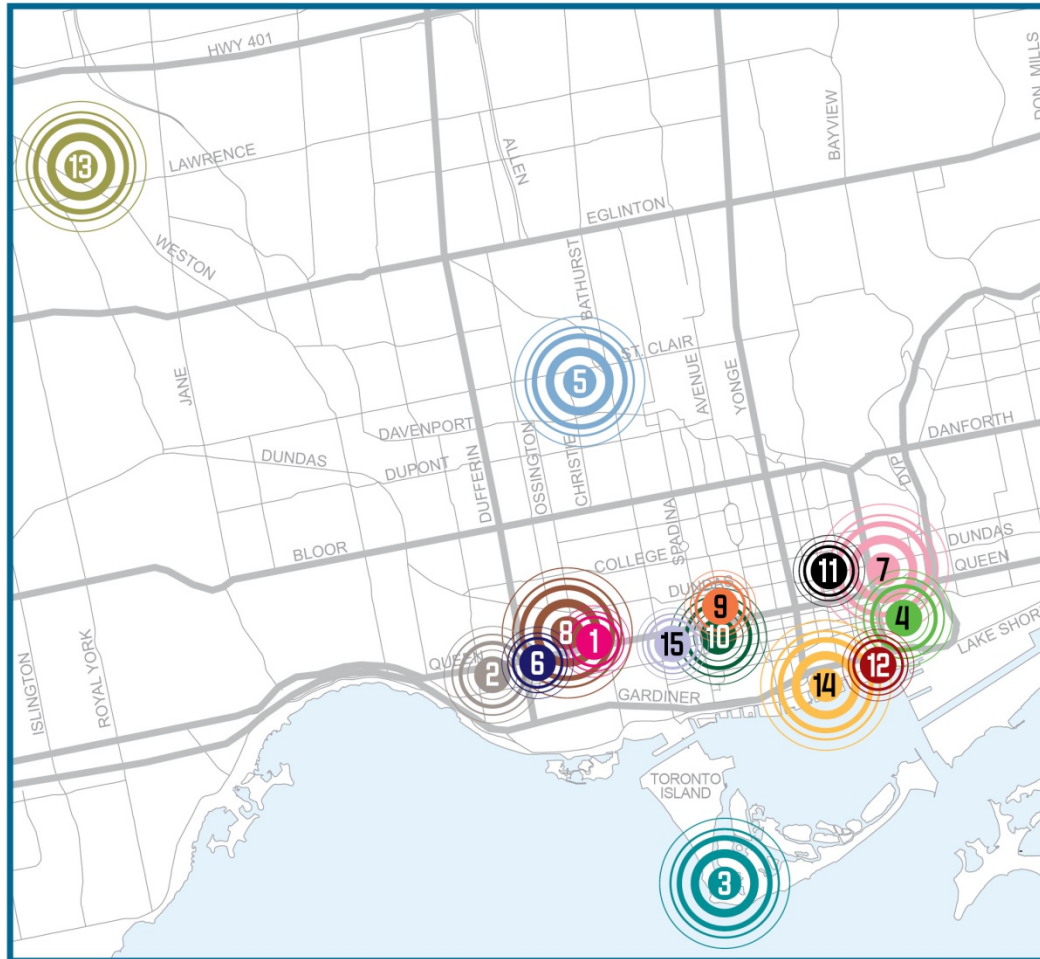
ARTSCAPE

Mission: WHY WE EXIST



Artscape is a not-for-profit urban development organization that makes space for creativity and transforms communities.





