Building Capacity, Sharing Values: Shared Spaces and Social Purpose Real Estate

A Scan and Discussion Paper of
What is Happening and
Could Happen in Canada

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Tides Canada and its sector colleagues are interested in developing the capacity of Canadian organizations to create and sustain community hubs, nonprofit centres and other shared space platforms. Organizationally, shared spaces reduce costs, improve collaboration, and enhance impact by ensuring that nonprofits and other social agencies have access to quality spaces for work, the arts, and education. At neighborhood and community levels, nonprofit centres and hubs are important assets, essential to creating inclusive and vibrant communities. A strategy to develop this capacity will build on Tides Canada's leadership in shared administrative platforms to identify and support how shared physical spaces can be used to tackle organizational and community challenges.

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LoriAnn Girvan is a Montréal-based consultant with over 25 years of experience in cross-sectoral collaboration and community powered-planning in Canada, the United States and Africa. Her work spans policy, community engagement and social purpose real estate, including the development of over $300 million of affordable housing and community infrastructure. LoriAnn previously served as the Director of Housing and Homelessness at the Housing Services Corporation and the Director of Community Health at Toronto Community Housing. Prior to making Canada her home, she established and led the national arm of Common Ground, now Community Solutions, a nonprofit organization helping communities tackle social problems that contribute to homelessness. LoriAnn is a founding member of the Nonprofit Centers Network and a 2004-2006 University of Pennsylvania Center for Urban Redevelopment Excellence Fellow. She can be reached at loriann.girvan@gmail.com.

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Most importantly, a hearty thank you to those who convened focus groups, conducted site visits, and participated in interviews and discussions. We are grateful to you for the time you took to share your knowledge and ideas. This scan is constructed of your words and insights. We know that you will continue to be the backbone of continued growth and learning around social purpose real estate in Canada and beyond.

You are forgiven for your happiness and your successes only if you generously consent to share them. — Albert Camus

Executive Summary

Building Capacity, Sharing Values: Shared Spaces and Social Purpose Real Estate has two interrelated components: a SCAN of current trends, activity, and capacity-needs in the rapidly-growing field of shared spaces and a DISCUSSION PAPER that looks at how learning on shared spaces could be nurtured and scaled across Canada.

This report weaves together a broad range of information on shared spaces, social purpose real estate, community infrastructure, and models for pan-Canadian learning and networking. The paper is structured around two overarching questions:

What is happening in the field of shared spaces?

In Sections 3-5, the scan identifies important trends, instructive examples, and key challenges and opportunities facing leaders and groups seeking to develop and sustain shared spaces and other social purpose real estate. The scan begins with a discussion of terminology related to shared spaces and summarizes the constellation of common players engaged in this model of social purpose real estate.

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

In Section 6, the scan draws on models of pan-Canadian networks to identify the challenges inherent in creating a new learning community. The paper concludes with a call for learning that focuses on social purpose real estate rather than the narrower model of shared spaces. In Section 7, the scan looks at options for bringing together capacity-building needs at two levels: practitioners and organizations engaged in projects; and stakeholders influencing the enabling environment of finance, policy, and leadership.

The appendices include a list of identified shared spaces, stakeholders consulted, learning topics, and recommended resources.

Of note: Although the mandate of the scan was a focus on shared spaces, the research embraced the broader concept of Social Purpose Real Estate (SPRE) as defined by the SPRE Collaborative in Vancouver: "property and facilities owned and operated by mission-based organizations and investors for the purpose of community benefit and to achieve blended value returns."

The scan has identified that:

- Shared spaces are growing exponentially across Canada – the scan identified approximately 200 models where individuals and organizations are intentionally working together in a space that has articulated a mission and community purpose.
- Proponents face critical gaps in expertise, knowledge, and access to reliable technical expertise. Challenges include accessible and affordable information on real estate for nonprofit boards, availability of mission-oriented real estate expertise, and capacity to plan for all facets of operations including collaboration, asset management, and impact measurement. As detailed in Section 5, the interviews generated a wealth of strategies from simple information sheets to comprehensive training that can help meet these needs.
- Social purpose real estate projects have a still untapped potential to benefit from mainstream financing and from newer social finance tools and investment. Flexible pre-development support and patient capital sources were cited as the financial tools most needed for social purpose real estate initiatives to thrive.
- The development of projects, which typically happen one at a time, is not yet adding up to collective efforts to influence policies, awareness, and investment in community infrastructure.
- Shared space constitutes a distinct model but is too narrow a focus to scale learning and build support for community infrastructure.
- Nearly everyone interviewed expressed significant interest in pan-Canadian learning and a willingness to share information; however, without relevance to on-the-ground work and a clear value-add, this interest will not translate into a sustainable, standalone network or platform. A fee-based membership model is particularly vulnerable to failure.
- A learning community should not reinvent the wheel but should be a nimble network of networks bringing together the best of pan-Canadian and international learning in key areas like finance, collaboration, social enterprise, and nonprofit capacity.

The scan concludes that a national model must connect two strategic pillars that address the proponent-level and systems-level opportunities.

Capacity building on social purpose real estate as a skill and a field for the charitable and voluntary sector and social enterprises. The targeted participants would be nonprofits and social enterprises seeking to create, operate, and spread social purpose real estate. Learning and tools should be extended to support the nonprofit and social enterprise sectors in whatever the right solutions are: as single building for the single entity; a multi-tenant project; mixed use opportunities; the intentional clustering of charitable and voluntary entities in multiple sites at a neighbourhood level; and master planning social development infrastructure as part of revitalizing communities.

Collective field building that empowers on-the-ground changemakers to establish local systems to recognize, invest in, and sustain community infrastructure. In particular, the outreach suggests that there is merit in exploring self-organized "cohorts" or collectives who are working beyond the individual building or project level. These groups might include a can-do municipal partner, a philanthropic leader already funding or looking into social purpose real estate, the mission-oriented developer or developer consultants, members of the nonprofit and social economy sectors, and leaders from business and voluntary chambers.

The paper proposes an initial focus on two interrelated goals and sketches some preliminary activities and models under each:

1. Grow the Capacity of Practitioners Imagining, Implementing, and Scaling Social Purpose Real Estate
2. Stimulate Idea Generation, Action, and Advocacy that Strengthen the Enabling Ecosystem for Community Infrastructure

Proposed next steps include *rapid, collective information gathering*, such as a 'crowd-sourced' compendium of case studies and a simple online portal for Canadian-generated materials; and *a series of convenings* that use this paper and upcoming events to unpack whether there is momentum for a practice-based learning community dedicated to social purpose real estate.

Common Ground, St Johns, Newfoundland

1.0 Introduction

Canada is experiencing a strong real estate market in its large cities as well as in a surprising number of regional towns. At the other end of the spectrum are regions and communities experiencing out-migration as employment in agriculture, manufacturing, and other sectors dries up. Demographic shifts range from the gradual aging of baby boomers to more rapid disruption as young people relocate or newcomers arrive. Suburban communities now comprise some of Canada's largest cities, with cities like Surrey, British Columbia and Brampton, Ontario topping 500,000 residents. Reduced public sector investment across all government levels in programs and services at a time when there is growing income disparity is impacting communities large and small, in growth or in downturn, across the country.

Social change organizations are all trying to do more with less and to do good by moving beyond business as usual. Communities are rallying around beloved local assets from schools to churches to breathe new civic life into them. Whether a neighbourhood hub, a nonprofit office building or an urban agriculture site, people from local activists to elected leaders are recognizing the compelling advantages of leveraging real estate assets to achieve social purposes. Introduced by a collaborative of funders, investors, and government representatives in Vancouver, Social Purpose Real Estate (SPRE) is an approach and term that is now taking hold in Canada and beyond. In their words, "Social Purpose Real Estate 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."[i]

i This report will continue to use this definition throughout. To learn more about the term and the Vancouver SPRE Collaborative, see http://www.socialpurposerealestate.net/about.html

Shared spaces as a particular model within the broader social purpose real estate field is also garnering increased interest and implementation. The drivers for embarking on shared spaces are many: stability against unpredictable rents and markets; opportunities to increase the visibility and impact of the nonprofit and social purpose sector; the ability to sustain operations when funding declines and demands for services grow; the benefit of flexibility, social contact, and responsiveness to changing demographics; and the aspiration that a physical gathering place can have impacts beyond its walls. In recent months, there have been numerous events and studies – often coordinated at municipal level – on the challenges of affordable space for artists, entrepreneurs, and nonprofits.[ii] In the past year, dozens of shared space initiatives have celebrated milestones from groundbreakings to ribbon-cuttings to anniversaries. There are also a growing number of Canadian organizations participating in emerging platforms dedicated to co-location and shared space.

For example, the Nonprofit Centers Network, which began as a US-based learning community for multi-tenant nonprofit centres, has 40+ organizational members in Canada and has attracted over 200 Canadian practitioners to training events over the past two years alone. Artscape reports that an estimated 23,000 users visited its online resource centre, http://www.artscapediy.org/ in 2013. Through existing contact lists, on-the-ground tips, and web searching, this scan has identified nearly 200 intentional shared space models in development or in operation across Canada.

When successful, shared spaces seem to practice alchemy. Individually, they support learning, creativity, and satisfaction for employees and entrepreneurs alike. Organizationally, shared spaces can reduce costs, improve collaboration, and enhance impact by ensuring that nonprofits and other social agencies have access to quality spaces for work, the arts, and education. At neighbourhood and community levels, nonprofit centres and hubs are important assets, where residents can take advantage of services, participate in community-building initiatives, or simply hang out and chat. Impact measurement is evolving but there is evidence that collaborative models of space result in tangible benefits as evidenced by the Nonprofit Centers Network's first-ever impact evaluation of the shared spaces field, Measuring Collaboration, in 2010.

Not all shared space initiatives are successful - a reminder that all is not alchemy. Some remain at concept level, getting community support and buy-in but failing to move to feasibility. Some are feasible and even have a site or funding, but do not succeed in attracting political or community support. Others have opened their doors only to grapple with vacancy,

ii A compilation of resources on social purpose real estate and related topics is provided in Appendix F.

The HUB South Shore, Mahone Bay, Nova Scotia

turnover, conflict, or overwhelming operational challenges. And others, while providing quality space, don't succeed in creating a collaborative culture. Some projects take advantage of favourable real estate terms in low-income or emerging neighbourhoods, but building users do not necessarily come from or mix with the local community, representing what Hub co-founder Indy Johar calls "a real estate model, not a human capital model".[iii]

Over the course of the scan, the author naturally sought out those examples already in operation or with enough buzz or backing that they landed on her radar. Nevertheless, the outreach yielded stories of struggles that were stalling potential initiatives or had closed down existing projects. As one leader observed about getting his centre to fruition, it is "a mix of war and peace, a lot of luck, unwavering champions, and trust…and a good business plan". This discussion paper is a testimony to the synthesis of passion, persistence, and professional competency that people draw on to operate, sustain, and when necessary, shut down a mission-based project.

2.0 Background to the Scan

In April 2014, Tides Canada kicked off a Canada-wide scan on capacity and innovation in shared spaces, including multi-tenant nonprofit centres, shared workspace, and other social purpose real estate. United Way Toronto provided additional funding support for the scan. Both organizations are seeking to build on their experience and commitment to shared platforms and shared spaces that foster strong social purpose organizations and inclusive communities. These organizations and their partners have been avid supporters of innovation

iii Point made during Wasan Island Presentation, Indy Johar, Senior Innovation Associate, The Young Foundation, August 13, 2014

through shared spaces. Observing the rise in interest, they felt that the time was right to explore if there is potential for an intentional, pan-Canadian learning community dedicated to shared spaces.

The scan is based in cross-Canada research designed to explore on-the-ground efforts and challenges, surface priorities, and innovations that a national network, akin to the Nonprofit Centers Network, could seed or spread, and identify what capacity and resources are needed to accelerate and advance shared spaces and other social purpose real estate.

This paper highlights the key challenges, needs, and opportunities presented to the consultant over the course of interviews and site visits conducted in June – October 2014. A list of stakeholders by community is attached as Appendix A.

The stakeholders consulted include practitioners from the Not-for-Profit (NFP), social enterprise, financial, and real estate sectors as well as municipal and provincial governments. Because the scan was limited in time and scope, the outreach prioritized practitioners and the funding, developing, or operating of shared spaces. As such, this work has precluded in-depth consultation with the full range of other stakeholders key to supporting social purpose real estate (SPRE) locally and beyond. These include business improvement associations, government representatives, and associations at various levels, and the broad spectrum of financial institutions engaged in social purpose real estate.

The methodology – which privileged face-to-face dialogues and site visits over surveys or sampled focus groups – was both inspired by and intended to mirror the aspiration that is behind many shared spaces and places. Whether by phone, in a group discussion, on a walking tour or even a visit to the (former) principal's office, the encounters provided the kinds of "forced collisions" that communities such as the Centre for Social Innovation believe will spark innovation, foster trust, and yield enduring connections. The scan was also enriched by chance encounters, such as with recent high school graduates in a First Nation community, the father selling raffle tickets at a farmers market as a fundraiser for a youth housing initiative, or the innkeeper with a vision of a community wellness hub.

I also gleaned perspectives and insights through participation in the following timely gatherings and conferences:

Building Together Ottawa: Tides Canada Initiatives, United Way of Toronto, and local Ottawa and Ontario nonprofit centres hosted training delivered by the Nonprofit Centers Network on the development and operation of shared spaces, held in Ottawa on May 1,

2014.[iv] The training included a wrap-up session with participants to provide input into the scan and their priorities for a three-year strategy for Canada.

Wasan Island Civic Assets Symposia: In August 2014, a group of 20+ architects, urban planners, philanthropists, and impact investors convened for five days to identify promising and scalable approaches for re-purposing civic assets that are underutilized and undervalued. The gathering was conducted with support of the J.W. McConnell Family Foundation and the John S. and James L. Knight Foundation.

Lands and Economic Readiness Summit: In September 2014, at the gracious invitation of event host Ulnooweg Development Group, I joined the closing day of this trilateral summit and spent time with Ulnooweg staff onsite. Over 200 representatives from First Nation communities and organizations and government representatives across the Atlantic Provinces met at Membertou Trade & Convention Centre.[v]

The Metropolis and Its Institutional Heritage: Heritage Montreal hosted an international meeting to explore community uses of several institutional hospital sites that are or will be declared excess by the Province. The program included examples that highlighted nonprofit space reuse from France, the United States, and Canada.[vi]

This report is structured as a discussion paper designed to:

- Capture an assessment of important trends shaping the shared spaces movement;
- Summarize the constellation of common project proponents and partners;
- Identify key challenges facing leaders and groups seeking to develop and sustain shared spaces and other social purpose real estate;
- Explore models of other pan-Canadian networks;
- Make the case for a national learning platform that goes beyond shared spaces to support innovation and exchange in social-purpose real estate more broadly;
- Outline an approach aimed at building capacity at two levels: practitioners and organizations, and the enabling environment of finance, policy and leadership; and
- Propose sample options for structuring a learning community and next steps for moving to the establishment of a national learning platform.

While this write-up offers options and next steps for what a national learning community might be, it should not be seen as a fully painted strategy for what a national learning

iv The consultant co-facilitated the Advanced Centres training institute and led the focus group discussion as part of her engagement with Tides Canada Initiatives, which was the national presenting sponsor for the training alongside six Ontario event sponsors.

v Information on the summit is at http://landseconomic.horizonscda.ca/. Information on the Ulnooweg Development Group is at http://www.ulnooweg.ca/

vi Information on the symposium is at http://www.heritagemontreal.org/en/symposium-metropolis-its-institutional-heritage—-the-issue-of-repurposing/.

community should be. No single consultant can put the final brushstrokes on the community mural. Therefore, as an immediate next step, this draft framework is being disseminated to stakeholders for input and review with a goal of launching initial follow-up and a collectively identified set of actions in early 2015.

A further note on what this discussion paper is not. The scan enabled me to meet an extraordinary range of practitioners, inspiring in their creativity and commitment. The conversations have provided a strong foundation for understanding the current context and thinking about how to forward-build. It is not a comprehensive set of case studies and promising practices, and it most certainly is not an evaluation of the field. I am also deeply aware that by its very nature, a scan does injustice to capturing the diversity of experiences and perspectives that we have in Canada. The scan has yielded a web of interested practitioners that, I believe, can generate a deeper level of stories and exchange. For this reason, I believe a crowd-sourced style 'atlas' or compendium of SPRE projects and models is a key – and potentially quick – next step to implement.

The compilation of Canadian shared spaces, provided in Appendix B, has also not been verified in detail. Some might question or critique which initiatives are or are not on the list, and new shared spaces will be created. Perfect! The list is living and organic and, for this reason, we should find a place to post it as a shared document.

Ultimately, my hope is that the use of this report contributes to immediate exchange across our communities in Canada. Longer term, I hope we can seed and grow new ways to create an enabling environment for vital community infrastructure. In short, a path that merges imagination and practice – perhaps alchemy after all!

3.0 What is Shared Space?

Sharing is everywhere. In a 2011 Harvard Business Review article, Michael Porter challenged business as usual to proclaim that the purposes of corporations – and the next transformation in business thinking – must be grounded in "shared value" that reconnects "company success with social progress" as a "new way to achieve economic success. It is not on the margin of what companies do but at the center. We believe that it can give rise to the next major transformation of business thinking."[vii]

vii Michael E. Porter and Mark R. Kramer, "Creating Shared Value," Harvard Business Review, January 2011. Downloaded at https://hbr.org/2011/01/the-big-idea-creating-shared-value

Community Wise Resource Centre, Calgary, Alberta

Underpinning the attention to shared value in the corporate sector is the bubbling sharing movement long sparked and nurtured by the nonprofit and social enterprise sectors. Shared platforms, shared services, shared spaces, and broadly, the sharing economy (with Airbnb as the most notable preacher) are now well rooted and growing exponentially. Tides Canada has been at the forefront of creating a shared services platform to create fertile ground for the emergence of grassroots initiatives, issues-based collaboratives and significant voluntary sector activities that do not need to be separate, standalone, incorporated charities. In Canada, as elsewhere, there is interest in structuring economies of scale that could improve and sustain charities, nonprofits, artists and social enterprises by eliminating the duplication of systems or services from back-office administration to client intake that could be more effectively shared. Models like the Saskatoon Community Service Village or the Kahanoff Centre Calgary, both over 10 years old, are well-established examples of investing in quality, shared office space as a foundation for stronger, more stable charitable organizations.

Intentional shared workspace is, in fact, now embedded as a best practice and a rapidly growing business model. Canadian communities large and small are dotted with co-working and co-location models. In this increasingly crowded field, peer networks and groups must continually evolve their identities and value propositions. A prime example is the Global Hub community – Canada has three such hubs – which recently overhauled its structure and relaunched as Impact Hubs, claiming a direct contribution to business development and job creation[viii]: "A look at our 2012 assessment reveals that more than 400 new ventures have been started by members of Impact Hub while current initiatives have created more than 1,500 new jobs and generated solutions in the many diverse fields of their activity."

Canada also has important voices in the broader sharing economy conversation, including

viii www.impacthub.net/what-is-impact-hub

the Centre for Social Innovation, which recently hosted Sharefest, and One Earth, a Vancouver-based research and advocacy group curating a new economies conversation nationally. Throughout the outreach, I also heard from members of Indigenous communities in several regions who pointed out that the sharing economy is not a new concept, but how people in their communities already live and imagine success.

3.1 A Bit About Terminology

Action to support the provision of quality community-serving space has been most visible in the arts and voluntary sectors. Much of the outreach did, in fact, focus on the innovations, challenges, and opportunities of emerging and shared spaces serving arts and community services. However, the outreach for this strategy did not define or limit conversations to one type of shared space or another. In Winnipeg, a conversation hosted by the United Way brought together people from a hackerspace, an Aboriginal community centre, one of the oldest artist spaces in the country, a cooperative social enterprise centre, the United Way itself, and others. In Edmonton, the Edmonton Chamber of Voluntary Sector Organizations assembled multi-sector nonprofit leaders working at neighbourhood and citywide scale as well as supportive provincial and municipal counterparts. Both highlight the reality and reminder that community infrastructure functions in and supports an ecosystem, which one social enterprise leader described as "a rainforest rather than rows of corn".

So, is it colocation or co-working or nonprofit centres or multi-tenant centres or shared spaces or community hubs? Are proponents working as landlords, partners, social entrepreneurs, or placemakers? The distinctions among what is shared – platforms, back-office services, intake systems, space – are often fuzzy; and some practitioners assume one precedes or naturally leads to another. As people adapt models and ideas to local needs, infinite permutations of terms and definitions will continue. For purposes of this report, I have summarized the three shared space models most explored in the scan, drawing on existing definitions in use in Canada: [ix]

Coworking is seemingly the simplest to define and perhaps the most universally understood term: "The sharing of workspace among freelancers and other independent workers, co-working spaces provide workspace and community to people who are often working on their own." As new spaces open and work to recruit members and users, co-working as a concept can fall on a spectrum from theory of change to branding. For example, the co-working wiki distinguishes their community as those committed to 'open co-working'

ix See the glossary, with super graphics, provided in CSI's three publication series: Emergence, Proof and Rigour

based on the inherent link to open source philosophy.

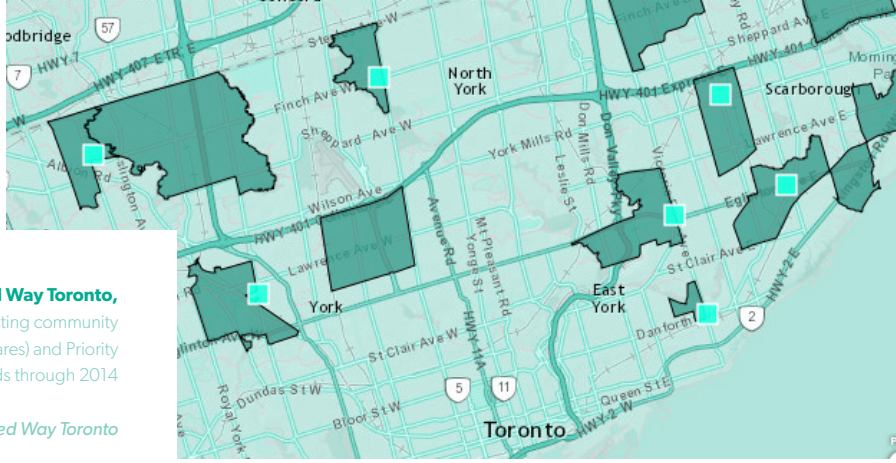
It is a fluid field and what makes one a social purpose space and another a business, may not always be readily apparent. Inspired by the Toronto-based Centre for Social Innovation (CSI)'s successful spaces for interaction and change-making, a growing number of communities and entrepreneurs are establishing spaces aimed at promoting social innovation. As defined by CSI, "Social innovations come from individuals, groups, or organizations, and can take place in the for-profit, nonprofit, and public sectors. Increasingly, they are happening in the spaces between these three sectors as perspectives collide to spark new ways of thinking."

"Have you spoken yet with Joanne and Tracy?" was a common question wherever I went. Hub Halifax positions itself as a home-grown live time 'Facebook' of social interaction and an outwardly connected "pipeline to the world". Co-founders Joanne Macrae and Tracy Boyer met at a leadership course where they realized the importance of a space that not only got people out of the house but created a place where people could bring their ideas, try things out and get things done. Hub Halifax is also intended to inspire and sustain people who might otherwise move away to reimagine Nova Scotia as a fertile culture for innovation. In addition to members who hot desk, The Hub is home to 20 members, such as a bike tour start-up, an entrepreneurship-focused consulting firm, and a nonprofit promoting democratic engagement. Everywhere I went in the Atlantic, I was asked if I had met Joanne and Tracy. After five years of operating in a historic building on Barrington Street, Hub Halifax was forced to move to smaller, temporary quarters down the street due to the site's condo conversion. While its own future is unclear, Hub Halifax has inspired and spawned collective space initiatives in Halifax and beyond.

Community hubs are place-based, dedicated to serving a specific geographic area, for example, at neighbourhood level or as a hub for rural areas. A second element of community hubs is an investment of time, space, and/or staffing for active programming and access for residents, not just those with dedicated space in the building or site. A 2011 scan of community hubs in Toronto provided a definition by three functions:

- **Services:** Program activity responds to the needs of the local community and involves providers of social, health employment, and/or business
- **Space:** Accessible community space. The space is seen as public, and common areas are available for both formal and unstructured programming.
- **Synergy:** Multiple tenants/service providers are co-located.[x]

x Community Hubs: A Scan of Toronto Summary Report, prepared by Woodgreen Community Services for the Intergovernmental Committee for Economic Labour Force and Development, February 2011, p.6.



United Way Toronto,
Map showing existing community hubs (green squares) and Priority Neighbourhoods through 2014

Image: United Way Toronto

United Way Toronto is at the forefront of integrating new models of shared spaces, community hubs to neighbourhoods that were found to have high levels of poverty in their 2004 study "Poverty by Postal Code". The model brings together community agencies, social service programs and resident-led initiatives under one roof in order to improve the access of local residents to community supports. It is also an example of embedding community infrastructure into planning across sectors and jurisdictions. "Over the past 10 years, $209 million has been pooled into the priority neighbourhoods thanks to the United Way, three levels of government, NGOs, business owners, and other stakeholders."[xi] The nearly 170,000 square feet of "new multiservice infrastructure" integrate permanent program and office space for 54 service agencies; 27,000 square feet are dedicated to community use and resident-led activities.

Colocation is simply the intentional clustering of organizations or departments in the same space. A term grounded in colocation coined by the Nonprofit Centers Network is the "Multi-tenant Non-profit Center (MTNC)". As defined by the Nonprofit Centers Network, MTNCs share three basic features:

- They are composed of multiple (2 or more) primarily not-for-profit tenant organizations. Often, they share space with retail, for-profit offices or housing.
- They exist as a physical site (one or more buildings).
- They typically provide office space, rent rates, and lease terms oriented to the nonprofit sector and provide services, meeting space and community venues, and opportunities for collaboration and cost sharing that support the missions of tenant organizations. Unlike office buildings where organizations might cluster because of low rents and like-minded tenants, MTNCs are intentional, with missions that guide their development, design, operations, governance, and collaboration.

Many multi-tenant centres are not nonprofit owned or strictly nonprofit focus.

Saskatoon Community Services Village is a nonprofit centre, collaboratively developed and operated by six multi-service agencies. It has been operating for over 15 years, with roots that stretch back even further to 1986 when the idea of a collaborative space for women's services was first germinated. The current village took form as an inclusive village for a broad

xi "Poverty by Postal Code," Grid Toronto, March 13, 2014, downloaded at http://www.thegridto.com/city/places/poverty-by-postal-code-10-years-later/. Additional information from www.unitedwaytoronto.com

range of community services when the YWCA launched consultations to explore co-location with the belief that it would make the agency more responsive to future community needs while also strengthening broader capacity and stability among other partner organizations. The Centre benefited from a foundation partner, Muttart Foundation, that provided funding for both the concept feasibility and the technical site work. The Centre thrives on a culture of trust amongst the partner organizations' leadership, a full-time coordinator who stewards collaboration, and a strong asset-building philosophy that does not shy away from seeing the nonprofit sector as a powerful civic agent.[xii]

Many shared space initiatives fall in the overlap of some or all of these typologies. Some multi-tenant centres set aside distinct space for co-working. Co-working enterprises regularly integrate co-location of permanent partners in their space. The Centre for Social Innovation, through both its business model of space offerings (permanent offices to hot desks) and its mission, bridges both the co-working movement and the multi-tenant centres model.

From church basements to net leased artist studios, there are boundless other examples and models for sharing space to support organizational efficiency, enterprise development, and community building. These are equally important elements of the community infrastructure ecosystem but have not been probed as part of this scan. Some common examples are:

- **Incubators and Accelerators** are a mix of place-based or networked resources designed to support start-ups or early stage ventures going to scale. There are many principles in common with other shared spaces, especially the co-working model – raising visibility, achieving efficiencies, and creating synergies with other entrepreneurs and businesspeople. While some incubators, accelerators, and their clients are in the hybrid space of social purpose, many are squarely for-profit focused.
- **Community Centres** of all types encompass Community Health Centres, neighbourhood-based community centres, and multi-function service centres, such as the regional "Maisons des Familles" found across Quebec. These are by their very nature multi-purpose providing a mix of service, recreation, and program space and programming. Many also provide onsite offices or other dedicated space to partners. In the wake of funding cuts or other income gaps, some facilities are actively seeking to rent spaces once provided for free.
- **Schools**, a growing number of which are adopting Community Use or Full Use models: These are schools still in operation but creating intentional policies and plans for community use of indoor and outdoor space after hours. The terminology "community hubs" is also applied to schools committed to "Community Use of Schools". In Ontario, the Ministry of Education has funded and designated 220 "priority schools" to enable nonprofit organizations to offer free or affordable programs in high needs communities. [xiii]
- **Arts Hives** are an emerging new approach to bridging flexible neighbourhood space with the chance for everyone to participate in making art. Typically targeting people excluded from

xii Interview, August 28, 2014. Published in 2002, the case study published by the Muttart Foundation still stands out as a thoughtful and thorough case study of a nonprofit centre. Downloaded at http://www.muttart.org/sites/default/files/Clark_M_Saskatoon%20Community%20Service%20Village.pdf

xiii An interesting example of the objectives, policies, rates is at a website created by two districts serving Chatham-Kent and Sarnia-Lambton schools, http://www.communityuseofschools.ca/

access to the arts and materials due to income, disability, mental health, or other issues, "An Art Hive is an interactive community space that welcomes everyone as an artist." There are a dozen self-identified Art Hives in Canada. [xiv]

- **Friendship Centres** are vital gathering places and service hubs designed to provide culturally appropriate services to urban Aboriginal peoples. Many own and operate facilities in centrally accessible locations and are often the first point of contact and connectivity for Aboriginal peoples relocating to urban areas. [xv]

Ultimately, across all of these typologies, the principles overlap: they are intentional in their commitment to house people or groups for a larger impact; they articulate and pursue broad social purpose and not just a business efficiency or profit-making aim; and they seek to use space to spark a blend of practical and social value adds.

3.2 Shared Spaces Sound Great But… Are They Making a Difference? AND Allowing More Dollars for Impact?

The measurement and documentation of shared spaces as a unique model of real estate is still at fledgling stage. Many projects and initiatives undertake regular assessments and evaluations to try to capture how their shared spaces are benefitting individuals including employees and clients, organizations, communities, and more globally, fields of innovation.

The Centre for Social Innovation surveyed members to determine the impact of CSI membership in six areas: Mission, Networks, Ideas, Collaboration, Money, and Happiness. [xvi]

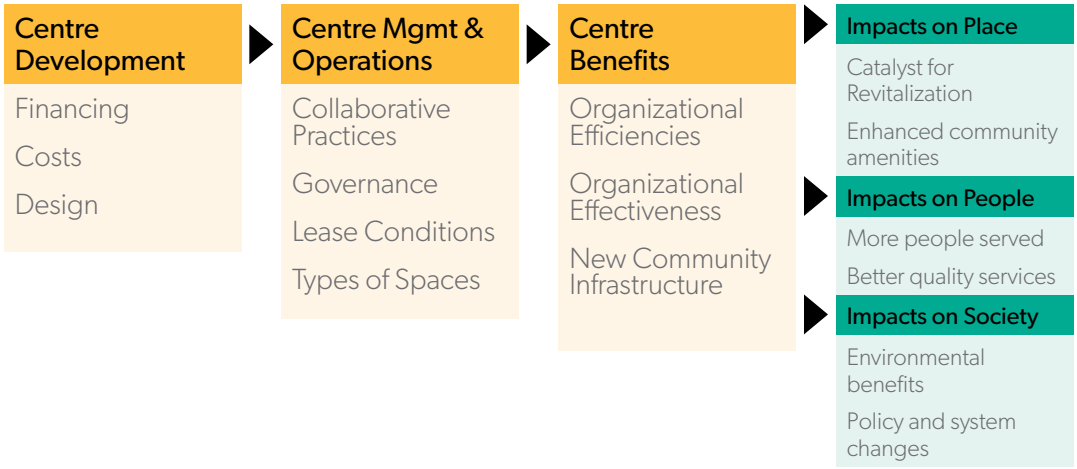
In 2012, the Nonprofit Centers Network undertook the first comprehensive look at benefits and impacts across 133 existing and 13 emergent shared space projects across Canada and the United States, as summarized in the graphic on the following page. The evaluation produced a framework that distinguished between organizational or building level benefits from broader impacts on people and communities. Tangible benefits included stable rent costs, improved access to funders, and provision of new community spaces. Self-reported assessments also suggested higher-level impacts such as improved outcomes for clients and increased civic engagement.

The tools to test and prove these assertions are growing, expanding from tenant surveys to community-level impact analysis. This scan surfaced a strong need and desire to 'up the game' on providing systematic evidence that shared spaces do, in fact, yield positive outcomes. Funders are increasingly demanding and are themselves applying metrics to demonstrate that an investment has yielded social and environmental impacts, alongside

xiv See www.arthives.org.

xv For more on Friendship Centres, see the National Association of Friendship Centres at http://nafc.ca/.

xvi See Proof; How Shared Spaces Are Changing the World, Center for Social Innovation, downloaded at http://socialinnovation.ca/.



financial returns. New metrics systems for investors and funders, such as the Global Impact Investment Rating System (GIIRs), could provide fertile ground to proponents eager to demonstrate that social purpose real estate initiatives are more than just bricks and mortar.

Many proponents of shared space projects make the business case that they can achieve a triple bottom line: financial as well as social and environmental returns.

In concept, shared spaces have some baked-in financial advantages that make them an attractive solution for government leaders, investors, and funders:

- They result in tangible real estate assets.
- They leverage an existing financial resource – rents that organizations pay.
- Depending on the legal and financial structure, they can often attract a mix of private, public, and charitable funding and investment.
- They are often attractive options for reuse of off-market and non-traditional properties or properties not conducive to strong market use like residential.
- Many proponents have strong balance sheets and/or existing properties.
- As this scan suggests, there is a growing community of practice and precedents that can support proof of concept and, eventually, underwriting and return expectations.

In actuality, the evidence of financial returns is complex with property-level indicators such as occupancy and turnover standing in as proxies for more rigorous documentation. Staffing and other costs associated with operating shared spaces add to an expense line that is difficult to recapture with rental income alone. As discussed in Section 5.0, testing and documenting benefits and impacts is a much-needed focal area for a national learning community.

Examples of Community-Level Benefits

Employment, Entrepreneur and Volunteer
Workspace savings free up $ for salaries
Space stability helps retention and organizational growth
Property management, maintenance and program/animation staff
Construction-related local hiring policies and apprenticeships

Purchasing power
Operation-related expenditures for facility and tenants
Contracts and partnerships with social enterprises

Customers for local businesses
Food and shopping
Nearby services, such as daycare

Visitor impacts
Daily clients
Special events
Out of town visitors

Shared-space -catalyzed businesses
Entrepreneurs advance businesses
On-site enterprises. Examples include food, technology.
Infrastructure to expand

Catalyzing Projects
Reuse of buildings and sites, such as brownfields
Generate other investment
Hub of services and activities - multipliers

Conservation and Repurposing of Heritage and Civic Assets
Heritage conservation of buildings, neighborhoods, landscapes
New life for place-defining civic assets like schools
Quality facilities that inspired pride and confidence
Reclaimed and reanimated public

Promotion of Inclusion and Identity
Programs/services for diverse communities
Infusion of local pride, culture and art
Expression of tolerance and diversity

Community commons and public spaces
"Third spaces" – reanimated public or semi-public places
Places where people can gather, hang out, feel safe
Support space – temporary housing, services – during emergencies

Increased Capacity for Access and Inclusion
Partnerships to target populations with special needs
Coordinated service provision
Strengthened social networks
Expanded languages in which programs and services are provided.

3.3 A Scrapbook: Shared-Spaces in Canada

The scan surfaced nearly 200 shared space initiatives that are operating, in development, or undertaking early feasibility (See Appendix B). An early activity – and quick win – of a national learning strategy should be to establish a comprehensive profile of the field in Canada through both a survey and an atlas built on shared stories. Some highlights:

- At least 15 have been in operation for over 10 years. Two of the longest established are the Saskatoon Community Services Village, a centre of nonprofit social service providers and the Cooperative Méduse, home to 10 arts producers and providers in Quebec City.
- One of the newest to open, the Ecotrust Canada-coordinated co-location at 425 Carrall Street in Vancouver, represents growing interest in shared spaces themed around environmental sustainability and climate justice. This mission is the focus of five identified shared space initiatives in operation or being explored.
- Four are intentionally integrating organizations, programming, and goals related to food access.
- Six have or are proposed to transform churches, convents, or other former religious institutions into multi-tenant initiatives. While not in a church, Ottawa's Heartwood House is a co-ownership between a nonprofit centre that relocated out of a school and a church seeking a permanent home.
- Seven were identified that offer shared spaces within their shared space! Examples include a co-working space set aside for emerging nonprofits at United Way Winnipeg, shared offices organized by theme such as transit at Community Wise in Calgary, and a hub in a repurposed classroom in a school now repurposed as the Mahone Bay Centre, a co-location of community organizations.
- At least six organizations operate two or more shared space projects, of which five are in Ontario.
- 90 spaces – nearly half of those scanned – have been identified by Coworking Canada as 'genuine' co-working spaces. [xvii]
- Highest concentration award goes to Winnipeg, where a cluster of shared spaces is drawing investment and helping brand areas within the downtown Exchange District as a Creative Campus and Innovation Alley.

To give a flavour of the diversity of shared space initiatives operating in Canada, I have compiled an 'at-a-glance' table of a dozen examples from east to west across the country. The table can be found in Appendix E.

With the burgeoning list of shared space initiatives across Canada and globally, it can seem as though anyone with a potential space to rent, a strong network, and a marketing strategy can launch a successful shared co-location. As shared spaces become the norm, the once narrow constellation of practitioners, such as nonprofit and arts sector leaders, is now an expanding universe of entrepreneurs, business associations, resident groups, and commercial landlords. A look at existing shared space initiatives in Canada, particularly those

xvii http://www.coworkingcanada.ca/spaces/

that seek to create lasting community infrastructure, nevertheless suggests some trends on who is most likely to be found behind social purpose real estate and shared space initiatives. Here is a summary look at some of the most common proponents and direct partners.

Nonprofit Organizations

Not surprisingly, nonprofit organizations are in the front of the pack proposing and operating collaborative spaces. The interviews suggest that a common impetus for a shared space solution remains a desire to achieve cost savings, stability and service efficiencies. Health and human service agencies have begun to link shared space and service integration, a model often referred to as "under one roof" services. That said, the proliferation of models like hubs, houses, and villages points to outward aspirations to contribute positively beyond "the roof" to the places where they are located.

The scan did not allow for a systematic look at proponent histories, ownership, and governance models of co-location initiatives. Cooperative and joint-member nonprofit-ownerships appear to be a very common model, suggesting that many shared space initiatives codify their collective beginnings into the governing and operational DNA of their SPRE project.

Arts and Cultural Organizations

It is telling that several of the longest-standing co-location projects, such as Cooperative Méduse in Quebec and Artspace in Winnipeg, house arts and culture offices as well as production and presentation spaces. Despite a flurry of focus on the 'Creative Class' at the beginning of the decade, Canadian communities have long experienced successive waves of arts and culture-based regeneration, often struggling to balance a convergence – and tension – between organic, artist-started initiatives and macro-planning and investment to 'jumpstart' the renewal of declining downtowns and main streets.

It is equally telling that some of the newest projects to open or get the green light are also focused on arts and culture, albeit with a broadening focus on creative entrepreneurs. While skyrocketing real estate prices are a direct and immediate driver for space solutions, an awareness of the importance of cultural infrastructure is well established in communities large and small. Innovators like Artscape now have a deep track-record demonstrating that arts-based social purpose real estate can both sustain homes and spaces for artists fostering inclusive multi-use community anchors, and strive to build inclusive communities – the philosophy and practice it has deemed 'creative placemaking'.

Social Enterprises, Innovators and Entrepreneurs

Proponents here range from individual entrepreneurs seeking to find inspiration, collegiality, and cost-sharing with like-minded peers to nonprofits operating social enterprises to cross-sector initiatives working together to foster social enterprise as an economic development strategy in their communities. At one end of the spectrum are open layout single rooms for co-working; at the other are larger footprints needed to serve production, distribution, and storage.