ARTSCAPE PROPERTIES

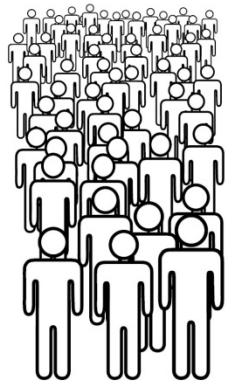
In Operation

- ① Artscape West Queen West
- ② Parkdale Arts & Cultural Centre
- ③ Artscape Gibraltar Point
- ④ Artscape Distillery Studios
- ⑤ Artscape Wychwood Barns
- ⑥ Artscape Triangle Lofts
- ⑦ Daniels Spectrum
- ⑧ Artscape Youngplace
- ⑨ Artscape Lofts at 210 Simcoe
- ⑩ Artscape Sandbox
- ⑪ Artscape Lofts at PACE

In Development

- ⑫ Artscape Bayside Lofts
- ⑬ Artscape Lofts at Weston Common
- ⑭ Artscape Daniels Launchpad
- ⑮ Artscape Lofts at Waterworks

By the Numbers



2,678
PEOPLE

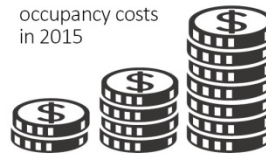
Working and/or living
in Artscape properties

149
ORGANIZATIONS

Housed in Artscape
buildings

\$3.6M
IN SAVINGS

Passed on to Artscape artists
and organizations on
commercial & residential
occupancy costs
in 2015



56% LOWER

On average, 2015
rental rates for
artists and not-for-profit
organizations were 56% lower than
rates for comparable commercial
spaces in downtown and midtown



*Based on gross average rates for Class B
commercial space in 2015

42 VENUES

Number of public venues
(performance spaces,
galleries, etc.) in Artscape's
portfolio



\$788,000
ANNUAL SUBSIDIES

providing non-profit organizations and
grassroots groups with sliding-scale accessible
rates to Artscape event venue space for
performances, exhibitions and special events
in 2015



417
VOLUNTEERS

Number of people
who volunteered for
Artscape in 2015
(including 195 senior-
level volunteers)




































INNOVATIONS IN AFFORDABILITY

| Space Types | COMMERCIAL (studios, offices, retail) | | | RESIDENTIAL (live/work) | | | PUBLIC VENUES* | |
|---------------------------------|--|-------|------|-------------------------|-----|---------------------------------|-------------------|-----------------|
| Affordability Type | Below Market & Affordable | | | Market | RGI | Below Market & Affordable | Market | Below Market |
| Term | Hourly | Short | Long | | | | | |
| PROPERTIES IN OPERATION | | | | | | | | |
| Artscape Distillery Studios | | | ■ | | | | | T |
| Artscape Gibraltar Point | | ■ | ■ | | | | | A T |
| Artscape Triangle Lofts | | ■ | | | | ■ ⊙ | | A |
| Artscape West Queen West | | | | | ■ | ■ | ■ | |
| Artscape Wychwood Barns | | ■ | ■ | | ■ | | | A T |
| Artscape Youngplace | ■ | ■ | ■ ⊙ | ⊙ | | | | A T |
| Daniels Spectrum | | ■ | ■ | | | | | A T |
| Parkdale Arts & Cultural Centre | | | ■ | | | ■ | | T |
| Theatre Passe Muraille | | | | | | | | T |
| PROPERTIES IN DEVELOPMENT | | | | | | | | |
| Artscape Launchpad | ■ | ■ | ■ | | | | | tbd |
| Artscape Jarvis Lofts | | | | | | ⊙ | | |
| Artscape Simcoe Lofts | | | | | | ■ ⊙ | | |
| Artscape Sandbox | ■ | ■ | | | | | | A |
| Artscape Weston Village | ■ | ■ | ■ | | | ■ | | tbd |
| Bayside Lofts | | | | | | ■ | | |





PROGRAMMATIC TYPOLOGIES

| | | | | | |
|----|----------------|---|---|---|---|
| Se | SECURITY |  |  |  |  |
| Kn | KNOWLEDGE |  |  |  |  |
| Re | RELIGIOUS |  |  | | |
| Pu | PUBLIC SERVICE |  |  |  | |
| He | HEALTHCARE |  | | | |
| Op | OPEN SPACE |  |  | | |
| Fo | FOOD |  |  | | |
| Co | COMMERCIAL |  |  |  |  |
| In | INDUSTRIAL |  |  |  | |
| Le | LEISURE |  |  |  |  |
| If | INFRASTRUCTURE |  |  |  |  |