United Way/Centraides

In some communities – an estimate of at least 12 surfaced through the scan – United Way Centraides (UWCs) are actively developing and operating shared spaces as places where organizations and community members come together for services, programs, and connections that support local priorities in poverty reduction, youth development, economic inclusion, and community well-being. This direction is a natural fit with UWC's history as a platform for collective giving and a corollary interest in ensuring that contributions to nonprofits are maximized for social service provision. With a stronger mandate to achieve community impact, many UWCs are turning to shared spaces, similar to the "one roof model", to improve client access to services and create lasting assets in the communities they serve. The scan uncovered nearly a dozen UWCs engaged in shared space and other social purpose real estate initiatives. UWCs' support ranges from building and operating shared space facilities, conducting a nonprofit space needs survey, partnering with local charities and nonprofits to create collaborative spaces, and supporting funding for programming.

Foundations

Private and public foundations are increasingly involved in social purpose real estate. From place-based community foundations to private corporate-affiliated foundations, foundations are helping projects open the doors and keep them open by playing roles from supporting feasibility and planning, providing support through capital campaigns, subsidizing rents, providing impact investments, and even leading as shareholders and project proponents. Funders are a likely convener for these projects as they maintain active constituencies and have a bird's eye-level view of the fields in which they operate.

One subset of foundations intersecting with the field of social purpose real estate are those funded by lotteries, such as Ontario Trillium Foundation, the Alberta Lottery Fund, and the Société des bingos du Québec. In October 2014, Ontario Trillium Foundation granted $274,000 for the Community Solutions Lab, a community asset to be created as part of a Centre for Social Enterprise led by London, Ontario nonprofits.

The Central City Foundation was founded in 1907 with a mission to provide food, shelter, and spiritual sustenance to the growing numbers of poor men living in the inner city of Vancouver. Its history is a reminder that approaches like "peer-funding" and "social purpose real estate", in fact, have deep roots in many communities. To jumpstart its mission, local denominations pooled contributions, essentially providing shares into creating a new interdenominational organization. Foundation founders soon drew on this capital to acquire property and construct a new building to provide shelter, meals, and an auditorium for learning and community. When the Gastown neighbourhood began to flourish, Central City sold its original building, reinvesting to create a long-term care facility in another location. Today, Central City has grown to a $36 million foundation, actively investing nearly 40% of its assets into social purpose real estate, including mixed-use affordable housing, providing space for treatment, health services, and community functions. With social purpose real estate in its DNA, Central City has responded to need and opportunities by playing a range of roles including as developer, grantor, lender, and most critically as a joint partner. With real estate values skyrocketing, Central City is continuing to expand ways to leverage its assets through borrowing and impact investing. [xviii]

Social Housing Providers

Social housing providers have long leveraged multi-purpose rooms and commercial space to support the access of their tenants to social service providers and programming. Some are looking beyond providing free or low market leases in their buildings to support opportunities for community infrastructure that can create broader neighbourhood assets.

In summer 2014, Niagara Peninsula Homes moved its offices into a redeveloped vacant industrial building in the heart of Welland, Ontario. The move is intended to bring together NPH's administrative functions (and rent paid for space) in support of several social enterprises, including NPH's Team ENERGI youth employment program, which undertook the construction of the building. NPH hopes that the project will connect it to the neighbourhood, through education and housing maintenance programs, and to the region, through a mix of skills training, employment, and business and enterprise supports.

Landlords/Commercial Property Owners

Nonprofits, artists, and social enterprises have long relied on the friendly or absent landlord for affordable space options. This largesse can seem everlasting until market upswings, a more secure tenant, or even death results in a terminated lease and an unexpected move. Nevertheless, as above, mission-oriented landlords do exist, offering rent and lease terms and even paying build-out costs in order to position a floor or even their entire property as

xviii Interview with President & CEO Jennifer Johnstone, July 4th, 2014; http://www.centralcityfoundation.ca/our-impact/#buildings

a social purpose asset. In Montreal, the Belgo Building is a downtown historic building that for 20 years has quietly and intentionally provided affordable rents and flexible lease terms to artists and creative enterprises building-wide.

Located in close proximity to the Place des Arts, it is now a destination and home to a dozen galleries, artist studios, and work space for creative professionals and businesses like a dance studio. Ironically it is both a survivor of and a contributor to a vast revitalization initiative to rebuild and rebrand the area as a Quartier de Spectacle.

Developers

Developers are, of course, critical to getting shared spaces and other community infrastructure built. The scan suggests that some developers are becoming much more intentional. For some, as discussed in the paragraph below, it is a pragmatic determination based on incentives, community support, and approvals. The scan revealed a small but growing core of developers who identify squarely as social purpose real estate practitioners, with shared space and nonprofit real estate projects under their belt. Other developers and builders, considered large-scale and mainstream, are deciding to create cultural and social amenities that build both a market and a legacy, positioning themselves as community builders not condo builders. Of note, in recent projects such as the Artscape Triangle Lofts, it is condo-building – including profits from the sales of units – that is, in fact, a source of financing social purposes such as affordable housing and community infrastructure.

Municipal/Provincial Jurisdictions

Rarely are government entities leading the charge as direct proponents of shared spaces and other (non-residential) social purpose real estate. Rather, they are providing critical support in the form of enabling policies, including planning, land use policies and regulations, and tax structures. Governments at all levels – including federal – remain an important and desired source of financing through direct subsides. Increasingly, they are balancing investment and risk by deploying loans and guarantees. As noted by Artscape, "….local governments across North America and Europe are undergoing a process of change from planner-provider-deliverer to enabler-convener-catalyst-broker. More and more, local governments are positioning themselves as 'strategic place-shapers', organizing but not necessarily leading collaboration across whole localities."[xix]

xix See more at: http://www.artscapediy.org/Creative-Placemaking/Collaboration-and-Partnership/How-Can-Your-City-Help.aspx#sthash.wZDF7mYx.dpuf

In some cases, new facilities are moved along by municipal and provincial planning requirements and incentives to provide community benefits; Toronto has negotiated hundreds of agreements under the Section 37 provision of the Ontario Planning Act, which offers density bonuses for the provision of community benefits. In June 2014, the City of Vancouver directed $4.5 million from the Community Amenity Contribution from a high-rise development to support four arts-space initiatives, including two co-locations. [xx]

Closed institutions, vacant properties, or buildings with capital needs are common property types that spur community collaborations and shared space initiatives. Schools, highlighted elsewhere in this report, are prompting a particular focus on new models of collaborative community use. Some municipalities actively maintain a portfolio of properties for lease for community use. Another strategy deployed, often when the cost and liability loom too large, is disposition using a right of first refusal or first look policy. Some local assets have layers of ownership interests and jurisdictional decision-making. Hospitals slated to close in Montreal have de jure provincial ownership but de facto community and municipal ownership. In Halifax, the Memorial Library closed to make room for a state of the art downtown library. Its future is up in the air. Earlier in the year, Mi'kmaq chiefs explored repurposing the facility as a legislative assembly; the library's location on burial grounds was a deciding factor in their decision not to proceed. Future use will require support and approval from the Assembly of First Nations.

Universities/University Partnerships

Universities have long helped house and support incubators and accelerators. Some are now bringing together their existing assets, educational goals, and real estate needs to locate faculties and programs in heretofore ignored downtowns. A still emergent trend, this could result in more university-community partnerships to develop intentional co-location projects. One example in development is the Merchants Hotel, a vacant former hotel and bar notorious as a trouble hotspot in the north end of Winnipeg. A redevelopment of over $11 million will see it transformed into affordable apartment units, space for a University of Winnipeg Urban Studies program, and community education programs.

Financial Institutions and Investors

When taken together, SPRE initiatives explored through the scan represent participation from

xx Adapted from Under Construction: The State of Cultural Infrastructure in Canada, Nancy Duxbury (Ed.), Centre of Expertise on Culture and Communities, Simon Fraser University, 2008, as summarized by Creative Cities.

nearly every type of funder, financing body and investor: government institutions, banks, and credit unions alongside individual donors, foundations, and investors. In some projects, social lenders emerged as 'unsung heroes' by providing critical and timely financing to bridge or fill gaps or secure improved terms. The landscape of social lenders and investors is growing. Two national lenders focused on the nonprofit sector are the Canadian Alternative Investment Cooperative and the Community Forward Fund. There are numerous reports and resources relevant to the financing landscape for social purpose real estate. [xxi] Artscape offers a clear explanation of funding sources in its DIY toolkit; the 2014 State of the Nation report on Impact Investment offers a comprehensive look at who is supplying and who is demanding capital across diverse sectors, including the nonprofit and social enterprise fields. [xxii]

Neighbourhood revitalization initiatives can provide timely, albeit complex, opportunities to align collective spaces with existing community assets and future aspirations. Regent Park is known as the largest revitalization of a social housing development in Canada, replacing over 2,000 war-era social housing units and adding 5,400 market units on a 69-acre site on the east edge of downtown Toronto. Toronto Community Housing, in coordination with the City of Toronto, worked with the residents, neighbours, and its development partner, the Daniels Corporation, to create a social development plan as a corollary to the more traditional development plan. In addition to setting out a commitment to social inclusion and employment opportunities, the plan laid the groundwork for an ecosystem of community infrastructure aimed at fostering health, social cohesion, and economic participation. Now in its third phase, Regent Park is home to a completed aquatic centre, park, upgraded schools, and a Community Food Centre, located at local partner Christian Resource Centre's onsite supportive housing project. At the heart of Regent Park, and one of the first resources to open, is the Daniels Spectrum, boasting the tagline, "rooted in Regent Park, open to the world". The Spectrum is an example of multiple uses and shared spaces within shared spaces. In addition to an event venue and two onsite social enterprise eateries, the 60,000 sq. ft. building provides permanent work and performance space to five multi-cultural arts organizations and an education charity, Pathways to Education. The third floor is home to the Centre for Social Innovation's third co-working community in Toronto. A new nonprofit corporation, the Regent Park Arts Development, was formed to own the facility, which is operated by Artscape. The $38 million facility secured $24 million in infrastructure stimulus money and raised $12 million through a capital campaign including a significant donation from Daniels Corporation. Other TCHC revitalizations underway, including in Lawrence Heights and Alexandra Park, now embed resident-led Social and Economic Development plans as required and necessary to the real estate business plan. [xxiii]

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xxi Resources reviewed and compiled during the scan can be found in Appendix F.

xxii http://www.artscapediy.org/Creative-Placemaking-Toolbox/How-Do-I-Pay-for-My-Project/Sources-of-Capital-Funding.aspx; http://www.marsdd.com/wp-content/uploads/2014/09/Impact-Investing-in-Canada-State-of-the-Nation-2014-EN.pdf

xxiii See http://www.torontoartscape.org/daniels-spectrum to learn more about the Daniels Spectrum; see www. http://socialinnovation.ca/space/csiregentpark to learn more about CSI Regent Park; see www.torontohousing.ca to learn more about its revitalization projects. The 2007 Social Development Plan for Regent Park is available online at the City of Toronto's website at http://www.toronto.ca/legdocs/mmis/2007/ex/bgrd/backgroundfile-7300.pdf

Coopérative Méduse, Quebec City, Quebec

4.0 Trends Influencing the Emergence and Spread of Shared Spaces

Throughout the scan, stakeholders referenced additional trends and drivers influencing their interest in new models of work and community space. These trends are not necessarily home-grown or distinctly Canadian; yet, they have proved to be topical and boundary-crossing discourses wherever I travelled. As such, these are key context considerations in crafting a national strategy in Canada that builds on local momentum, draws from a strong base of practice, and is responsive to the country's diversity of communities and populations.

Social Innovation and Enterprise Go to the Big Leagues

Organizations like the Centre for Social Innovation, Enterprising Non-profits and Social Innovation Generation have made Canada a go-to resource in moving social innovation from concept to practice. Social enterprise has also evolved into an expansive field and concept extending beyond its roots as mission-based businesses typically pioneered by nonprofits at local level. People from grassroots organizations to federal government have embraced social enterprise as a platform for leadership development, economic inclusion, and socially oriented business acumen. More recently, however, this value has gone big time with leaders at provincial and federal government investing in infrastructure and funding, including a Ministry of Social Innovation in BC and several other provincial level funds and strategies.

New Dawn Enterprises, in Sydney, Nova Scotia, is a testimony to the mutually reinforcing nexus of social enterprise, community investment and social purpose real estate.

Established in 1976 to tackle the impacts of a downturn in local industries, New Dawn "is a private, volunteer directed business dedicated to community building," – "both a business and a social development organization." It owns and operates community businesses that employ over 175 people – and is an important asset holder in downtown Sydney. New Dawn has also positioned itself as a trusted intermediary for Nova Scotia's Community Economic Development Investment Fund, a tax credit for individuals who invest in local business. In 2013, New Dawn purchased the Congregation of Notre Dame's site, Holy Angels, consisting of a convent, school, and historic home. With the school requiring only modest code upgrades, New Dawn moved quickly to transform it into a multi-use site, the Centre for Social Innovation, inspired by CSI in Toronto but home-grown locally, attracting a unique variety of tenants including a language school for Muslim women, a University community engagement program, and a program for young tech entrepreneurs. New Dawn is working with Artscape to renovate the convent into an arts and culture hub.

Close to the Crowd: Social Finance and Impact Investment

Canada's social finance sector has made a steady march from being an alternative space for passionate investors and activists to becoming a visible platform for sophisticated transactions. Federal interest in instruments such as Social Impact Bonds, mainstream financial sector involvement such as by the Royal Bank of Canada, and emergent activity by charitable foundations, all signal that finance and investing to do good and make money is no longer niche, even if not yet mainstream. One recent survey put the supply of capital in Canada for impact investing at $5.3 billion, a 20% increase in two years. [xxiv]

Efficiencies in underwriting and placing capital are helping bring down the costs of investing. This access aligns with the burgeoning of ground-up fundraising models, enabling SPRE projects to merge the capital campaign mode of donor-based giving and the community-participation ethos of passing the hat. An initiative in Montreal, Notman House, used crowdfunding to support its predevelopment process. In October, CSI launched its second community bond, offering 3-4.5% interest-yielding returns on loans at the $1,000+, $10,000+, and $50,000+ levels.

Hybrids – are they yesterday or tomorrow?

Of note, social enterprise is both a product of and a contributor to hybridization models that are blurring what were once seen as rigid lines between nonprofit, business, and government sectors. Canada now has an emerging fleet of "fourth sector" vehicles and

xxiv Quoted in Financing Social Good: A Primer on Impact Investing in Canada, p.7

prototypes on the road, some fostered at MaRS and its Centre for Impact Investment. Over 100 Canadian companies and organizations have been certified as B Corps that meet social and environmental benchmarks. British Columbia has formalized this further into a new corporate status, the Community Contribution Company (C3) with Nova Scotia the most recent to create a new corporate status, the Community Investment Corporation. There remains an uneasy tension and healthy scepticism of these shiny new vehicles as grabbing attention and resources to the detriment of the more mainstream charitable and voluntary sector. Hybrid vehicles can potentially attract revenue that advances social purpose missions by offering more nimble access to a broader range of financing tools; however, the verdict is out as to whether these new forms succeed in attracting more capital. [xxv]

Interestingly, leaders in Fort McMurray have successfully reframed the profit/social/nonprofit divisions by rebranding its charitable and voluntary sector as social profit, an identity now readily in use by politicians, local journalists, and, increasingly, the public at large. Particularly relevant to this project, the term of Social Purpose Real Estate resonated with many interviewees as a clear but inclusive framing of the link between real estate and social impact.

An early practitioner of creating a dynamic multi-tenant community was Margie Zeidler, principal of urbanspace property group. In 1994, urbanspace redeveloped the 401 Richmond building, a 4-storey factory that had fallen into disrepair, into a multi-use building in the heart of downtown Toronto. The building is designed and operated with a commitment to sustaining a mix of tenants in education, the arts, and social change. Many interviewees cited 401 Richmond as an example and benchmark for the type of building and urban impact they hope to achieve. urbanspace both founded and financed for its first year of operation the Centre for Social Innovation. In 2012, Urbanspace Property Group registered as a B Corp, as a testimony to their belief that "real estate business ventures can be both financially successful and have a social purpose". Currently, there are four Canadian real estate development companies registered as B Corps, including Montreal-based shared space developer, Quo Vadis.

Don't Ask Me What I Do For a Living

There is growing awareness that, whether by choice or necessity, people are working and acting fluidly across sectors and job types – and they are demanding flexible, creative space that accommodates multiple identities. In Calgary, C Space is planning for what they call new culture artists – people who "no longer just think of the arts council for money" but who work

xxv Dr. Pauline O'Connor, The new regulatory regime for social enterprise in Canada: potential impacts on nonprofit growth and sustainability. Presented to the AFP Foundation for Philanthropy Canada and The TRICO Charitable Foundation, April 15, 2014. Downloaded at http://www.afpnet.org/files/ContentDocuments/AFPSocialEnterpriseRegulatoryRegime.pdf. Summary at http://www.socialenterprisecanada.ca/en/newsroom/service.prt?svcid=enp_newsroom1&iddoc=362767

at the intersections of enterprise, art, and community development. Others referenced work with newcomer populations, rural households, and Aboriginal families where there are not typically rigid lines between home and workspace. People readily participate in multiple ways in the local economies because of cultural or entrepreneurial traditions. At the same time, barriers to access to mainstream employment reinforce the need for multiple livelihoods.

From Transaction to Transformation – Collective Impact

The move from collaboration to collective impact is now well rooted in Canada, with renowned resources like the Tamarack Institute. In every community, I met people who have been engaged in collective impact training, local pilots, or cross-national initiatives. Several practitioners working on shared spaces felt that while their business case was well grounded in inter-organizational collaboration, their real aspiration was to become a nexus for collective impact in their community or issue network. And, as I note below, SPRE practitioners are eager to be better equipped in how to link data-driven planning and evaluation to measuring the collective impact of community infrastructure initiatives.

Ideas that (Still) Matter: Placemaking as Process and Outcome

A call and practice to look at how places should be designed and sustained to improve the way cities work for people is, of course, not new, as students of Jane Jacobs and William Whyte know. What is new is the spread of placemaking as a distinct and marketable field of knowledge, values, and expertise. One shared space practitioner who spoke of the importance of embedding placemaking in their practice asked, "How can we use the walls we have to go beyond the walls?" In Canada, Artscape is a driving force in framing dialogue and direction on creative placemaking, defined as "an evolving field of practice that intentionally leverages the power of the arts, culture, and creativity to serve a community's interest while driving a broader agenda for change, growth, and transformation in a way that also builds character and quality of place". The Project for Public Spaces (PPS), a New York-based nonprofit planning organization, was also a regularly cited resource for tools, training, and trend monitoring. PPS is increasingly presenting and consulting in Canada, including leading downtown visioning and planning processes.

Swarms, Clusters, and Change Labs

How people learn and problem-solve is also getting a make-over, blending the old-fashioned tradition of group retreats with the high-tech opportunity of live-time social media. In Canada,

the University of Waterloo and SIG have partnered with groups to apply change labs to unstick complex barriers or to create new products or directions. These projects, in addition to advancing innovations in groups and sectors working on social change, are also informing how people see and envision opportunities for learning and communities of practice. For many practitioners, learning is individual and self-directed, using online tools, training, and webinars. This approach is often a factor of the cost and burden of traveling long distances to access face-to-face learning opportunities. However, others are seeking effective group processes where people work side-by-side to frame issues, prototype options, and roll out solutions.

5.0 Overview of Challenges and Opportunities in Shared Spaces

These ways of working and collaborating are shaping aspirations for shared spaces in Canada. This means that groups are imagining projects, buildings, and broader redevelopment to achieve cost-savings and service efficiencies but also to create community assets and systems-change in their communities. But these ambitions rarely power the vehicle needed for community infrastructure initiatives to be developed, sustained, and adapted over time. There are numerous challenges that groups or leaders need to overcome and competencies they need to master to transform vision that goes beyond bricks to become a building community that builds community.

Despite spanning different regions, diverse project types and sizes, and stages of development, the interviews yielded a surprising amount of commonality in what respondents see as challenges and opportunities to address them. Broadly, these fall into three core categories: Proponent Capacity; Financial Capacity; and Enabling Environment Issues.

Proponent Capacity refers to the skills, relationships and knowledge that individuals and organizations require to undertake and succeed in a shared spaces venture.

Financial Capacity refers to the availability and appropriateness of structures and tools for financing a shared space initiative across the life cycle from concept to long-term viability.

Enabling Ecosystem refers to policy and regulatory frameworks (formal) and cultures (informal) that can hinder or propel shared spaces. Here, many of the conversations identified more broadly an overhaul in the awareness, planning, and support for community infrastructure as a unified class of assets that are essential to a healthy local ecosystem.