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900 QUEEN WEST



900 QUEEN WEST



ARTSCAPE YOUNGPLACE



ARTSCAPE YOUNGPLACE

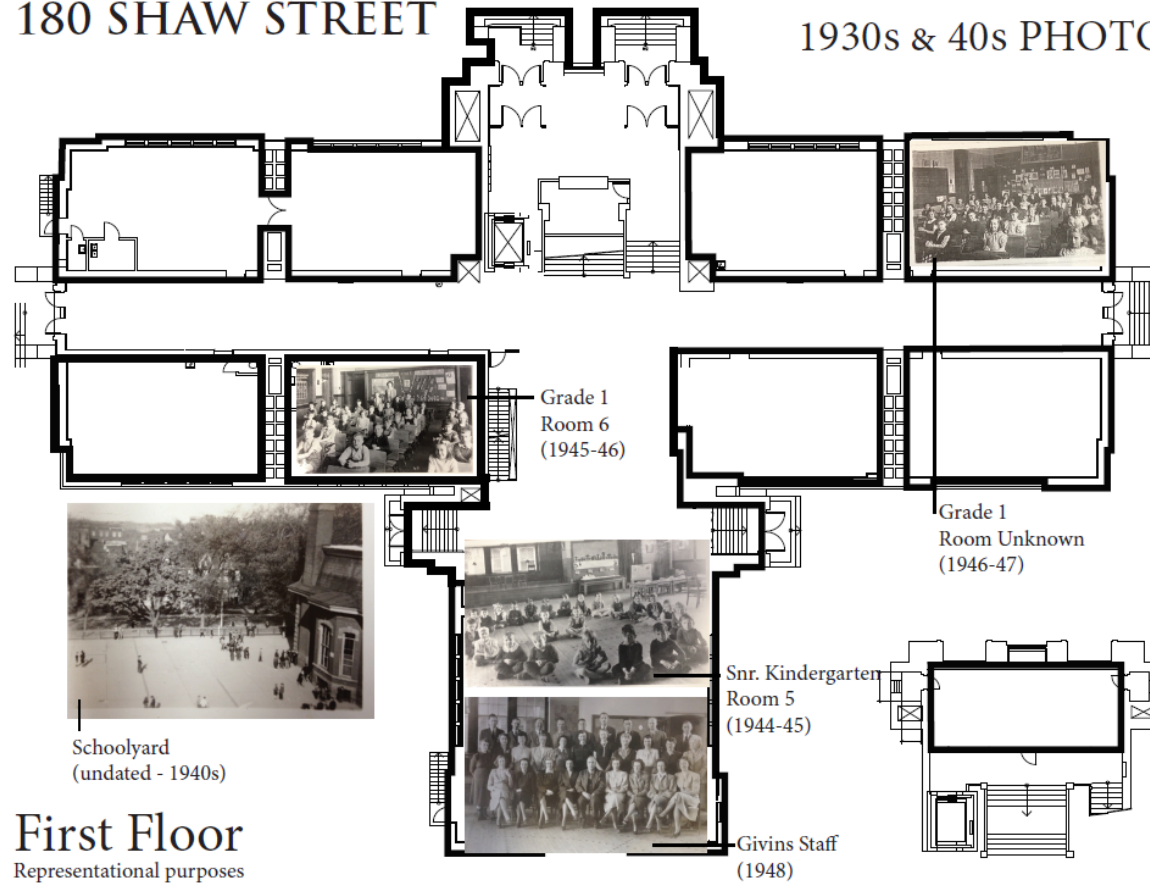


Shaw Street

180 SHAW STREET

1930s & 40s PHOTOS

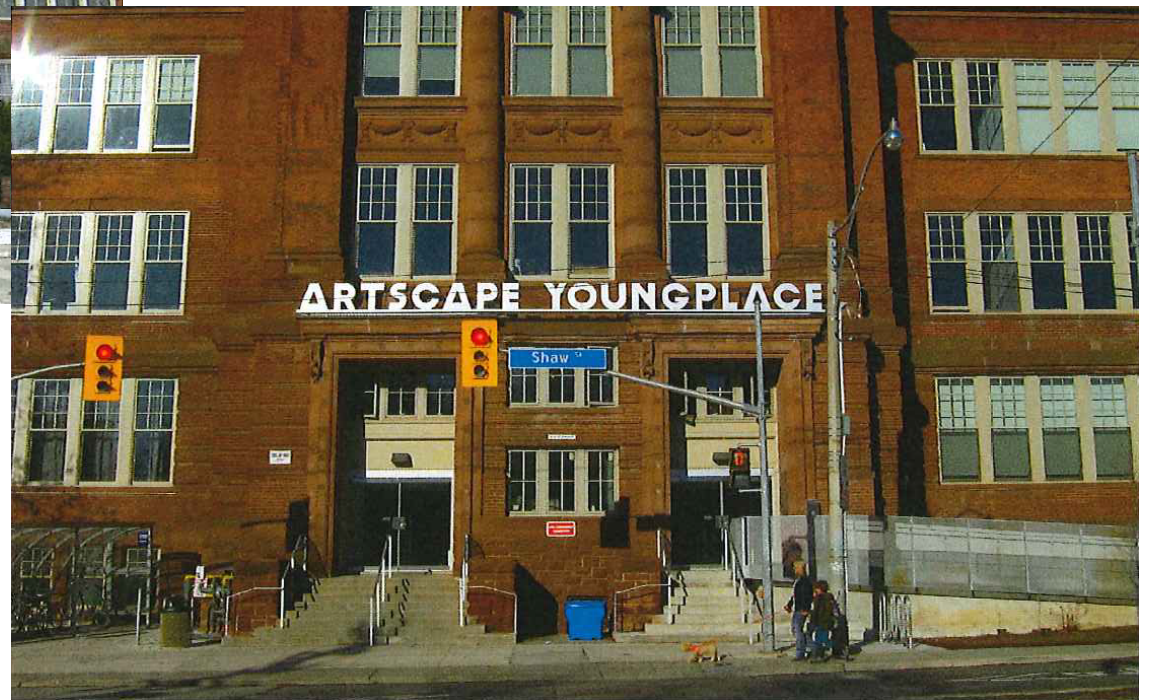
Argyle Street



First Floor

Representational purposes
only. Not to scale.