East Scarborough Storefront, Toronto, Ontario

There is not a rigid line between these capacity areas: individual capacity and shared space success or failure influence financial and policy-enabling environments and vice-versa. In addition, while these insights and ideas were generated through a look specifically at shared space initiatives, some opportunities and strategies can be extended more expansively to social purpose real estate in general. What follows is an overview of common themes and challenges as well as strategies grouped by issue. The strategies represent ideas generated from the outreach; they range from quick wins to system change; their inclusion here does not confirm that they are the right priorities, the only approach, or are feasible to undertake for a national learning community. To convey a bit of the spirit of the conversations, headings in italics are quotes or metaphors I heard during the scan.

5.1 Proponent Capacity

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

Nonprofit and community leaders juggle multiple responsibilities as community builders, fundraisers, administrators, strategic planners, managers. Several indicated they had succeeded in advancing projects, in part through pre-feasibility 'seed' funding; but moving an opportunity to the stage of design, finance, market, and mission feasibility can be a full-time job. In addition to a lack of exposure to knowledge or competencies, real estate-based initiatives take time. Few leaders have the stamina, know-how, and support to foster a long-term opportunity while attending to everyday organizational needs and local relations. One person likened the stages of development to the stages of grief and suggested basic readiness training.

Strategies:

- Grow capacity within the sector through: on-line training series on real estate and financing; mentoring and exchange, from development to operations;
- Establish a fellowship program to invest deeply in SPRE capacity by giving them a sabbatical and a placement with a professional development or real estate entity;
- Help organizations access capacity by pre-development funding or in-kind support of expert expertise. Develop a SPRE Executive Corps to link existing real estate experts with nonprofits engaging in projects.

Building boards that can build buildings…or opt not to.

Every organization has decisions to make about space, even when the result is working from the kitchen table. Many have long-owned assets and are well anchored exactly where they want to be. Others are juggling mismatches between mission and location, while some are seeking to pre-empt rent instability or to grow their equity over time. Boards are critical decision-makers in whether to invest in a social purpose real estate initiative; to explore new uses for a nonprofit's assets or to assess participation as a tenant or partner in a place-based initiative. Several entrepreneurial organizations eager to advance a SPRE initiative spoke of proactively assembling a can-do board with technical expertise in legal, business planning, and management. One executive director emphasized that his board could not only read the numbers, they understood the importance of raising funds to enhance staff capacity by bringing in a project manager. Several interviewees referenced board concerns about mission creep, risk and biases that charitable organizations should not be landlords.

Few board capacity offerings acknowledge asset management and real estate as a competency. One executive director embarking on a new building received funding for board training only to be restricted to 101 offerings, "I could care less if someone knows Robert's Rules; I need to have an intelligent conversation about a pro-forma." One available tool is the Take Stock online assessment for small nonprofits to assess core functions such as governance and financial management. [xxvi] This service meets a knowledge gap in basic core nonprofit functions faced by myriads of fledgling or small organizations but it does not provide a next level of analysis required for more complex finance, facilities, and capacity-related decisions.

There is a need for SPRE-specific curriculum for boards. Opportunities such as an online board-training platform in development could be used to disseminate this content and training. The Community Forward Fund also provides financial diagnostic services to nonprofits and charities and has adapted a tool created by the U.S. Nonprofit Finance Fund to the Canadian context. They anticipate expanding their reach by offering small clinics focused on financial health and planning.

xxvi http://hrcouncil.ca/resource-centre/shared.cfm

It is also important to underscore that similar to nonprofits who choose not to register as charities, most nonprofits or social enterprises may not need or want to own spaces, given the risk, the complexity of the financing, and the potential for mission creep. Indeed, this basic reality is at the heart of the business model for co-working and multi-tenant models alike: They require users willing to pay for access to a high quality, collaborative space. Community hubs and other spaces go even further by extending this revenue to provide free access to residents and grassroots organizations. An additional component of information for boards and decision makers is therefore information on leasing and other options that equip them to plan for and choose the most appropriate path for the mission and the balance sheet. [xxvii]

Lastly, the board who gets a shared space initiative implemented or who forms the first project governance body might evolve or change to meet the different competencies required to operate and sustain a collective community over time. While there is no one-size-fits-all approach to governance and sustainability, several multi-tenant nonprofit centres noted that they had evolved from a governance structure of owner or tenant members to a community board bringing in perspectives and competencies from outside.

An initiative to grow financial capacity of nonprofit boards could take a page from the work of Ulnooweg Development Corporation, which provides access to capital and business support services to Aboriginal entrepreneurs and First Nation Governments in the four Atlantic Provinces. Ulnooweg recognized that First Nations had to produce complex audited financial statements but that these were rarely linked to decision-making in support of many First Nations' goals of economic development and decreased dependence on government funding. Ulnooweg developed a series of analytics related to financial capacities such as working capital trends, growth patterns, and debt capacity. They translate these into an easy to read community report that is the basis for Chiefs, Councillors, and communities to improve financial management, be ready to invest, borrow, and better access capital. Continued need for the tool in the Atlantic Provinces and beyond has prompted Ulnooweg to develop a new charitable venture, the Ulnooweg Financial Education Centre.

Strategies:

- Develop an exportable curriculum to train boards and other leadership structures on real-estate related decision-making including understanding risk; assessing debt and financing capacity; ensuring accountability for processes; competencies required on or accessible to the board; links between ownership options and governance; getting into the landlord business or assessing fit as a tenant. Innoweave is a potential platform for this type of curriculum.
- Educate funders on the value of including board training as part of pre-development or other support.

xxvii An informative article from the U.S. on this decision can be found at… For a recent survey on Not-for-Profit space tenure, as well as space costs and affordability in Vancouver, see https://nonprofitquarterly.org/management/1003-the-age-old-problem-leasing-versus-buying.html. http://www.reibc.org/_Library/Documents/130403_REIBC_SPRE_Report_FINAL.pdf

- Create 'safe space' opportunities for board members to exchange experience at conferences or other events.
- Build neutral respected third-party capacity where organizations (regardless of corporate status) can "get a second opinion".
- Create an ownership and governance primer for Canada with Canada examples. Include case studies of failures, structure changes, and successful models.

Forced to depend on the kindness of strangers.

Groups wishing to develop property they own or others with aspirations for new development frequently do not have the analytical tools to assess if they have a good deal. During my outreach, I heard stories of organizations which were haemorrhaging resources to maintain a property that they no longer used to full capacity; had been discouraged by funders from purchasing property; or got short-term gain for the disposition of a high-value asset. In short, our decision-makers who, thanks to the above, are now savvier analysts of a real estate opportunity, might not know where to turn to bring in the technical expertise required. In smaller markets, choice can be limited; and in larger markets, cost and competition can limit options. Beyond training in social purpose real estate, groups would like someone to turn to for thoughtful, neutral advice. This is true when selecting consultants but takes on special weight when identifying a developer.

The number of developers who self-identify as impact-driven or social purpose real estate proponents is small but growing. Importantly, there are developers and technical experts who might not identify as social purpose but whose community orientation make them a potential fit. The spread of joint ventures in affordable housing and mixed-income development is also rapidly building a broader field of sophisticated partners interested and able to build real estate for social purpose.

In addition, as SPRE-developer capacity grows, the time is ripe to connect the nonprofit or mission-based developers who are organically springing up in many communities but who may or may not find each other. I encountered developers leading their own models but getting interest from other communities as well as those who are setting up their practice squarely in the social purpose sector with a focus on non-residential social infrastructure. A few examples include Catalyst in Vancouver, Artscape, who in June launched BC Artscape as its first entity outside of Toronto, Urbanspace in Toronto and the group it helped launch, the Centre for Social Innovation, the Common Roof with two projects under its belt in Simcoe County Ontario, the Social Enterprise Centre in Winnipeg in the early stages of growing a development capacity, and the Silver Dollar Foundation in Montreal. These are the innovators who can deliver on the real estate itself and so could benefit from a separate space to convene as peers specifically around development of community infrastructure

in Canada. Ultimately, a developer network could foster matching and mapping to places where there is a hole in this capacity, and inform policy, practice, and investment.

Strategies:

- As above, explore establishing a respected third-party to help groups assess deals.
- Maintain a resource base of 'approved' or 'certified' advisors and developers. As noted below, this need and opportunity also extends to property management.
- Create and share templates for RFQs, RFPs, and development agreements for hiring technical expertise or joint venturing with developers.
- Create a platform to connect SPRE developers.

Real estate is real estate wherever you go…but shared spaces might not be.

Many groups stress the uniqueness of their local city or region as distinctly struggling with everything from high land costs to unwieldy planning structures to business flight. None of these are new phenomena. Land use planning and zoning are localized factors affecting the interpretation of shared space proposals in particular. While technical rules and economics might be local, the practical steps of real estate are shared: it has to pencil out, it has to meet need and market demand and it has to mitigate risks. These are transferable and purchasable skills. Trickier is to understand the less visible market for nonprofits, social enterprises, and individual entrepreneurs. Surveys and other tools are regularly used to assess interest at a project level but do not always translate into final signing on the dotted line. Data and trends on the city or regional level are even more challenging; a recent survey in Vancouver, commissioned by the SPRE Collaborative, is a promising contribution to market research models that can apply real estate analysis to social purpose sectors at a local level. [xxviii]

Several practitioners noted readjustments to their rent amounts and structures after opening the doors: one co-working enterprise noted that "we opened and listened to crickets" before realizing the need for a different offering. A recently-opened centre was struggling with reconciling its commitment to social enterprises with practical questions of revenue and even fairness, weighing the pros and cons of discounting rents for emerging social enterprises.

More centrally, social purpose real estate and shared spaces require some different ways of working to plan for and achieve value-add - the social purpose 'sizzle on the steak' that makes a compelling case for someone to join a shared space community rather than choose another option, including staying put at the kitchen table, the Class C office building, or the space that employees already love.

xxviii Rent-Lease-Own: Understanding the Real Estate Challenges Affecting the Not-for-Profit, Social Purpose and Cultural Sectors in Metro Vancouver, Real Estate Institute of BC and SPRE Collaborative, 2013. http://www.reibc.org/_Library/Documents/130403_REIBC_SPRE_Report_FINAL.pdf

Strategies:

- Create a side-by-side chart of social purpose real estate vs. traditional real estate to illustrate the opportunities of SPRE.
- As above, create a roster of consultants with a seal of approval for social purpose real estate.
- Work with lenders, funders, including government, to understand the different business model, market, and impact of shared space initiatives vs. traditional commercial projects.
- Work with real estate boards and industry associations to understand and support documentation (and spread) of social purpose real estate.
- Create a template of common risks and scenarios employed to mitigate risks that reflect unique challenges of shared spaces.
- Collect and compile lease and rent terms from identified projects; explore integrating them with other real estate market platforms, and use them to inform market analysis, community infrastructure planning, and space matching.

The diversity of capacity in diverse communities.

This scan suggests that rural jurisdictions, aboriginal peoples, and traditionally marginalized groups, such as Francophone, racialized, and newcomer communities, remain underrepresented at capacity and planning tables from local level on up. Not surprising, there was caution that any national capacity building would also need to be inclusive geographically. In Quebec I heard that national work all too often stops at Ottawa; in the Atlantic, the perceived boundary is Montreal. In particular, there is a sense that national organizations across the board could do a better job of documenting, acknowledging, and spreading the success of diverse constituencies. "We go to a conference and hear someone present something as 'a first' or an 'innovation' that we've been doing for years."

The practitioners I met across different Aboriginal communities suggested that capacities to build and sustain community infrastructure vary enormously. Groups such as the Metis Capital Corporation and Ulnooweg are at the forefront of some of Canada's most sophisticated real estate, employment, and social finance development both on-reserve and off. At the other end of the spectrum was concern expressed by a resident pointing out the spate of real estate development just adjacent to her band's official reserve lands. "This should be us [doing the developments], but our band is really bad with money."

The outreach was too limited in scope to get beyond broad brushstrokes. Crafting an inclusive national strategy will require ongoing conversations to capture capacity needs and innovations already happening.

The thrill is gone (once the doors are open).

It is difficult for many leaders and groups to recognize that opening the doors is the starting gate and not the endgame. Some organizations realize too late that running a nonprofit and running a property is not the same competency. One co-working entrepreneur, responding to questions of costs of starting a space, points out that there are three questions: How much money do we need 1) to start, 2) to open, and 3) to run a co-working space? [xxix] Over a dozen interviewees shared their hard learning that they did not budget or plan for what happens immediately after the building opens, ranging from punch lists and occupancy to negotiating access and rules from kitchens to parking lots.

Long-term operators would add a fourth question: What knowledge, staffing, and capital does it take to sustain, their space and community? Those in older buildings are grappling with how to tackle energy upgrades, fire and other code issues, and accessibility needs and requirements. Long-range needs go beyond the bricks and mortar to market, culture, and impact. Over time, many find that in addition to maintenance and repair, they must respond to needs and opportunities by repositioning or redeveloping the property. In one example, the organization sold its shared space to invest in a larger space that would accommodate not only additional office and meeting space but also provide for a shift from a sole-owner to co-operative ownership model.

There is a particular dearth of resources on property and asset management tailored to non-residential community infrastructure. At the May 1 Ottawa training, the Nonprofit Centers Network facilitated an Advanced Institute track that provided practitioners already operating shared spaces with technical information on asset management, capital reserves, collaboration, and impact assessment. The training drew nearly 50 practitioners from across Canada, suggesting that there is interest in content and learning on operations. Artsbuild Ontario offers an Asset Planner tool to its members. Others engage professional support but realize that the people managing may not understand non-traditional commercial arrangements, collaboration, and other goals of the building space. Helping groups find or build property management capacity for shared space and SPRE initiatives will be a growing need.

Strategies

- **Develop accessible curriculum and tools and affordable training on property management and asset management for community infrastructure such as shared spaces. Disseminate these to, among others, educational institutions.**

xxix Alex Hillman, http://dangerouslyawesome.com/2012/01/how-much-does-it-cost-to-start-a-coworking-space/

- Draw on expertise and create partnerships with other sectors, including social housing or arts facilities.
- Develop templates and directories for groups looking to contract operations-related functions like property management or building assessments.
- Support groups to analyze revenue opportunities.

Synergy and proximity are not synonyms!

As captured in a recent discussion on the Nonprofit Centers Network Google groups, shared space projects are grappling with what is needed to drive and sustain collaboration across organizations and sectors. A common refrain with interviewees coast to coast was how surprised they were at the investment of time and planning it took to foster collaboration beyond barbeques and open houses. One person regrettably admitted that she felt so daunted by the real estate side that she attended all of the 'hardware' training at the NCN Building Opportunities Conference and none of the 'software' training – and was now catching up to put systems for collaboration and community building in place. One person I interviewed called it the 'special sauce' that blends intentional programming and intangible 'culture' of a shared -space community.

As noted above, several indicated experience with hiring the wrong person who just didn't 'get' the mission and culture despite having other appropriate skills for operations. Beyond the front door or street corner, collaboration was also identified as a challenge. One interviewee felt that a focus on back-end sharing does not always translate to being more impactful: "Why are we not interested in front-end sharing?"

Strategies:

- Make this topic a peer-led, peer-exchange model. Several participants noted that training, webinars, and conference calls are helpful but do not always make the subject as alive or applicable once back in their community.
- Conduct a survey or case study analysis that looks at techniques and impacts as well as how funded and cost-benefit related to occupancy.
- Maximize resources that support organizations and networks to go through learning together in accessible and affordable ways. Community Wise in Calgary is using Innoweave's online and coaching process to develop and implement a collaborative framework.

Failure is not just a day at the office/we should be shouting from our rooftops.

People are eager for honest and candid assessments – post-mortems - about what has not worked. In fact, a half-dozen interviewees specifically singled out sessions on "Mistakes We Made" at the NCN Building Opportunities conferences as the most valuable. Practitioners

are also eager to aid others to avoid the gaffes they made and to be a safe, thoughtful sounding board when crisis, conflict, or other hairy problems emerge. At the same time, an oft-mentioned recommendation was that a national network should be sure to amplify successes. To paraphrase one interviewee: Sometimes local decision makers pay more attention when kudos come from "the other side of the country" than from their own constituents. Several interviewees spoke of the importance of precedent examples in reassuring political decision-makers and funders that their idea was doable.

In 2012, Hub Ottawa released an impact report celebrating its inaugural year and documenting its community profile, activities, and impacts as shared through a survey and Hub-member stories. Also released was a Failures Report, the first ever done by a member of the Impact Hub Network. It highlighted struggles Hub Ottawa was facing, comparing the intended outcome with the actual and identifying strategies for the way forward. Among the outcome shortfalls were the ability to translate member profiles into successful networking ("You can't force connections so catalyze them"), struggles balancing animation and administration with its Host program, and the age-old issue of "failure to follow-up". Since that inaugural year, Hub Ottawa has doubled their membership by over 50% from 200 in 2012 to over 300 in 2014. [xxx]

5.2 Financial Capacity

Closing the doors on the church.

Despite the visible participation of financial institutions and credit unions – from the Royal Bank of Canada (RBC) to Vancity – in complex social housing and community development projects, an all too common refrain remains that "my bank won't lend to our initiative even though (land, payment, rent rates, credit, balance sheet) everything pencils out– they are nervous about the implications of a failed loan aka "closing the doors on the church". Some interviewees characterized local representatives of financial institutions as gatekeepers who are overly cautious with their nonprofit clients. Others lauded their representatives as being door openers, reviewing numbers, introducing other funders, and taking pride in contributing to a community asset. Ultimately, while it is unclear if reluctance to lend to the charitable and voluntary sector is local practice or broader-based institutional policy, there is much room for improvement for mainstream government and private financial institutions to advance options for Canadian charities, nonprofits, and social ventures.

xxx http://ottawa.the-hub.net/. The 2012 Report can be downloaded at http://ottawa.the-hub.net/2012-impact-failure-report.

Strategies:

- Partner with/encourage academic or sector institutions to undertake research and dissemination on the nonprofit sector's assets and banking power.
- Connect shared space groups and other entities with new initiatives related to social procurement.
- Draw on banks and credit unions engaged in impact investing to convene on practices related to nonprofits and social enterprise access to mainstream financing.
- Explore opportunities for lenders and intermediaries experienced with social purpose real estate to provide a vetting service 'seal of approval' that could enhance their credibility as loan and investment candidates.

Every kind of assistance but help!

The lack of federal and provincial investment in social services infrastructure - and specifically, capital subsidy – was, not surprisingly, an oft-expressed constraint. I regularly heard the strong sentiment that all three levels of government have a "moral responsibility" to fund and support community infrastructure. Several shared space projects had significant infusions of government dollars, including from the stimulus infrastructure pot. Conversations across the country also highlighted that people are moving beyond a subsidy-based model to thinking differently about sources of capital for social purpose real estate. Practitioners noted opportunities for educating lenders – public and private – about mixed use and shared spaces; positions they can take through incentives, guarantees, and landowners; and more flexible and patient capital terms. There is also a critical link to capacity: proponents of nonprofit shared space and other community infrastructure must have business models able and ready to respond to new sources and higher levels of capital.

Consistently called for is a 'bookend' of two key financing vehicles: predevelopment funding and long-term patient capital. Regarding predevelopment, there was frustration that sources are too shallow and small. I heard concerns that some seed funds are doing a disservice by just spreading love but not helping groups to move forward viable plans to appropriate levels for financing and approvals. Predevelopment funding – in flexible forms such as grants, forgivable debt, or re-investable loans, was seen as vital if projects are going to get beyond early pre-feasibility. Also in limited supply is scalable, longer-term capital that goes beyond single project debt financing – growing social purpose real estate capacity, not just building buildings. Although I was not able to verify, there was some concern that even within progressive financial institutions, impact investment was siloed from mainstream financing; deals of scale proved too big for community development pots but were considered too small or too risky for mainstream institutional lending.

Vancity was formed in 1946 as a member-owned financial cooperative. Today, it effectively and creatively deploys integrated strategies of capital and support to support a wide range of community-owned real estate. Unique to its approach is its willingness to draw on multiple financial instruments in its banking and foundation toolboxes and match these with strategic advice and a passion to achieve impact through social purpose real estate. The staff works together to identify the mix of funding resources most likely to help, including start-up grants, seed funding, predevelopment lending, impact investment and conventional financing. The Vancity Community Foundation has identified the steps of impact real estate development process that it can support with technical assistance and funding. In 2014, Vancity worked with local environmental organizations to fund, plan, and open a 10,000 sq. ft. shared space in the BC Electric building downtown.