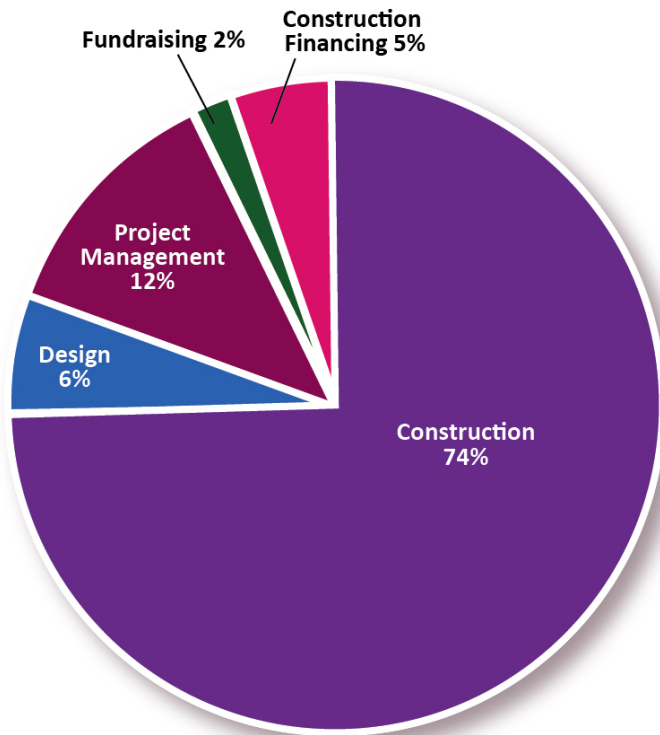




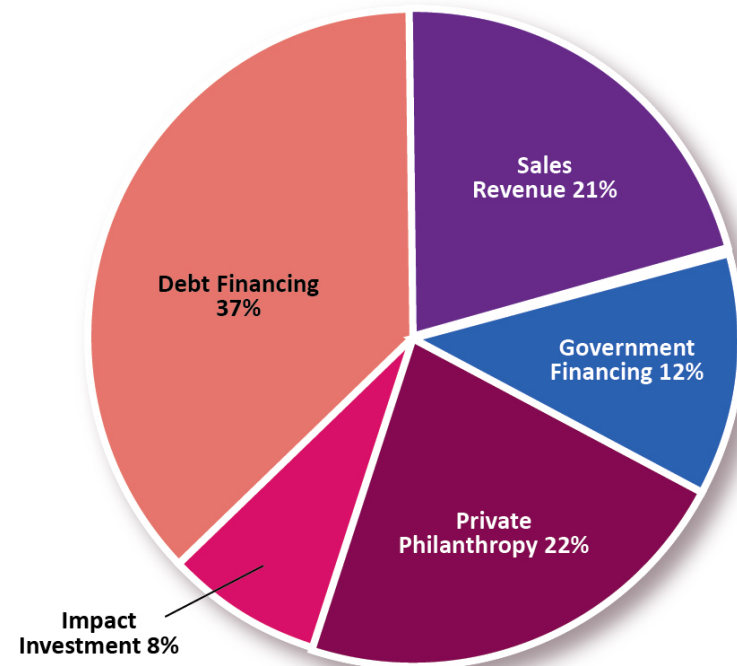


Expenses vs Capital

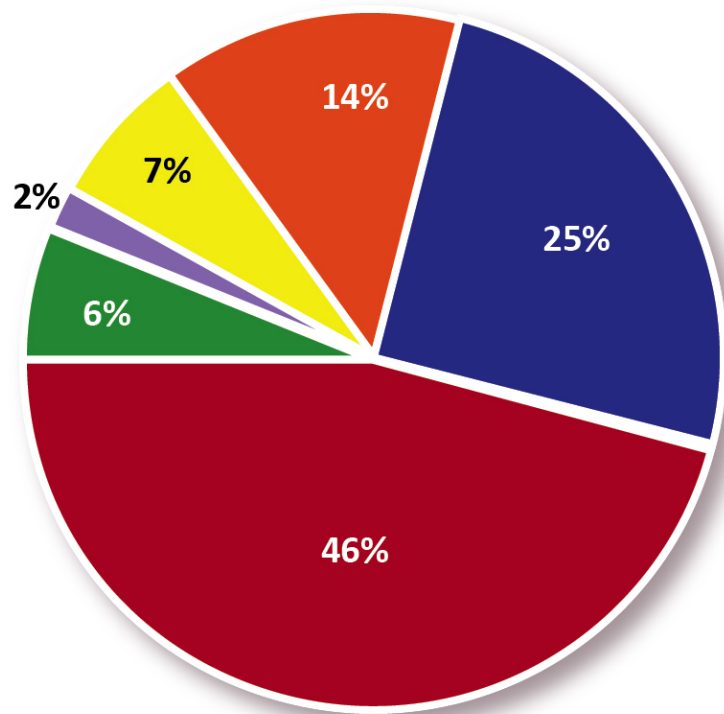
Capital Project Expenses



Capital Project Investment



Spaces



Hallway and Stairwell Galleries (Common Element)

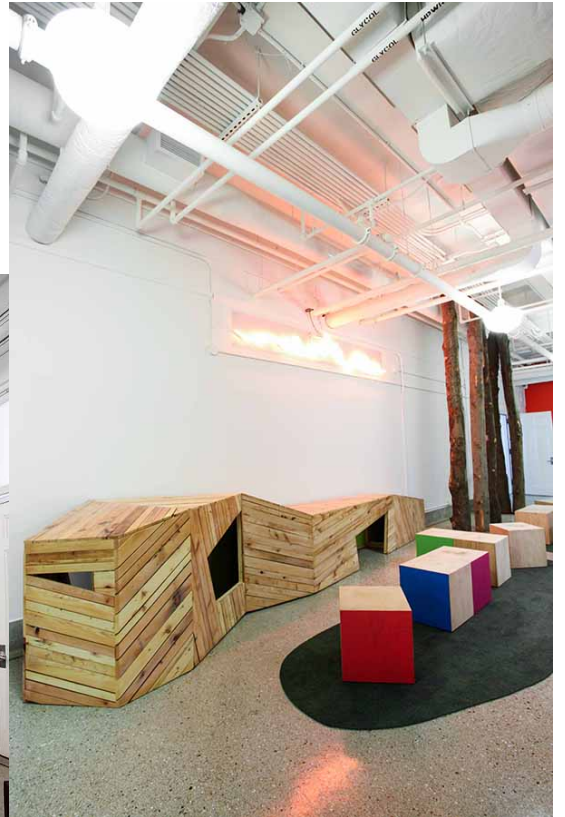
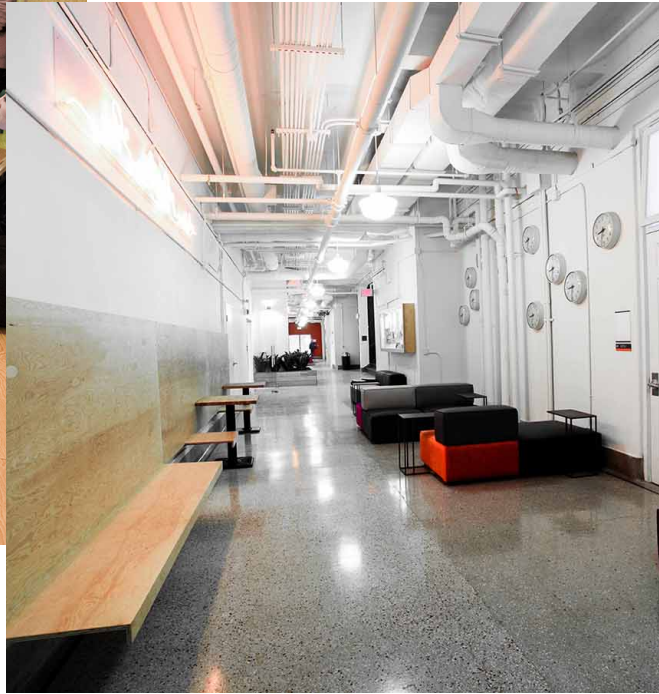
Studio and Organizational Space (Owned)

Studio and Organizational Space (Rented)

Flex Studios (Short Term Rental)

Coffee Pub (Rented)

Urban Living Lounge (Common Element)