Strategy:

- **Formally connect any national network with the burgeoning constellation of intermediaries and boots-on-the-ground funds that can inform practice and policy- setting for shared space/SPRE initiatives. This includes the MaRS Centre for Impact Investing as well as funds and fund managers such as the New Markets Fund, Community Forward Fund, and the two funds of Le Chantier de l'économie sociale, established precisely to meet the gaps noted above.**

Let's have a rent party...because rents are not enough.

Shared spaces are functioning as busy hives of collaboration and innovation, have waiting lists, and might even have a debt-free or smooth running facility; yet, they are not self-sustaining on rents alone. While an in-depth analysis of centres and hubs performance was far outside the scope of this scan, this reality surfaced in conversations with a number of existing projects. Most groups are drawing on non-rental revenue, including foundation grants, to sustain programming and even core operations. Across several organizations – including a sophisticated large shared space and a more local grassroots one, I heard the same number - 30% of expenses that requires additional funding. Several interviewees flagged dependence on anchor tenants and the inability to pay into operational reserves as top concerns. One centre found itself scrambling after a co-owner and the largest occupant was forced to close its doors. An understanding bank willing to refinance, reaching out to social enterprises and retooling governance are factors in mitigating the financial impact to the centre.

Other centres are precipitously dependent on government funding at one or all of three levels: direct subsidy for the facility and its operations; government agencies as rent-paying tenants – both anchor and satellite; or as the dominant sources of funding for significant tenant rent payers.

Strategies:

- Create a researchable set of profiles with numbers.
- Solicit case studies that provide a picture of the financial sustainability of shared spaces.
- As above, create a template of common risks and scenarios employed to mitigate them.
- Explore a funding mechanism for rent assistance, not too different than housing supplements.
- Investigate whether there is a case for a social impact bond model to support collaborative spaces that can demonstrate impacts and savings.

It is fine to talk about SROI…but you still have to know the ROI.

There is some healthy scepticism about whether SPRE in general, and shared spaces in particular, measure and document their financial returns, including the numbers and percentage-ranges for Return on Investment (ROI) as well as whether building ownership creates strong balance sheets and equity for the organization.

Strategies:

- Create or adapt a template and use it to capture standard financial indicators across shared space projects.
- Undertake case studies on long-term impacts of nonprofit held assets – not just shared spaces.
- Undertake case studies from investor perspectives.

5.3 Enabling Environment Challenges and Opportunities

We don't have what we don't know we have.

There is a wealth of civic assets – from charitably-owned recreation centres to publicly owned post offices – that offer possibilities to become revitalized community infrastructure and offer continued civic purpose. Many facilities such as libraries are exploring ways to use their spaces to enhance programming and establish partnerships that draw in new users while showcasing their roles as community assets. Others are using space for events or concessions designed to generate revenue, if not for core operations, then for community-oriented programming.

Changing demographics and new ways of delivering public services are leaving churches, schools, hospitals, and myriads of other assets vulnerable to deferred maintenance or sale to the highest bidder, especially among cash-strapped municipalities and other jurisdictions. I heard of desperate jurisdictions placing newspaper ads and very short turn-around RFPs alongside numerous calls for community consultation. Some jurisdictions do have processes for disposition that prioritize community impact; these could be better documented and developed.

Cities like Edmonton indicated they are mapping sites and assets already held in the nonprofit or public sectors. The J.W. McConnell Family Foundation has recently supported a fledgling effort to create taxonomy and funding architecture for civic assets, an initiative aligned with work in the U.S. on the civic commons. [xxxi] There is an opportunity to support communities to identify and map existing publicly- and nonprofit held assets as an input into community infrastructure planning. A practitioner in the NFP sector argued that documenting these assets alongside information on rents paid by organizations can counter narratives of dysfunction and scarcity that get used to define that sector in particular.

Back to School: During the outreach, I found myself visiting schools, 15 at last count, that had been repurposed; were in development as shared spaces and larger redevelopment initiatives; stood vacant; or were soon to be declared excess. While this is a national phenomenon, the closure of schools is most visible and palpable in the Atlantic Provinces as it faces the affects of young households moving out of the region for employment. Among the most spectacular sites I visited is the Lunenburg Academy, which closed in 2012 after 117 years of schooling generations of residents. The three-story wood -frame building is the only intact 19th century Academy building in Nova Scotia and was the first national heritage site in the town, which itself now boasts designation as a World Heritage Site. The Town maintains the site, but unlike other educational properties, the Academy has a robust and generous alumni network who have helped with everything from new windows to an accessible elevator. Although it has attracted some users such as offices for an international education 'at sea' program and an ambitious start-up music program, the Academy's destiny is fluid. Town officials, residents, and alumni are searching for a new vocation that could sustain both the spirit and the structure of the Academy, benefit local residents year-round, and accommodate the town's strong seasonal tourist industry.

You get what you pay for.

Related to the growing number of excess properties, several groups benefited from donated or low-cost space. In one case, challenges emerged when significant capital repairs needed to be made, surfacing the lack of clarity – and resources – for getting them done. Donated space is often not an appropriate size, layout, or location and sometimes comes with conditions or lease terms not conducive to effective operations and asset management. Securing financing to make building improvements can be hampered by lease terms of ten years or less.

xxxi The author is providing support on a voluntary basis to the Civic Assets Project, an initiative of The Commons, Inc.

Strategies:

- Provide examples of use agreements and negotiations that balanced municipal cost and liability concerns with the leasing entity's ability to use and develop the building into a successful community and sustainable asset.
- Work with an existing research organization to document policies and innovations on publicly-owned asset re-use as well as a primer for communities and organizations.

Rules matter.

Practitioners almost universally felt that a priority of any national strategy should be to help them understand and navigate legislative and tax issues related to social purpose real estate. It isn't just that people have encountered barriers (they have); rather, they are worried that they don't know what they don't know. This anxiety is understandable given the complex universe of provincial and territorial rules, specific governance for non-charitable organizations, distinct processes for cooperative structures and social enterprises, and the distinction between nonprofit and charities as business structures registered with the Canada Revenue Agency. Adding to the concern for non-charitable nonprofits are ongoing changes in legislation and implementation at federal and provincial levels, including the recent end date for the implementation of the Canada Not-for-profit Corporations Act. [xxxii]

People are eager for content, problem solving, and examples that can help them understand, navigate, and advocate for change in the mucky intersection of real estate, corporate status and tax rules, regulations, and practices. Practical issues for initiatives in development included pros and cons of ownership options, implications to participating charities, nonprofits, and cooperatives, costs and time to incorporate, impediments to getting philanthropic or investment support, and implications of tax, employment, and insurance choices for sustainable operations. Existing shared spaces struggle with the implications of revenue sources and amounts, managing compliance, and adapting entity structures to changing directions. Also noted were the additional complexities of being a charity and a provincial sales-tax registrant and knowing on what and when to charge tax. These are in addition to ongoing issues of compliance, accounting, and management needed by every corporate entity.

Many law-firms with practices in charity, NFP and co-operatives law provide useful resources and blog on trends and rulings. A gap appears to be a one-stop shop for centralized information and ways to figure out how to get answers to questions that touch multiple areas of law.

xxxii Information, tools and research on policies and legislation related to Canada's charitable and nonprofit sector are available at Imagine Canada's online portal, sectorsource.ca.

Strategies:

- A thorough compilation of existing and up-to-date online resources and publications
- A third-party held list of legal services providers with experience in shared space and social purpose real estate.
- Tools and checklists of questions to ask and compliance
- Documentation of precedents
- Case studies
- The scale of a national network to create access to an affordable early consultation service.

So glad everyone is happy at the office …but convince me my investment is changing the world.

As one investor noted, housing a bunch of charities or a bunch of entrepreneurs does not social impact make. Governments want to ensure that their funding is achieving outcomes that are reportable (and reassuring if not always equally welcomed) to taxpayers. Charitable foundations also have responsibilities for ensuring their grant-making aligns to the mission for which they were incorporated and face risks to their status and reputation when they stray. As discussed above, lenders and investors apply clear standards on financial ROI and even environmental returns when making determinations on where to invest. Social impact, however, feels more fungible. What really makes something an IMPACT investment? While there is work underway on assessment and evaluation for impact investment, not all real estate with the NFP sector has a clear story to tell on its outcomes and social impact. One interviewee called for realistic rigour, arguing that nonprofit projects will never compete with the private sector – the later will still "create more jobs, generate revenues for cities, reduce more emissions then we will". One foundation leader called for a rethink of citizen engagement, feeling that organizations need to demonstrate that they are not just serving citizens but effectively equipping and empowering them to participate in public change and democratic systems and structures – "voting for choice, not just voting in elections".

Shared artist spaces situated their challenges of demonstrating impact and even justifying their existence in the larger disruption the cultural sector is experiencing. Practitioners observed that some organizations and institutions remain trapped in a model of selling tickets with success defined narrowly as pleasing audiences. This style of operating a cultural institution stands in stark contrast to the ways that many people choose to experience art and performance, including in non-traditional settings outside of physical spaces altogether. [xxxiii]

xxxiii Inga Petri, The Value of Presenting: A Study of Performing Arts Presentation in Canada, commissioned by the Canadian (Ottawa: Canadian Arts Presenting Association (CAPACOA) and Strategic Moves, 2013), 43. The report suggests reframing the question: "Rather than 'how can I get young people off the couch and out of the house, or away from their smartphone long enough the come to a show?' the attendance data suggests better questions, for instance: 'how can I appeal to this highly engaged young audiences that participates in a variety of performing arts experiences, but outside my venue?"

For some arts-related entities, adding the need to demonstrate their impact as a community asset can feel particularly overwhelming.

Crafting a high level but meaningful set of impact benchmarks emerged as a priority for a Canadian learning community and one likely to generate participation.

Strategies:

- Convene explicitly about guidelines or benchmarks for social impact.
- Create a cloud-based site with dashboard, occupancy survey, and benchmarking assessments for SPRE projects.
- Work with existing systems like the Global Impact Investing Ratings System (GIIRs) and other impact investment metrics.
- Model a shared space social impact bond.

A place at the table – more inclusive infrastructure planning.

Related to the above, is interest in exploring how to link community infrastructure to larger-scale planning and investment in infrastructure. Many social purpose entities have outlasted everything from businesses to bridges – yet, community infrastructure is seen as an alternative use when codifying land use and investment. Several interviewees pointed out that the federal Community Infrastructure Investment Fund, which included not for profit community facilities as eligible, did not support innovative community-led initiatives but was channelled to upgrade their town's parks and recreation facilities. Some interviewees welcomed the influx of capital from community benefit incentives, like the Ontario Planning Act Section 37 density exchange, but expressed frustration that the resource strategies and allocation were disconnected from a long-range planning strategy and seemed ad-hoc.

Communities like Edmonton – which has the municipality, province, voluntary organizations, community foundation, and business districts around the table – are poised to rethink how community infrastructure is integrated into planning that leverages other infrastructure investment, including transit-related, and neighbourhood revitalization. Cities like Vancouver and Montreal have also created precedents and traction through a mix of financial incentives and non-financial supports to create and sustain cultural facilities. Most recently, the Premier of Ontario, Kathleen Wynne, in the mandate letters given to Cabinet Ministers to set priorities over their four-year terms, directed the Ministers of Community and Social Services, Health and Long-Term Care, Municipal Affairs and Housing, and Education "to develop a policy on community hubs. This policy will support using public assets efficiently — and building stronger ties among community organizations, schools, and municipalities." [xxxiv]

xxxiv Downloaded at https://www.ontario.ca/government/2014-mandate-lettercommunity-and-social-services.

Strategy:

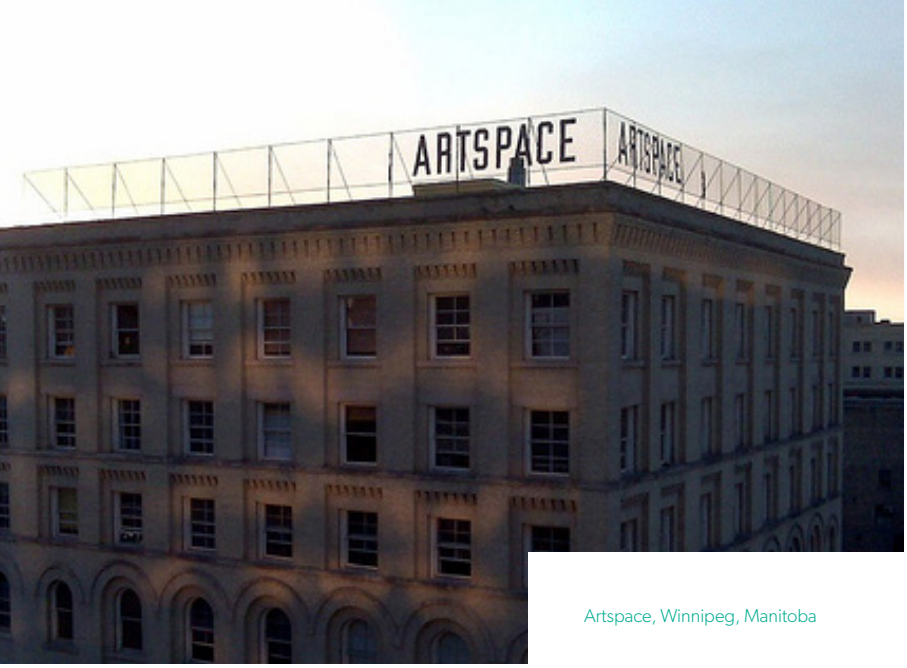
This perceived opening was met with cautious enthusiasm by interviewees. When situated within a broader social innovation and enterprise movement, these opportunities prompted a strong desire that a national network not be confined to practitioner-level or project oriented training. Instead, a common refrain was that a national learning community help catalyze place-based collective models to ideate, experiment – and not just talk but implement – community infrastructure ecosystems. It was felt that a project-to-project model is short-sighted and won't grow the kind of medium to long-term capacity necessary to plan for opportunities, shocks, and stresses. Change-labs, cohorts, and regional institutes were some of the ideas as ways to structure this work. This will be discussed in Section 6.0 below.

6.0 Towards a Pan-Canadian Learning Strategy

This scan reinforced that there is both need and opportunity to build capacity across the country to create successful social purpose real estate initiatives. The outreach also revealed a desire to advance the enabling environment for community infrastructure more broadly. Is there also an interest in a learning community that connects practitioners and stakeholders across Canada? Absolutely…but more work needs to be done on the appetite for active participation and funding that makes it a viable and dynamic pan-Canadian initiative.

6.1 Pan-Canadian Networks and Associations: Some Observations

During the outreach, I asked nearly everyone I met which networks or associations they joined or looked to for a community of peers, information, training, or other services. Many people indicated there were few pan-Canadian groups of which they were a paying member, preferring to apply dues or fees to local or regional groups. In order to inform how a national learning community could be structured, I conducted an online review of associations to look at mission, member benefits, and broader services, board structure, and membership numbers. All were suggested to me by interviewees as resources they use (although may or may not support as members or donors). The organizations represent diverse issues across the social change sector, including social enterprise, social housing,



Artspace, Winnipeg, Manitoba

and the arts. Although the scan did not include interviews with these associations, the online review suggested some important considerations for formalizing a national learning community. It also revealed the struggles and adaptations that pan-Canadian networks have made to tackle funding cuts to their organizations or to the members, to create a bigger tent, and to add value to their members. A list is provided in Appendix C.

Snapshot of Twenty Networks Suggested by Interviews

What can a fledgling pan-Canadian learning community learn itself from other established models? There is almost universal correspondence across a number of delivery vehicles and member benefits. Everyone has an online portal, offers discounts on conferences, and produces webinars.

Numbers of members and constituents (and even how they are differentiated) varies widely. Some models seek to reach and track impact at formal member level as well as by tracking total numbers of stakeholders reached through their activities. Others are strictly association models focused on building the capacity of their immediate members. The largest Canadian entity looked at was the Canadian Green Building Council (CaGBC) with 1,600 member companies and 3,000 individual members, including 800 "emerging builders". The smallest, at 28, is the Canadian Cohousing Network, which may in part reflect the slow but steady emergence of co-housing as an alternative approach to housing with strong, shared principles.

For those that are membership-based, dues are consistently delineated by budget size for core organizational members (with revenues/profits in a few cases); for those that serve jurisdictional bodies, population size is used to differentiate membership tiers. Not surprisingly, the dues of the two organizations at our two ends of the spectrum also represent the nature of their scale and services. Membership in CAGBC tops $4,000, a fee reserved for

construction companies with annual revenues over $50 million. In the Canadian Cohousing Network, members are emerging or completed co-housing communities varying in size from 7 to 42. For services such as advertising homes on its website, they receive $20 per household in emerging or completed communities.

A snapshot of other highlights:

- The oldest reviewed, the Urban Land Institute, was established in 1936 (although its only Canadian council, the Toronto District Council, is only a few years old). Mature organizations include the Canadian Housing and Renewal Association (1967), the National Association of Friendship Centres (1972) and the Canadian Arts Presenting Association (1985).
- Nine have member-elected boards of directors.
- Four of these have geographic or constituency representatives. An additional seven have other governed strategies for engaging regional constituencies including affiliate provincial networks, chapters, or councils. Five confer formal membership privileges to affiliated international bodies.
- Ten integrate directly SPRE-related issues and subject matter from housing to green building to arts facilities.
- Seven – as captured in the online review – who acknowledged recent, significant changes in mission, strategy, and structure to address reductions in funding, threats and opportunities in their sector, and ways to engage new constituencies. These include the Canadian Association of Community Health Centres, which retooled in 2011 from being an umbrella of associations to a direct member model and the Canadian Housing and Renewal Association, which had to adapt to the elimination of its core federal funding. The Creative City Network of Canada's core, voting membership is comprised of municipalities and related arts and culture departments and entities. In 2014, the Network launched a non-voting category to engage other individuals and organizations involved in cultural development. Community Foundations of Canada absorbed the Take Stock tool when another national resource, the HR Council for the Non-profit Sector, closed in 2013 only eight years after its launch.

All the models reviewed provided multiple avenues and product types to support learning and capacity building for their constituents. Below are some that stood out for their quality or ability to fill a niche; these offerings also align with the strategies for building SPRE and shared space capacity.

- Customizable platform for benchmarking, measuring, and reporting on impact (B Lab);
- Data mapping and visualization as a fee-for-service (Canadian Urban Institute);
- Resources and models for Aboriginal Cultural Competency (National Association of Friendship Centres and affiliates);
- Member salary survey – notable for its scope (International Downtown Association);
- The Brain Trust – a service that directs questions to a 'trust' of 200 peers (International Downtown Association);
- Fellowship program funded by members – A model that provides a secondment-type staff exchange across residential artist programs (ResArtis). The Canadian Arts Presenting Association also offers a national mentoring program for building future leaders called The Succession Plan;
- Bi-annual conference and moderated forum designed to facilitate cross-border exchange (Nonprofit Centers Network);

- Specialized-volunteer matching – Identifies and connects volunteers having specialized skills with social enterprises requiring technical expertise in areas such as business planning, financial systems, marketing and beyond (CCEDNET – Winnipeg);
- The Knowledge Pod – an online portal of Community Food Centres Canada for people interested in community food hubs and broader food justice issues. What makes this stand out from other online portals is that through core funding it has made all resources fully free and accessible to all with a sign-up; that it is organized with modules that include videos, podcasts, templates, and resource lists. The Pod has over 1,500 subscribers.

6.2 Reflections on Pan-Canadian Models of Learning and Exchange

When considered alongside the opportunities and strategies raised in the scan, the association review points to some key considerations in organizing successful and sustainable models in Canada:

Pan-Canadian does not necessarily mean national:

Few Canada groups are strong national convenors or advocates…and many people admitted that they do not regularly look to or belong to national networks. Several interviewees referenced once lively national platforms that because of reliance on federal funding, internal tensions, or trying to be too many things to too many people are now struggling or non-existent.

Inclusion must be in the culture not just the structure:

There is no magic formula for representing and reaching rural jurisdictions and underrepresented populations. Organizations are intentional and use distinct strategies and structures such as caucuses and French language offerings to be inclusive. Some organizations have recently created new membership categories or reoriented their vision to create a bigger tent and grow their base. Thinking about how to attract younger generations is key. One person noted that they don't want to be a member of the young leaders' organization, they want to be a leader of the organization, joining only if "membership means contributing meaningfully to the mission, not just getting access to webinars." She pointed out that as an activist and entrepreneur, a discount to a conference she cannot afford to attend is not a strong sell.

Canada is big:

Canada is very, very large and has expensive travel – in Northern regions it is usually cheapest and quickest to fly to a Southern city for meetings with fellow Northern peers. There are, of course, significant regional differences such as strong/weak economies,; demographics, culture, and history. People plug in primarily at the local and provincial levels, where much of what they do is negotiated. They therefore choose conferences, memberships, and even online training very selectively.

Peer exchange crosses boundaries:

There is already a lot of international flow in shared spaces and social purpose real estate. Co-working networks like the Impact Hub identify as collective impact models that bring hubs and their members into a global sharing community. A strong foundation of exchange is in place bi-nationally as well. CSI now has a centre in New York City. The Nonprofit Centers Network has established US/Canada co-chairs on its steering committee and has a cross-border membership exchange in on-line forums and resource library. Models like the Canadian Green Building Council and the Canadian Business Incubator Association grew out of association counterparts below the border but are now well-rooted as Canadian entities. Of note, many practitioners indicate that they relate to peers less around regional proximity but more around characteristics they have in common with other communities. For example, Vancouver finds its peers in Portland, Seattle, and San Francisco because of shared characteristics but looks less frequently to Toronto, despite the latter also being a large, strong-market, Canadian city. For some real estate and community building sector groups, the connectivity along north to south into the U.S can be stronger then east to west across Canada.

Niche must be balanced with scale:

A learning community or network will need to distinguish itself from – and complement – the constellation of other resources in Canada with strengths in shared spaces, social innovation, finance, and nonprofit effectiveness. However, it will need to do so while getting enough interest and support to attract participants.

Some organizations have a maze-like array of levels and types designed to create a broad tent and provide multiple levels of entry. Other associations are quite precise in their constituency target as both the core customer and the core source of revenue. An analysis of proportion by revenue type and/or membership level contributions was not undertaken. The online review suggested that larger and more resourced members – the large city

or organization with million plus budgets -- make it possible to offer modest price-points for their smaller peers to join. In addition, few national models appear to rely entirely or principally on membership. Other common revenue sources include net proceeds from conferences and training; certification fees; general sponsorships, or program-related sponsorship fees and grant funding.

Don't sit on the sidelines:

It is telling that a number of the models reviewed online highlight public policy as both a mission and a member benefit. People are hungry for intermediaries able and willing to advocate up the tiers of government but suggested that few entities having the temerity, expertise, and base of support to step up to the plate. In particular, a national strategy related to social purpose real estate can't avoid the question of government funding and the enabling environment for investment. A network will be judged in part by its ability to be a respected voice and resource that advances solutions to funding and financing for community infrastructure. It will be important to map out clearly what it can do and what it cannot.

6.3 Principles of a Pan-Canadian Learning Community

The interviews flagged additional 'creative tensions' to be explored when nurturing a pan-Canadian learning community. Below, I have summarized these as approaches to consider in building a learning community that is credible, effective, and inclusive.

Make it peer-driven, but not peer-managed: a dedicated capacity to coordination is essential to success.

Input suggested that a learning community might best fall in the middle of the spectrum between the open-source, open-navigated models like the co-working wiki and formalized membership networks. Many people urged that this initiative not reinvent the wheel, noting existing go-to resources such as Artscape DIY, the Centre for Social Innovation, MaRS Centre for Impact Investment, and the Nonprofit Centers Network. A common call was to provide some level of curating and coordination to strengthen navigation and connectivity amongst diverse existing networks and resources. In addition, some see on-the-ground coordination as essential to motivating and working with peers as drivers of content, dialogue, and policy beyond just "uploading my lease, though I'm happy to do so".

Many feel that being connected to global networks enriches their work while also enabling

them to contribute to larger movements. That said, there was also a sense that Canada work should not be fly-in or adjunct. Fostering of an enabling environment in Canada will require 'being present'.

Also heard was a variation of the theme that "this can't be off the side of our desks". It was felt that someone should be dedicated – whether full or part-time, volunteer or paid could be assessed – but that there should be a clear go-to coordinator.

Make it fun and easy to participate: Create a "funnel" of offerings.

How "open source" should a national learning community be? Does a membership model confer ownership and motivation? I heard from some practitioners, including some younger activists, that the membership model did not resonate with them. Reasons given included a philosophy of sharing and open source, which powers resources like the co-working wiki; the value of a collective of many members whose value is not fees but what they can bring to content, connections, and commitment; and the increased knowledge and innovation that is best catalyzed through a broader community.

Others felt membership creates buy-in and is more in line with the size and shared identity needed to grow trust and learning as a community of peers. They join in order to have a direct say on what gets said, produced, shared, and publicized. They also wanted to know that they were sharing budgets, policies, and materials they worked hard with peers who would treat them sensitively, apply them, and provide well-informed feedback for continued improvement. Additionally, on a practical level, someone has to pay for this coordinating function; and membership dues are a reliable baseline source of some of those revenues.

These options might not be either/or. Recent models work at multiple levels, using a 'funnel' to make quality, meaningful resources available to all in order to make it easy for those in start-up, idea-generation, or support-building phases to readily access a full suite of tools. These range from free workshops to interactive portals. People then move to deeper levels of capacity building, choosing to invest at increasing levels of commitment in formal services and participation.

Also gaining traction are models where groups or organizations apply or compete for continued learning, technical assistance, or partnership. Community Food Centres Canada, which operates the Knowledge Pod, has attracted funding to function as a joint partner with on-the-ground organizations across Canada seeking to establish Community Food Centres as a comprehensive model of food access, information, and advocacy. Groups are selected through application and must meet a mix of practical and mission-based criteria. Startup Communities uses an application process to select official Startup Canada

Communities. They take a 'kit of parts' approach by offering the selected Startup Community with templates, branding, and tools. Revenues encompass low-barrier individual fees and significant corporate sponsorship and use a 60/40 national/local split.

Maximize partnerships for knowledge, services and capital solutions.

It will be essential to distinguish between the products which are best nested in a Canada learning network dedicated to "SPRE for NFP infrastructure" and those best developed in conjunction and nest with other partners. **In short, the learning community should balance having its own clear niche while actively brokering and bringing in the best of peers, functioning as a nimble "network of networks".**

Below is a very preliminary overview of some of potential partners by area/competency. This list is not definitive, nor is the inclusion of an organization intended to designate that they have conferred interest.

Core competence	Organizations
Arts spaces; place making	Artscape; Artsbuild
Aboriginal NFP infrastructure	Association of Aboriginal Friendship Centres; Aboriginal Caucus of Canadian Housing and Renewal Association
Board development	Maytree; Imagine Canada, Innoweave platform; Community Forward Fund
Charitable/NFP tax and RE	Philanthropic Foundations of Canada (CF, Community Foundations of Canada; MaRS)
Board development	Maytree Foundation; Imagine Canada; Community Forward Fund; Innoweave
Financing Solutions including social finance and impact investment	MaRS Centre for Impact Investing; Community Forward Fund; Chantier de l'économie sociale; Canadian Alternative Investment Corporation; Community Foundations of Canada
Human and social services NFPs	United Way-Centraide Canada
Municipal incentives and innovations	Federation of Canadian Municipalities
NFP Sector leadership and capacity	Canadian Federation of Voluntary Sector Networks, Imagine Canada, Mowat Centre, Ontario Nonprofit Network, chambers of voluntary organizations, Muttart Foundation
Shared Platforms	Tides Canada Initiatives, Ontario Nonprofit Network; Nonprofit Centers Network
Social enterprise; procurement	Buy Canada, Enterprising Nonprofits, CCED-NET, Chantier de l'économie sociale
Social Purpose Real Estate	SPRE Collaborative, Nonprofit Centers Network, Artscape, CSI

Don't assume that technical expertise translates into fee-for-service revenues.

I heard a word of caution from some of the most established shared space and social finance practitioners in Canada. They noted limited success with fee-for-service consulting attributing this limited market to resource constraints, inexperience that results in trying to cut corners on the front end, and procurement requirements or organizational preferences that lead groups seeking technical real estate services to go with local consulting firms or conversely, big name national brands. The Centre for Social Innovation estimated informally that out of more than 200 inquiries on fee-for-service assistance, they had converted only two or three. Artscape also only does a handful of contracts a year, and these are often in tandem with municipally funded team projects. These organizations noted that they have become selective in choosing consulting and contract opportunities, weighing them against opportunity, costs of investing in other organizational work, the potential distraction of core business, the strain of limited staff resources, and mission creep. Emerging efforts in the area of social procurement like buycanada.ca could help grow fee-for-service opportunities and should be explored.

Identify a clear constituency and narrative.

Who is this learning community for? What makes real estate social purpose real estate? It is tempting, given the energy and action around the world in the broader shared spaces and social enterprise models, to create a large, inclusive tent for all shared spaces, from the tech co-working space to the block-long multi-tenant, multi-services hub.

Broader entrepreneurs, artists, and others creating shared spaces have established organic, cheap, and effective platforms to learn from each other, particularly across the co-working and co-location fields. For multi-tenant centres, social innovation centres and community hubs, shared spaces are models that have distinct challenges; however, I believe that a focus on shared spaces may not be robust enough to sustain a distinct network or community.

It may be counterintuitive but the 'space' of shared spaces is at once too big and too small to form the basis of a learning community. As a term and a field, "shared spaces" encompasses a large, amorphous way of working and a finite subsection of community infrastructure strategies and types.

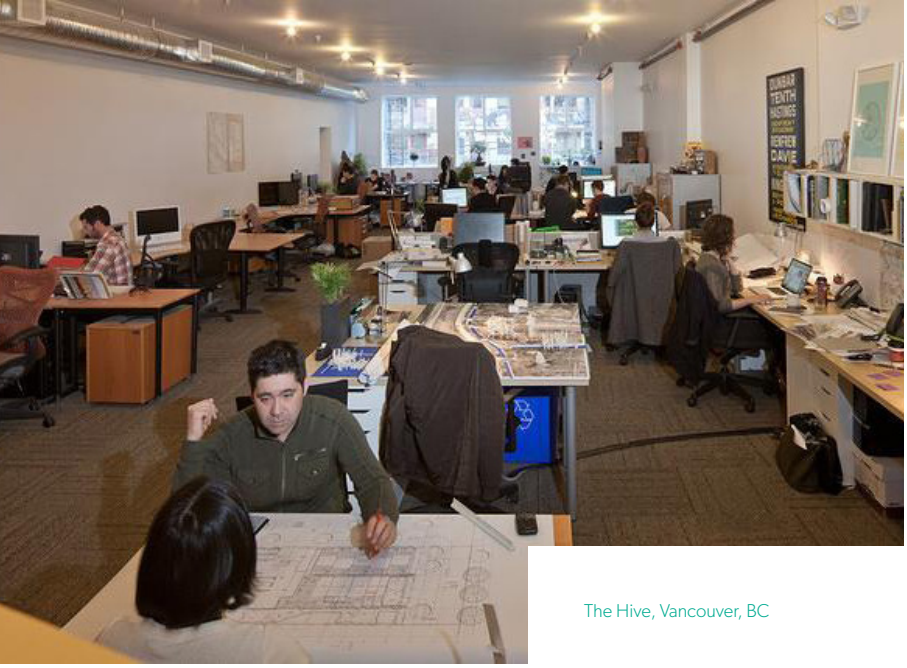
To 'resolve' this contradiction, I believe that a national model must connect two strategic pillars that address the proponent-level and systems-level opportunities presented in Sections 3 and 4.

Capacity Building on social purpose real estate as a skill and a field for the charitable and voluntary sector and social enterprises. Likely the direct participants will be nonprofits and social enterprises seeking to create, operate, and spread social purpose real estate. In other words, while a learning community should link and be open to a broad audience, it should not try to replace or encompass the already healthy constellation of resources and peer networks for entrepreneurs, makers, and start-ups.

The sector is, of course, still a big tent; but this strategic focus would address an important and timely need as organizations look for solutions to fragmentation, demographic changes, and effectiveness in their neighbourhoods and regions. Because Canada – compared to the United States or England - has smaller, more dispersed organizations in smaller and more dispersed towns and communities overall, a learning community just around nonprofit shared spaces is going to be far too limiting. It should be extended to support the nonprofit and social enterprise sectors in whatever the right solutions are: as single building for the single entity; a multi-tenant project; mixed use opportunities; the intentional clustering of charitable and voluntary entities in multiple sites at a neighbourhood level; and master planning social development infrastructure as part of revitalizing communities.

Collective Field Building that empowers on-the-ground changemakers to establish local systems to recognize, invest in, and sustain community infrastructure. The target audiences here would be self-organized tables or coalitions who are working beyond the individual building or project level. In particular, the outreach suggests that there is merit in exploring self-organized "cohorts" or collectives who are working beyond the individual building or project level. People want to deepen capacity AND have impact locally. They want to get specific projects built and operating but also want to facilitate plans and policies that nurture community infrastructure and strengthen neighbourhoods and regions. While cohorts would likely be created geographically, they could also be sector or population-oriented. Many of the cities where I have conducted outreach seem ripe for this approach. In fact, this idea was sparked by several local roundtable discussions including with Vancouver's Social Purpose Real Estate Collaborative, itself a model.

Who might be in a local collective/cohort? These groups might include a can-do municipal partner, a philanthropic leader already funding or looking into social purpose real estate, the mission-oriented developer or developer consultants, members of the NFP sector with some experience in social purpose real estate and leaders like those from business and voluntary chambers.



The Hive, Vancouver, BC

The analysis above identified some distinct challenges related to financing SPRE initiatives in all their phases. Financing is not separated out as a third pillar but rather, I believe a future learning community on SPRE should integrate financing as a necessary element of building proponent-level capacity and growing a more fertile environment for community infrastructure. Given existing networks of strong innovators and connectors in financing and investment across Canada, a pan-Canadian strategy for social purpose real estate should align itself to grow from and further build these networks.

The following section proposes goals and next steps for implementing some quick wins while moving into a deeper feasibility study.

7.0 What Next? Getting to Options

The outreach underpinning this discussion paper is appropriately positioned to identify broad goals, types of activities, and topics and tools of interest that could frame a three-year strategy. The scan is not positioned to test feasibility and specific recommendations for scope, structure, and governance. As a starting point, this paper suggests an initial focus on two proposed goals and sketches some preliminary activities and models under each:

- **1. Grow the Capacity of Practitioners Imagining, Implementing and Scaling Social Purpose Real Estate**
- **2. Stimulate Idea Generation, Action, and Advocacy that Strengthen the Enabling Ecosystem for Community Infrastructure**

Across the two goals, there are commonalities in audience, opportunities, and challenges; however, given the differences in scope, there may need to be distinct strategies for defining priorities and delivering learning and activities for each goal.

Goal One: Grow the Capacity of Practitioners Imagining, Implementing and Scaling Social Purpose Real Estate

Spirit of Approach: Co-Construction - Barn-Raising

Get going, make it easy to participate, make it a joint enterprise, build a broader source of ideas for buy-in, and let it take flexible shape.

Strategies:

- Create a dynamic atlas of innovative SPRE projects.
- Develop accessible – and where possible, freely available - opportunities for foundational learning.
- Animate opportunities for cross-sector and cross-community peer exchange and collaboration. Make it easy for people to find each other and connect.
- Host communities of practice for SPRE practitioners in fields not otherwise served.
- Develop curriculum and training that maximizes existing networks and platforms to offer new content and ideas.
- Facilitate specialized research and case studies.
- Aim to engage every province and territory.

Goal Two: Stimulate Idea Generation, Action, and Advocacy that Strengthen the Enabling Ecosystem for Community Infrastructure

Spirit of Approach: Co-Creating - Controlled Burning; Germinating New Trees

Go deeper and think longer, be prepared to take risk and support others to take risk, make it desirable and beneficial to participate, focus on problem solving in live time together, ensure rigour in products and supports.

Strategies:

- Foster cohorts that bring together multiple perspectives to deepen capacity AND tackle systems change locally.
- Broker resource matching and referrals that bolster project success and connect knowledge to field-building.
- Prove and promote a framework of impacts that demonstrate the value proposition of community infrastructure initiatives.
- Align with networks and initiatives committed to advancing investment in community infrastructure.

7.1 Options for Form that Follows Function

Drawing on some of the lessons and models from the association review, below are three options that range from minimal change from current resources to a distinct and separate new national resource. Each of these options is designed to provoke a bit of a 'straw dog' reaction to prompt ideas and iterations that could solidify some final options. Even then, none of the options propose the launch of a new, standalone, membership-based Canadian learning community. The scan suggested that there is simply not enough of a base of members to develop, fund, and sustain a paying membership model.

Option One: Coordination through a Loose Network of Networks

Use coordinating phone calls and 1-2 joint meetings of 10-12 SPRE intermediaries such as Artscape, CSI, Community Forward Fund, MaRS Centre for Impact Investment, and the Nonprofit Centers Network. Participation would be voluntary and self-funded. Hosting could be rotated. Modest funding for calls, webinars, shared events.

Goal: Strengthen effectiveness and foster increased collaboration through shared information and resources; joint meetings and training; and shared development of capacity building tools.

Precedents: People Centred Economy Group; the Federation of VSO; Vancouver SPRE Collaborative

Resources: Less than $20,000

Pros: Lean and nimble, relies on staff time but not financial resource, initiates regular communication and sharing. People continue to select the memberships and networks most valuable to them. Possibly seeds interest among funders who may value collaboration.

Cons: The leaders of these types of groups are busy; this model lacks a dedicated person to coordinate, facilitate, or otherwise drive activity; it might become insular; this option will likely to have outputs primarily at the information-sharing level rather than at capacity-building or field-building levels. Keeps resources disparate and does not create a collective voice.

Option Two: A Canadian Network Affiliated with an Existing Association

Develops dedicated capacity within an existing network that is both pan-Canadian and focused on nonprofit and social enterprise real estate. This model might entail paid membership and additional funding but resources would need to be broadly accessible. Key inputs would be a

dedicated resource person to facilitate linkages and content and a platform for exchange and learning. Those linkages would include the coordination suggested in Option One to align with the capacity of current intermediary networks working squarely in social purpose real estate practice and finance. The coordination role would ideally work in the spirit of being an animator, infusing practical exchange with fostering social connections within the networked space.

Goals: Build a home-grown Canada platform for collaboration and exchange; promote increased knowledge and visibility in the field of social purpose real estate; through coordination with other intermediaries, promote development and spread of policy and finance solutions.

Precedents: Nonprofit Centers Network, which includes Canadian members, but has limited outreach and content in Canada; CCEDNET, which has social enterprise focus that could encompass real estate capacity but is not strongly linked to social purpose real estate; Canadian Housing and Renewal Association, which is housing-focused but could extend to community infrastructure.

Resources: <$75,000 for a full-time coordinator and platform.

Pros: Does not reinvent the wheel. Allows for synergies in related fields and invests capacity in functioning as a nimble network of networks. Could strengthen existing member organizations by adding value-added learning and resources as well as broadening the network of practitioners. Could be easier to move to implementation. Could benefit proponents and others by providing a central "single-stop" to get the information and contacts they need. Could generate buy-in through a governance and leadership model that is inclusive of diverse communities. Could be hosted and housed at an existing SPRE organization or on a shared administrative platform that is not SPRE-focused, such as Tides Canada Initiatives.

Cons: Might be seen as a secondary or mission creep activity; members might not get the service or information they need within the context of an existing network that has a different geographic or content focus. Might not be seen as representative if not inclusive of diverse participants and leadership opportunities. With so much information available online or through training, potential participants might balk at paying for member services like webinars and resources; Might not garner respect or be close enough to its field of practice to be seen as a leader or credible resource. People might dine and dash – paying for a one-off activity or opportunity but not seeing themselves as part of the peer community.

Option Three: A Pan-Canadian Centre for Social Purpose Real Estate

A "think-do" tank model that functions as a hub for exchange, research, best practice, and networking. Balances broad knowledge exchange with curating and growing promising initiatives and proven models.

Goals: Incorporates knowledge exchange, collaboration, and practice development of other options. Additionally, aims to grow capacity and commitment to community infrastructure as a pillar of inclusive communities. Drives a national platform that identifies and measures impact.

Precedents: MaRS Centre for Impact Investment, which is connected to the SPRE field through the social finance lens; the Canadian Food Centres Canada as a precedent for its focus on connecting knowledge sharing and project support to field building. NCN activities and resources could possibly fold in to a new centre such as this one.

Resources: Minimally $75,000 and potentially upwards of $175,000 once salaries, travel, and resource curation are considered.

Pros: Allows for resources to be invested where there is need and interest; depending on funding, would not need to rely on membership fees or consensus-based decision-making for setting and implementing priorities; can respond quickly and push constructive engagement for key policy issues; can be selective in identifying 'early adopters' and accelerating change; can ensure rigour to core principles or practices.