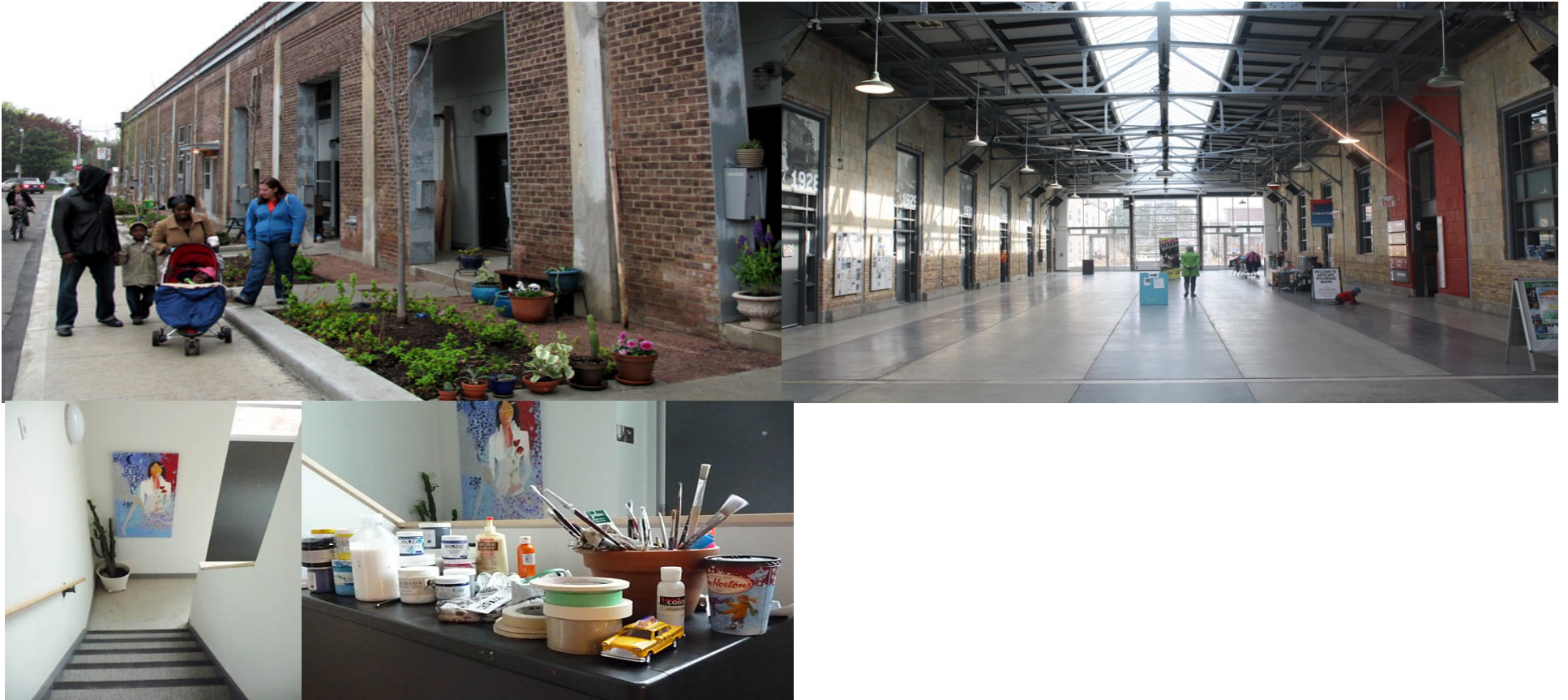
ARTSCAPE WYCHWOOD BARN



ARTSCAPE WYCHWOOD BARN



ARTSCAPE WYCHWOOD BARN



WATERWORKS REVITALIZATION



Redevelopment of industrial heritage site at 505 Richmond Street West

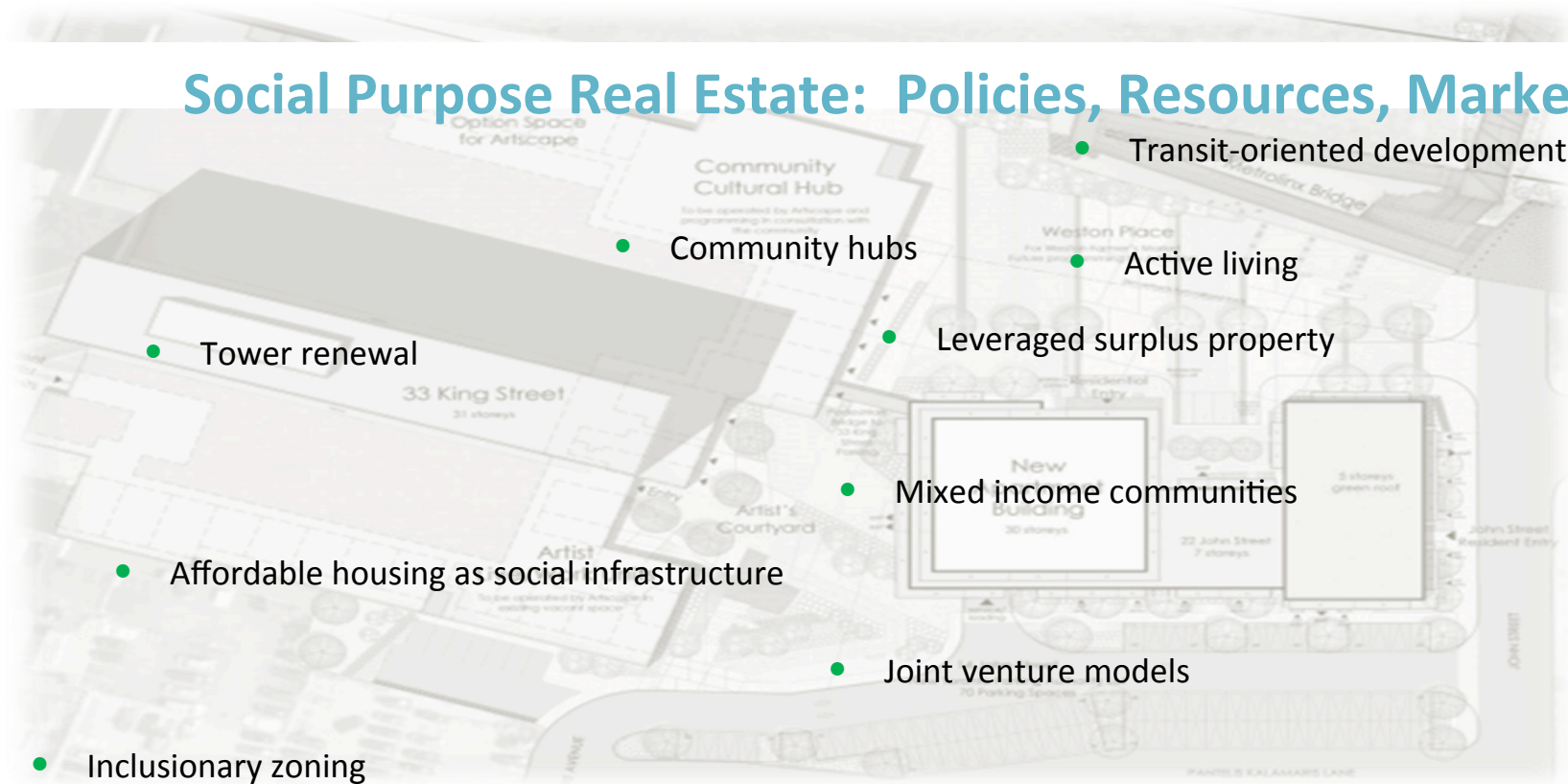
Build Toronto, City of Toronto, MOD Developments and Woodcliffe Landmark Properties, YMCA, Artscape



15 Affordable Homeownership Units integrated with market-rate condos, YMCA, food hall, park expansion.

Projected Opening: 2020

Social Purpose Real Estate: Policies, Resources, Markets



WESTON COMMON



ARTSCAPE HUB AT WESTON COMMON



PARKDALE ARTS AND CULTURAL CENTRE



LESSONS LEARNED

- **Identify shared opportunity – turn a problem into a solution**
- **Think like a municipal official: liability; revenue; site servicing; zoning**
- **Engage local residents: stories, connections, potential**
- **New ideas need old buildings (Jane Jacobs) BUT sometimes old buildings need new ideas!**
- **Know no boundaries...except when it comes to WATER and SOUND!**
- **Ownership and governance – form follows function**
- **Security of tenure matters**
- **Plan for the upside**
- **Expect the unexpected -**

LESSONS LEARNED





ARTSCAPE

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