Cons: Might be seen as too centralized and not inclusive; dependent on significant funding; Likely to be more resource-intensive depending on activities; agenda could be too driven by funders and those commissioning work; credibility might be limited by lack of representation and participation in decision-making.

7.2 What Next? Recommendations by Timeframe

Immediate next steps should focus on sparking reactions and ideas through the discussion paper and exploring the 'if, why, and what' of a pan-Canadian strategy on social purpose real estate.

Although the goal of the scan was to produce a three-year strategy, I recommend starting with a one-year gestation phase reasonable to test interest and feasibility and generate some 'quick win' materials and information. A key milestone opportunity in this phase is the 2015 Building Opportunities conference being held in Vancouver as a joint presentation of

the Vancouver-based Social Purpose Real Estate Collaborative and the Nonprofit Centers Network. A half-day could be set aside at the event for a sleeve-rolling review to arrive at a go/no-go analysis and establish a working committee that would establish goals and key milestones for any pan-Canadian SPRE activity.

Phase One: Assess Interest; Mobilize Information (January 2015 to January 2016)

Is There a There There? (to June 2015)

Assess if there is commitment to jointly planning and launching a pan-Canadian effort.

Feedback on this scan and discussion paper from stakeholders

Co-hosted phone calls/webinars/meetings for input

Soft approach to potential funders

Analysis at 2015 Building Opportunities conference in Vancouver: assess potential and if so, frame some shared principles and goals, assign tasks.

Low Hanging Fruit (to January 2016)

Use the discussion paper and 2015 Building Opportunities conference milestone to spark ground-up generated materials and information sharing amongst proponents.

Below are opportunities for quick, locally generated learning. While these might benefit from a clear host or home, there could also be people interested in leading activities that might then transition to a learning community.

- Crowd-sourced atlas
- Webinar round-robin
- A compendium of cases and failures – myth busters, reasons we fail, reasons we succeed. These could take the form of videos and be posted on a central channel.
- Google group and docs for building a pan-Canadian community. This could use NCN's current platform but either be moderated in Canada or have a Canadian sign-up and heading.
- An RFP template for procuring social purpose real estate services
- Open-source Canadian practitioner tools and resources portal [xxxv]

xxxv Topics and tools requested by interviewees are compiled in Appendix D.

Seeding the Future (to June 2016)

Convene 1-3 "community of practice" conversations.

Use an appropriate event or videoconference to launch initial conversations with a) SPRE developers b) practitioners working at intersection of space and collaboration and c) practitioners actively creating evaluation/impact frameworks for SPRE. These will unpack if there is momentum for continued practice-based learning communities while informing potential options and priorities for a broader SPRE network.

Further scope interest and resources to pilot 1-2 community infrastructure change labs or collectives.

Reach out to existing formal and informal collectives to assess what this could look like in practice, what problem they want to solve, and what would be required to unlock support and funding in/for their community.

Pending confirmation of interest, clarify mandate, mission, and vehicle(s) for a pan-Canadian SPRE learning community.

Craft a business case, establish systems.

Forward Building: Cultivating the Habitat (January 2017 on)

This period would further synthesize efforts into some clearly-defined and agreed upon outputs and goals. Activities could include curriculum development, a knowledge-sharing platform, and launching of community infrastructure collectives.

Appendices

Appendix A: Site Visits and Interviews

Alberta

Calgary

Sonja Bronstein, Assembly CS
Sonia Edworthy, Phil McCutcheon and Erin McFarlane, Community Wise
Cathy Glover, Suncor Foundation
Reid Henry, C Space
Pat Letizia and Natalie Odd, Alberta Ecotrust
Kerry Longpré, Calgary Foundation

Edmonton

(coordinated with Russ Dahms Edmonton Chamber of Voluntary Organizations)
Marian Bruin, City of Edmonton Community Services+
Andrea Hesse, ABC +
Linda Huffman and Julian Mayne, Arts Habitat Edmonton+
Bryanna Kumpula, Agriculture and Food Council
Darlene Lennie and Michael Graham, Metis Capital Housing Corporation
Sylvia Lepkie, Alberta Human Services +
Susan McGee, Homeward Trust
Carol Moerth, Alberta Culture+
Kathy Oleskiw, City of Edmonton Community Services
Bev Parks, Norwood Community and Family Services+
Larry Pempeit, Canadian Paraplegic Association
Craig Stumpf-Allen, Edmonton Community Foundation.org+
Debbie Walker, Jerry Forbes Centre

Fort McMurray

Amanda Herbert, Wood Buffalo Community Village
Bryan Lutes, Wood Buffalo Housing
Diane Shannon, The Redpoll Centre

British Columbia

Vancouver

(coordinated with Margaret Dickson, Tides Canada & Martha Burton, Martha Burton Management Consulting)
Rob Barrs, Consultant+
Emily Beam, Vancity Community Foundation
Robert Brown, Chesterfield Properties
Joanna Clark, Consultant+
David Eddy, Vancouver Aboriginal Housing
Kira Gerwing, Vancity Credit Union
Jacquie Gijssen and Debra Bodner, City of Vancouver Cultural Services
Scott Hughes, Capacity Build+
Jennifer Johnstone, Central City Foundation
Joanna Kipp, Ecotrust Canada
Dan Paris, Uprising Development+
Marietta Kozak and Elia Kirby, Arts Factory
Esther Rausenberg, Eastside Culture Crawl
Mandeep Sidhu, Vancity Credit Union+
Heather Tremaine, Urban Fabric Group+

Manitoba

Winnipeg

(coordinated with Jason Granger, United Way)
John Baker, Aperio+
Damon Johnston and Marianne Bartlett, Aboriginal Centre
Stephan Epp Koop, Food Matters Manitoba+
Randy Joynt, ArtSpace+
Kristine Koster, EcoCentre
Courtney Lofchick and Jay Smith, Skull Space+
Scott Macaulay, Innovation Alley/Ramp Up
Natalie Mulaire, SMD Self-Help Clearinghouse+
Cali Ramsey and Thom Sparling, ACI 245 McDermot
Andi Sharma, Northern Healthy Foods Initiative, Manitoba Aboriginal and Northern Affairs
Lucas Stewart and Tyler Pearce, Social Enterprise Centre
Nick Tzenson and Travis Cooke, Frame Arts Warehouse and Media Hub

New Brunswick

Seth Asmiakos and Joe Godin, Saint John Community Loan Fund
Jim Jones and Brenda Robison, Peace Community Centre, Moncton

Newfoundland

Bruce Pearce, St. John's Committee

Nova Scotia

Jane Adams and Roxie Smith, Lunenberg Academy Foundation
Tanya Andrews, Regional Convenor, Community Sector Council of NS
Richard Bridge, Lawyer for Charity
Norma Boyd and Erika Shea, New Dawn
Margaret Casey, North End Community Centre
Dr. Kathleen Flanagan, Community Sector Council of Nova Scotia
Chris Googoo and Todd Hoskin, Ulnooweg
Matt Hall, The Hub South Shore
Sophia Horwitz, The CoLab
Joanne Macrae and Tracy Boyer Morris, The Hub Halifax
Jessica Smith, Pictou County United Way
David Upton and Stephanie Pronk, Common Good
Leslie Wright, Novita Interpares

Ontario

Barrie and Orillia (coordinated with Glen Newby, New Path Foundation)

Maureen Armstrong, New Path Foundation
Danette Blue, Ministry of Children and Youth Services+
Ken Edwards, New Path Foundation
Carolyn Gravelle, Children's Treatment Network York-Simcoe
Linda Loftus, Squarefoot Real Estate+
Trevor McAlmont, County of Simcoe+
Bob Morton, Chair, Simcoe Local Health Integration Network+
Karen Pulla, YMCA Simcoe Muskoka+
James Thomson, New Path Foundation

Niagara

David Young, Team ENERGI, Niagara Region

Ottawa (Building Together Conference)

Graeme Hussey, Centretown Citizens Ottawa Corporation
Maureen Moloughney, Heartwood House
Diane Touchette, 25 One Community
Rima Zabian, 25One Community

Toronto

Adriana Beemans, Metcalf Foundation
John Fox, Robins Appelby, LLP
Tim Jones, Artscape
Eli Malinsky, Centre for Social Innovation (at New York CSI)
Robert Plitt, Evergreen CityWorks
Pru Robey, Artscape
Margie Zeidler, urbanspace property group

United Way Toronto Hub Focus Group (coordinated by Lorraine Duff)

Hub Staff
Shola Alabi, Mid-Scarborough Community Hub
Paulos Gebreyesus and Lorna Baker, Jane Street and Bathurst Finch Community Hubs
Laura Harper and Gajay Selvarajah, Dorset Park Community Hub
Amra Munawar, Rexdale Community Health Centre/Rexdale Community Hub
Michael Tross, YouthLink, Bridletown Community Centre
Gisela Vanzaghi, Access Alliance/AccessPoint on Danforth Hub
United Way Toronto:
Lorraine Duff, Tereza Coutinho, Chi Nguyen, Gillian Dennis, Irene Brenner

Quebec

Tom Boushel, Chair, Federation of Catholic Community Services
Eveline Ferland, Directrice des communications et de la programmation, Maison du développement durable
Jane Rabinowicz, Silver Dollar Foundation, Board member, Centraide Montreal
Adam Steinberg, Silver Dollar Foundation
Francois Vermette, Chantier de l'économie sociale/Maison de l'économie sociale

Saskatchewan

Sheri Benson, Executive Director, United Way of Saskatoon & Area
Rita Field, Executive Director, Saskatchewan Crisis Information Centre
Barb Macpherson, YWCA Saskatoon
Trish St. Onge, Executive Director, Catholic Family Services
Jodie Semkiw, Village Manager, Saskatoon Community Service Village
Karen Wood, Executive Director, Family Service Centre

National/Regional

Derek Ballantyne, Community Forward Fund
Tim Draimin, Social Innovation Generation
Katie Gibson, MARs Center for Impact Investing
Indy Johar, Impact Hubs Global
Stephen Huddart, J.W. McConnell Family Foundation
Sara Lyons, Community Foundations of Canada
Elizabeth McIsaac, Mowat Centre, Ontario
Kayt Render, United Way/Centraide Canada
Michael Shapcott, Wellesley Institute
Brigitte Witkowski, Chair, Canadian Housing and Renewal Association

Appendix B: Canadian Shared Spaces Identified through Scan

Shared Space Initiative	City	Prov.	Website
Accelerator YYC	Calgary	AB	acceleratoryyc.com
Alberta EcoTrust Environmental Hub	Calgary	AB	albertaecotrust.com
Assembly Coworking Space	Calgary	AB	http://www.assemblycs.com
Challenger Park	Calgary	AB	http://www.challengerpark.com/clients-view/new-project-opportunity/
CommunityWise Resource Centre	Calgary	AB	http://communitywise.net
Epic YYC	Calgary	AB	http://epicyyc.ca/
Kahanoff Centre	Calgary	AB	kahanoffconference.com
Kahanoff Centre Second building	Calgary	AB	thecalgaryfoundation.org
Storehouse 39-3-10	Calgary	AB	www.storehouse39.ca
The Commons Calgary	Calgary	AB	http://www.thecommonscalgary.com
Agrihub	Edmonton	AB	www.agfoodcouncil.com
Arts Hab	Edmonton	AB	artshab.com
Jerry Forbes Centre for Community Spirit	Edmonton	AB	http://jerryforbescentre.ca
Norwood Child & Family Resource Centre RJ Scott School	Edmonton	AB	norwoodcentre.com
Unit B	Edmonton	AB	http://unitb.ca
Canadian Paraplegic Association	Edmonton	AB	http://www.sci-ab.ca/
Redpoll Centre	Fort McMurray	AB	http://theredpollcentre.webs.com
Wood Buffalo Community Village	Fort McMurray	AB	no website identified
The Family Village	Lethbridge	AB	http://www.thefamilyvillage.ca/docs/familyvillagebrochureapril2012.pdf
The Community Village	Medicine Hat	AB	http://www.thecommunityvillage.ca/
The Kamloops Innovation Centre	Kamloops	BC	http://kamloopsinnovation.ca/coworking
co+lab	Kelowna	BC	http://okcolab.com
The Village Space	Maple Ridge	BC	http://www.thevillagespace.ca
Gyre	Nelson	BC	https://gyre.io
The Network Hub – New Westminster	New Westminster	BC	http://www.thenetworkhub.ca
Cowork Penticton	Penticton	BC	http://www.coworkpenticton.com
MWorklab	Port Coquitlam	BC	http://www.mworklab.com
FUSE Community Work Hub	Sechelt	BC	http://fuseworkhub.ca
Beta Collective	Surrey	BC	http://betacollective.ca/
425 Carrall St. - EcoTrust Colocation	Vancouver	BC	http://ecotrust.ca/
Arts Factory Society	Vancouver	BC	http://www.artsfactorysociety.ca
HiVE Vancouver	Vancouver	BC	http://hivevancouver.com
Jim Green Centre for Social Innovation and Inclusion	Vancouver	BC	no website identified
Suite Genius	Vancouver	BC	http://www.suite-genius.com

The Cranium	Vancouver	BC	http://www.thecranium.co
The Network Hub – Vancouver	Vancouver	BC	http://www.thenetworkhub.ca
Vivo Arts Centre	Vancouver	BC	http://www.vivomediaarts.com
Water Street Profile	Vancouver	BC	http://www.waterstreetprofile.com
Woodward's Non-profit Cultural Offices	Vancouver	BC	http://vancouver.ca/parks-recreation-culture/arts-and-culture.aspx
Justice League Headquarters	Vancouver	BC	no website identified
Tides Renewal Centre	Vancouver	BC	no website identified
Spacebar Victoria	Victoria	BC	http://spacebarvictoria.com
St. John the Divine Church	Victoria	BC	www.stjohnthedivine.bc.ca
The Dock	Victoria	BC	http://www.thedockvictoria.com
The Network Hub – Whistler	Whistler	BC	http://www.thenetworkhub.ca
Central Interior Community Services Coop	Williams Lake	BC	no website identified
Social Enterprise Centre	Winnipeg	MB	http://socialenterprisecentrewpg.org
Aboriginal Centre of Winnipeg	Winnipeg	MB	http://www.abcentre.org
ACI - 245 McDermot	Winnipeg	MB	http://www.creativemanitoba.ca
Artspace	Winnipeg	MB	http://art-space.ca
Food Hub	Winnipeg	MB	http://www.foodmattersmanitoba.ca/winnipeg-food-hub-feasibility-study/
Frame Arts Warehouse	Winnipeg	MB	http://frameonross.weebly.com
Futurepreneur Colocation 321 McDermot	Winnipeg	MB	https://www.facebook.com/FuturpreneurMB
Skull Space	Winnipeg	MB	http://skullspace.ca
SMD Self-Help Clearinghouse	Winnipeg	MB	http://www.smd.mb.ca
Start Up Winnipeg	Winnipeg		http://www.startupwinnipeg.ca
United Way of Winnipeg	Winnipeg	MB	http://unitedwaywinnipeg.ca
Centre Culturel Aberdeen	Moncton	NB	http://www.centreculturelaberdeen.ca
Community Peace Centre	Moncton	NB	no website identified
Workspace Moncton	Moncton	NB	http://workspaceatlantic.ca
Waterloo Village Social Enterprise Hub	Saint John	NB	http://loanfund.ca
Common Ground	St. John's	NL	http://workatcommonground.com
Stella Burry	St. Johns	NL	http://stellascircle.ca/news-resources/community-building
Platform Halifax Inc.	Bedford	NS	http://www.platformspace.com
Creative Crossing	Halifax	NS	http://aliainstitute.org
Imagine Bloomfield	Halifax	NS	http://imaginebloomfield.ca
Kyber Village	Halifax	NS	http://www.khyber.ca
The Hub Halifax	Halifax	NS	http://thehubhalifax.ca
Mahone Bay Centre	Mahone Bay	NS	http://www.mahonebaycentre.com
The Hub South Shore	Mahone Bay	NS	http://www.thehubsouthshore.ca
Eventide Art Hub	New Glasgow	NS	http://www.eventidearthub.com
The Space: Meet.Work.Create	Shelburne	NS	https://www.facebook.com/thespacemeetworkcreate
Common Roof Barrie	Barrie	ON	http://thecommonroof.ca
The Creative Space – Barrie	Barrie	ON	http://thecreativespace.ca
Community Door Brampton	Brampton	ON	http://www.communitydoor.ca/
Lab.B	Brampton	ON	http://www.lab-b.ca

Brantford Artisans Village	Brantford	ON	http://www.brantcord.com/page/page/8325989.htm
Burlington Hive	Burlington	ON	http://burlingtonhive.com
HumanEdge Global	Burlington	ON	no website identified
Community Door Caledon	Caledon	ON	http://www.communitydoor.ca/
Ground Floor Centre for Innovation	Chatham	ON	https://www.groundfloorck.com
W & M Edelbrock Centre	Dufferin	ON	http://dufferin.biz/why-live-here/health-and-social-services/wm-edelbrock-centre/
10 Carden	Guelph	ON	http://www.10carden.ca
ThreeFortyNine	Guelph	ON	http://threefortynine.com
Halton Social Enterprise Centre	Halton	ON	http://haltonsocialenterprise.ca
Imperial Cotton	Hamilton	ON	http://www.270sherman.ca
Innovation Factory	Hamilton	ON	http://innovationfactory.ca
The SeedWorks	Hamilton	ON	http://www.seedworksoffices.ca
Volunteer Hamilton 267 King East	Hamilton	ON	http://volunteerhamilton.on.ca
The Creative Space – Huntsville	Huntsville	ON	http://www.thecreativespace.ca/huntsville
Centre for Community Innovation and Design	Kitchener	ON	http://www.civics.ca
Treehaus Collaborative Workspace	Kitchener	ON	http://treehauscw.com
WorkplaceOne – Kitchener	Kitchener	ON	http://workplaceone.com/kitchener.html
Garvey Building - Social Innovation Shared Space	London	ON	http://www.pillarnonprofit.ca/news-topic/shared space
Hacker Studios	London	ON	http://www.hackerstudios.com
Kowork	London	ON	http://kowork.ca
Community Door	Mississauga	ON	http://www.communitydoor.ca/
Common Roof Orillia	Orillia	ON	http://thecommonroof.ca
CORE21 Spark Innovation Centre	Oshawa	ON	http://www.sparkcentre.org ; www.core21.ca
25One Community	Ottawa	ON	http://www.25onecommunity.ca
Causeway Work Centre	Ottawa	ON	http://www.causewayworkcentre.org/
Code Factory	Ottawa	ON	http://www.thecodefactory.ca
Heartwood House/Au Coeur de la Vie	Ottawa	ON	http://heartwoodhouse.ca
One Community Place	Ottawa	ON	http://familyservicesottawa.org/
Ottawa Arts Court Foundation	Ottawa	ON	http://www.artscourt.ca
Ottawa Chamber of Voluntary Organizations	Ottawa	ON	no website identified
The Hub Ottawa	Ottawa	ON	http://ottawa.the-hub.net
The Space	Ottawa	ON	http://atthespace.ca/
Harmony Centre	Owen Sound	ON	http://www.harmonycentreos.ca
Community Door (2 locations)	Peel Region	ON	http://www.communitydoor.ca/
Richmond Hill Housing and Community Hub	Richmond Hill	ON	http://www.360kids.ca/the-york-region-community-housing-hub/
Gangplank	Sault Saint Marie	ON	http://sault.gangplankhq.com
Business Incubation Centre	St Catharines	ON	http://socialinteraction.ca
Cowork Niagara Co-op	St. Catharines	ON	http://coworkniagara.com
Fueled Minds	St. Catharines	ON	http://www.fueledminds.com
Elgin-St. Thomas Shared Space/Hub	St. Thomas	ON	http://www.escf.ca/
East Scarborough Storefront	Scarborough	ON	thestorefront.org
3rdRail Society	Stratford	ON	http://3rdrail.ca
Sudbury Shared Space	Sudbury	ON	no website identified

The Forge	Sudbury	ON	http://www.forgesudbury.ca
The Workspace	Sudbury	ON	http://www.theworkplacesudbury.com
3rd Sphere	Toronto	ON	http://www.3rdsphere.ca
401 Richmond	Toronto	ON	www.401richmond.net
85 King East	Toronto	ON	http://85kingeast.com
AccessPoint on Danforth Hub)	Toronto	ON	http://accessalliance.ca/accesspoint
Acme Works	Toronto	ON	http://acmeworks.ca
Artscape Wychwood Barns	Toronto	ON	http://www.torontoartscape.org/artscape-wychwood-barns
Bathurst Finch Community Hub	Toronto	ON	http://unisonhcs.org/locations-maps/bathurst-finch/community-services/community-hub-at-bathurst-finch/
Beach Business Hub	Toronto	ON	http://beachbusinesshub.ca
Bento Miso	Toronto	ON	https://bentomiso.com
Bridletowne Community Hub	Toronto	ON	no website identified
Camaraderie Coworking Inc.	Toronto	ON	http://camaraderie.ca
Centre for Social Innovation Annex	Toronto	ON	http://socialinnovation.ca/space/csiannex
Centre for Social Innovation Regent Park	Toronto	ON	http://socialinnovation.ca/space/csiregentpark
Centre for Social Innovation Spadina	Toronto	ON	http://socialinnovation.ca/space/csispadina
Co-lab	Toronto	ON	http://co-lab.co
Daniels Spectrum	Toronto	ON	http://www.torontoartscape.org/daniels-spectrum
Dorset Park Community Hub	Toronto	ON	http://www.dorsetpark.com/
Evergreen Brickworks	Toronto	ON	http://www.evergreen.ca/
Foundery	Toronto	ON	http://foundery.is
GizmoLabs	Toronto	ON	http://coworking.gizmolabs.ca/
High Park Commons	Toronto	ON	http://www.highparkcommons.ca
Jane Street Community Hub	Toronto	ON	http://unisonhcs.org/community-services/jane-street-hub/
Legal Education Co-location	Toronto	ON	www.cleo.on.ca
Locus Quo	Toronto	ON	http://www.7labatt.com/coworking
Loft Youth Centre for Social Innovation	Toronto	ON	http://www.loftycsei.org
MakeWorks	Toronto	ON	http://makeworks.com
MaRS Discovery Centre	Toronto	ON	http://www.marsdd.com
Project: OWL	Toronto	ON	http://projectspac.es/owl
Project: RHINO	Toronto	ON	http://projectspac.es/rhino
Rexdale Community Hub	Toronto	ON	http://rexdalehub.org
Riverdale Immigrant Women's Centre	Toronto	ON	http://www.riverdalehub.ca
SCHC/Mid-Scarborough Community Hub	Toronto	ON	http://www.schcontario.ca
St. James Town Community Corner	Toronto	ON	www.stjamestown.org/
Victoria Park Hub	Toronto	ON	no website identified
Whitespace Common	Toronto	ON	http://www.whitespacecommon.com
Workplace One – Queen West	Toronto	ON	http://workplaceone.ca
Treehouse Business Centres	Uxbridge	ON	http://treehousebusinesscentres.com
Fusion Centre	Waterloo	ON	http://www.regionofwaterloo.ca/en/regionalGovernment/resources/SM2013-1203.pdf
Niagara Peninsula Homes Resource Hub	Welland	ON	http://www.nphcr.ca/
1770 Langlois Avenue	Windsor	ON	no website identified

Queen Street Commons	Charlottetown	PE	http://queenstreetcommons.org ; www.civics.ca
The SPOT	Charlottetown	PE	http://my-spot.ca
Créagora – Espace coopératif de travail	Gatineau	QC	http://www.creagora.coop
CCS West Island Hub	Kirkland	QC	no website identified
Co-lab	Montreal	QC	http://lecolab.ca
Communoloft	Montreal	QC	http://communoloft.com/
ECTO Cooperative	Montreal	QC	http://www.ecto.coop
Espace 360	Montreal	QC	http://www.espace-360.com
Espace Exeko	Montreal	QC	http://exeko.org
Halte 24-7	Montreal	QC	www.halte24-7.com
Hub305	Montreal	QC	http://hub305.coop
IDEAL Coworking	Montreal	QC	http://idealcoworking.blogspot.ca
La Commune	Montreal	QC	http://www.lacommune.ca
La Monastere du Bon Pasteur	Montreal	QC	http://www.shdm.org/shdm/portfolio/113
Le 6cent1	Montreal	QC	http://www.6cent1.com
Le Plancher USINE C	Montreal	QC	http://www.usine-c.com/le-plancher/#
Le Regroupement de Lachine	Montreal	QC	http://www.cdec-lasallelachine.ca/tiki-index.php?page=Regroupement-Lachine
Maison de l'economie sociale	Montreal	QC	http://www.chantier.qc.ca
Maison du developpement durable	Montreal	QC	http://www.maisondeveloppementdurable.org/
Nexus Montreal	Montreal	QC	http://www.nexusmontreal.com
Notman House	Montreal	QC	http://notman.org
Orbit Montreal	Montreal	QC	http://www.orbitmontreal.com
Projet PI2 De Gaspé	Montreal	QC	www.piedcarre.org
RPM Startup Centre	Montreal	QC	http://rpm.startupcentre.ca
Salon 1861 (Saint Joseph Church)	Montreal	QC	http://quartierinnovationmontreal.com/en/portfolio/lab-urban-culture/
Station-C	Montreal	QC	http://www.station-c.com
Belgo Building	Montreal	QC	www.thebelgoreport.com
Coopérative Méduse	Quebec	QC	http://www.meduse.org/fr/
Abri.co	Quebec City	QC	https://abri.co
Espace Koala	Quebec City	QC	http://www.espacekoala.com
Niviti	Quebec City	QC	http://niviti.com/
Cowork Regina	Regina	SK	http://coworkregina.com
Queen City Hub	Regina	SK	http://queencityhub.ca
Saskatoon Community Service Village	Saskatoon	SK	http://www.villagesaskatoon.com/
The Two Twenty	Saskatoon	SK	http://thetwotwenty.ca
Yukonstruct	Whitehorse	YT	http://yukonstruct.com

Appendix C: Canadian and International Associations Reviewed

Association	Founding Date (in Canada)	Website	Scope
Artist-Run Centres and Collectives Conference/ Conférence des collectifs et des centres artistes autogérés	2004	www.arccc-cccaa.org	National
B Corps	2006	http://www.bcorporation.net/	International
Canada Green Building Council	2003	www.cagbc.ca	National
Canadian Arts Presenting Association/l'Association canadienne des organismes artistiques (CAPACOA)	1985	www.capacoa.ca	National
Canadian Association of Business Incubation	1992	www.cabi.ca	National
Canadian Association of Community Health Centres	1995; 2011	www.cachc.ca	National
Canadian Cohousing Network	1992	www.cohousing.ca	National
Canadian Community Economic Development Network (CCEDNET) / Réseau canadien de DÉC	1999	https://ccednet-rcdec.ca/en/spark	National
Canadian Housing and Renewal Association/ L'Association Canadienne d'habitation et de renovation urbaine ET DE RÉNOVATION URBAINE	1967 as CAHRO	www.chra-achru.ca	National
Canadian Urban Institute	1990	http://www.canurb.org/	National
Community Food Centres Canada	2011	http://cfccanada.ca/	National
Community Foundations of Canada	1992	www.cfc-fcc.ca	National
Creative City Network	1997 in Vancouver; 2002 as NP	www.creativecity.ca	National
Enterprising Nonprofits	2001	www.socialenterprise.ca	National with 6 chapters
International Downtown Association		www.ida-downtown.org	2000+
National Association of Friendship Centres	1972	www.nafc.ca	National
Nonprofit Centers Network	2004	www.nonprofitcenters.org	Bi-national
ResArtis	1993	www.resartis.org	International
Urban Land Institute	1936	www.uli.org; toronto.uli.org	International

Appendix D: Topics and Tools Requested by Interviewees

Change management

Plans and policies to evict, or respond, when losing a key partner/tenant
Conflict
Tracking shifts in demographics to match services and space

Collaboration

Partner selection
Agreements vs. culture
Value-add shared services
Joint fundraising examples
Volunteer engagement
Systems that connect single points of access data systems with clients' use of services

Community empowerment

Showcase community innovation
Balance business with social justice
Empower residents as animators
Community-led social and economic development planning
Really build leadership
Inspire and stimulate organic opportunities that build community

Constructive engagement of government partners

Examples of campaigns that influence municipality/province to invest in community infrastructure
Making the case – long-term cost benefit
Research that documents how nonprofit facilities can ride out 'booms and busts'
Best practices in land use that support mixed use facilities
Government-owned assets – maintenance agreements; what to look for in lease negotiations

Corporate status and tax regulation

How to rent to for-profit businesses when you are a nonprofit
Structuring endowments, and reserves
"Everything to do with CRA"

Financing and feasibility

How to identify risks and mitigate them
When and how do we need an exit strategy?
Pros and cons of ownership models vis a vis accessing financing and long-term implications

Governance and decision-making

Community involvement in decision-making
Understand and influence charity law
Decide ownership structure
Systems for regular review and adapting governance models

Identifying and measuring impacts

Community-led benchmarking opportunities
Toolkits, training, methodologies to measure impact, including financial value and cost-benefit
Best practices in balancing data collection with qualitative evidence and storytelling

Placemaking

Partnerships with business associations and others
Understanding opportunities and challenges – of private and public space
Initiatives that don't cost a lot of money
University partnerships: from services to joint ventures
Branding our building

Property and asset management

Difference between asset and property management
Pros and cons of outsourcing
Criteria and templates for third party services
Life cycle and building condition templates
Staff qualities and responsibilities distinct to shared spaces
Insurance – scope of coverage; getting competitive terms
Contingency planning

Social enterprise

How to balance incentives and rent schedules with helping businesses grow
Integrating retail – tax risks; lease models; risk mitigation
Incorporating child-care and daycares - risks and opportunities
How to incorporate for-profit hoteling in a nonprofit space
Social purchasing models – policies for operations; procurement partnerships with large institutions

Social inclusion

Culturally sensitive space design and systems – including for Aboriginal populations; people of different faith traditions
Models for interpretation and language services
Accessibility – planning, funding, designing space

Accessibility competency
Successful intergenerational programming
Getting people in the door
Integrating healing and spirituality
Models that work in rural communities

Space management

Community use of space - practices and guidelines
How to address people who pay rent but don't use space or contribute
Integrating space management technology and performance management dashboards
Privacy and confidentiality agreements for open spaces
Space and operations design vis-a-vis single points of access and referral processes

SPRE-specific professional development – staff and board

Business planning and financial management acumen when that is not my day job
How to identify and support optimum model for staffing
Models for mentoring

Appendix E: A Dozen Shared Spaces at a Glance - East to West

	Common Ground	Peace Centre	The Hub South Shore
Year Opened	2014	2012	2013
Location	St. Johns, NF	Moncton, NB	Mahone Bay, NS
Shared Space Type	Coworking	Multi-tenant	Coworking
Focus	Entrepreneurs and home-based employees	Human and social services; social inclusion	Scattered entrepreneurs working across the South Shore Region
Location Type	On upper ridge of downtown St. Johns	Downtown Moncton one block from main	Small shore town In predominantly rural region
Facility Type	Leased floor of commercial building owned by Irish Benevolent Society	Addition connected to historic church in downtown Moncton	A renovated former classroom in a school building that itself is now a co-location
Ownership	Registered nonprofit social enterprise	NP comprised of 5 member organizations	For-profit - 3 co-founders
Shared Space Staffing	1 Executive Director	No single dedicated	No single dedicated
Number of Tenant Organizations	Approximately 50 members	5 anchor tenants with additional spaces rented to nonprofits and social enterprises	Approximately 25 members
Tidbit	First co-working space in Newfoundland!	The space incorporates the historic church as a full catering and event venue. Preservation of the church as a historic and community asset was an intentional goal of the redevelopment.	The Hub South Shore was directly inspired by the Hub Halifax, the first Impact Hub in Canada. Hub Halifax provided technical support and shared its procedures, analytics and lessons learned.

	Maison de l'Economie Sociale	Heartwood House	Common Roof Barrie
Year Opened	2014	2000 in leased school; Reopened in purchased space in 2014	2006
Location	Montreal QC	Ottawa, ON	Barrie, ON
Shared Space Type	Multi-tenant, Nonprofit	Multi-tenant Nonprofit	Multi-tenant Nonprofit
Focus	Social Economy, including Advocacy, Lending and Resource groups	Human and Social Services, Community Arts	Human and Social Services
Location Type	Emerging neighbourhood near Ste. Catherines	Main corridor street in Vanier neighbourhood in Ottawa	Bus-serviced street of low-rise commercial near downtown
Facility Type	Converted floor space in former convent being redeveloped into seniors housing with NFP offices	Redevelopment of former Giant Tiger box store	Former utility company office building on 5 acre site
Ownership	Newly formed NPO comprised of 4 member organizations	Co-ownership: Heartwood House owns 87.5% and Unitarian Universalist Fellowship owns 12.5% of property	Charitable Foundation comprised of 6 founding partners
Shared Space Staffing	No single dedicated	2- FT Executive Director and onsite facility; volunteers operate the reception desk	Staff of member organization New Path Foundation also provides leadership and admin support to the Common Roof
Number of Tenant Organizations	4	20	13
Tidbit	Le chantier de l'economie sociale had previously owned a building and rented space to other organizations. The new space represents a commitment to a cooperative model.	Heartwood House was incorporated in 2001 as itself a collective charity operating in a leased school site. It operates the lost and found for Ottawa's transit system and has a social enterprise store selling local crafts onsite.	The six partners at the Common Roof invested an upfront deposit of $100,000, which secured a 10 year fixed rent and rental rebates at year 15. Additional redevelopment financing through a mortgage and capital campaign. The Common Roof uses a functional (vs tenant-based) layout that includes 65% for formal shared space. Its second building opened in 2011 in Orillia.

	Social Enterprise Centre, Winnipeg	Saskatoon Community Services Village	Redpoll Centre
Year Opened	2012	2001	2009
Location	Winnipeg MB	Saskatoon SK	Fort McMurray, AB
Shared Space Type	Multi-tenant	Multi-tenant, Nonprofit	Multi-tenant, Nonprofit
Focus	Social enterprises with a focus on employment for Aboriginal households	Human and Social Services	Human and Social Services
Location Type	Just North of downtown in industrial area bordering the Port Douglas residential	Downtown Saskatoon, near City Hall	Downtown Fort McMurray
Facility Type	Redeveloped former Canada Post building near rail yard	New construction land owned by a partner YWCA; building is connected	Leased floor of commercial building on main street; moving to occupy the
Ownership	Limited Partnership 3 owner representatives - 2 social enterprise NPs and a cooperative hardware store	Charitable NP comprised of 6 member organizations	United Way has head lease
Shared Space Staffing	No singled dedicated	1 full-time coordinator	United Way staffed
Number of Tenant Organizations	12 including an artist studio entity	7	6
Tidbit	Retrofit and insulation social enterprises had negotiated a discount on building materials from a local hardware coop. The enterprises opted to pay market price for building materials so that the hardware store could apply the difference to rent - and they could have the materials in proximity and space to store them.	Was developed nearly entirely on capital campaign and donor support. Building does have a property tax abatement.	Later this year, the Redpoll Centre will move into a new home as part of a significant expansion project in the areas recreation hub of MacDonald Island. As part of their model, the United Way charges market rate for offices - Fort McMurray has some of the highest real estate prices in the country - but subsidizes common areas.

	Community Wise	The Dock Centre for Social Impact
Year Opened	1971	2014
Location	Calgary AB	Victoria, BC
Shared Space Type	Multi-tenant	Co-working, multi-tenant
Focus	Services and Advocacy	Social Impact, Community Advocacy
Location Type	Downtown Calgary	Victoria's Chinatown
Facility Type	A historic former YWCA built in 1911 - "the oldest purpose-built, social service facility in Calgary"	Repurposed building on a colourful alleyway
Ownership	Head lease with City	Co-working company is a for-profit social enterprise
Shared Space Staffing	A 4-person staff collective	Half-time staff person
Number of Tenant Organizations	35 tenant members, 49 external members including grass-roots members, and 8 individual members	Approximately 50 members
Tidbit	Still known to many as the "Old Y", Community Wise has its roots in one of the earliest efforts to save a civic asset, when nonprofits in the building contested City plans to demolish it. Recognizing the small, grassroots nature of its organizations, Community Wise has crafted a collaborative framework to formalize and expand opportunities for member capacity building.	The Dock owner is also leading an effort to create a Community Food Hub that would bring together food producers, food-security advocates, and commercial kitchen space under one roof in a downtown building.

Appendix F: Resources Identified

The scan yielded a wealth of existing learning portals, reports, toolkits, and other resources available online. This list consolidates resources identified through the scan that have relevance to practitioners interested in social purpose real estate. The list prioritizes topics that intersect closely with designing, operating, and assessing impact of space-based initiatives. It also focuses on resources created by and for Canadian organizations.

Not included in this list are internal documents and tools as well as annual reports and other helpful publications. For the truly passionate, the websites for shared space initiatives and associations in Canada, provided in Appendices B and C respectively, are also a rich source of ideas, precedents, and tools.

As with these other appendices, this list of resources is a snapshot in time and no doubt has overlooked some very useful and smart contributions to the field. The Nonprofit Centers Network (www.nonprofitcenters.org) has begun collecting some templates and tools of its Canadian members that can continue to be populated as work in Canada grows and people make their materials available. The scan recommends a Canada-focused portal as a starting point for gathering and exchanging resources. [i]

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i Please note that this is not a traditional bibliography so resources are organized under headings alphabetically by the host or producing entity's name, not by author. This approach, along with the typical challenges of online links, means that some attributions may be incorrect and some links may not function. Inclusion on this list is not an endorsement of the provider or the resource.

Co-location and Multi-tenant Centre Case Studies

401 Richmond - The New Workplace Commons: A study of innovative support for cultural and social enterprises in both the not-for-profit and for-profit sectors. Commissioned by: Canadian Heritage; City of Toronto, Culture Division and the Ontario Ministry of Culture. http://www.401richmond.net/building/WorkplaceCommonsReport.pdf

Artscape Case Studies: Case Studies on multiple Artscape facilities in Toronto. http://www.artscapediy.org/Case-Studies.aspx#sthash.uHnGJDxW.dpuf

Canadian CED Network: Winnipeg Social Enterprise Centre: 765 Inc: The Power of the Collective, Andi Sharma, 2013, http://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/ccednet/pdfs/shared_space_research_andi_sharma.pdf

Central Interior Community Services Co-op, Working Better by Working Together, A case study of the history and development of the Community Services Co-op, Anne Burrill, ChangeMaker Consulting, 2006. http://www.goldenloom.ca/uploads/1/2/0/0/12003480/edmonton-nonprofit-sharedspace-toolkit.pdf

Centre for Social Innovation: Shared spaces for Social Innovation, three case studies of developing (Emergence), operating (Rigour), and assessing impact (Proof) of CSI's shared space projects in Toronto. http://socialinnovation.ca/sssi

East Scarborough Storefront: The Little Community That Could: The Story Behind Our Story: Our First Decade of Building Community Together, Cathy Mann 2012. Toronto: East Scarborough Storefront. http://www.thestorefront.org/ourbook/

Family & Children's Services of Guelph and Wellington County: A Community-Based Model of Child Welfare Service Delivery: An Exploration of Parents', Service Providers', and Community Experiences of the Shelldale Centre, Lirondel Hazineh, Gary Cameron,

Karen Frensch, Partnerships for Children and Families Project Wilfrid Laurier University, found at www.wlu.ca/pcfproject

Hub Ottawa: Impact and Failure Reports, 2012, http://ottawa.the-hub.net/wp-content/uploads/sites/5/2013/06/Impact-and-Failure-Report-web-version-June-9.pdf

Maison du development durable: Master's thesis on integrated design process, Ricardo Ferreira Leoto, Université de Montréal, 2010. http://www.repertoiregrif.umontreal.ca/ARTICLES/00053/00053_DOC_1.pdf. MDD's website is at www.maisondeveloppementdurable.org

Muttart Foundation: Saskatoon Community Service Village: A Co-Location Study, Marcia Clark, 2002. Case study of collaboration, leadership, legal, and financing strategies for the development and operation of the Saskatoon Community Service Village. http://www.muttart.org/sites/default/files/Clark_M_Saskatoon%20Community%20Service%20Village.pdf

Regional Municipality of Wood Buffalo, More than Just Sharing Space": An Evaluative Case Study of the Wood Buffalo Community Village, Prepared by Terri Vallance and Sarah Cadue, Neighbourhood and Community Development. Regional Municipality of Wood Buffalo, October 2010, http://www.woodbuffalo.ab.ca/Assets/MDP+Assets/Draft_MDP/Final+MDP.pdf

Collaboration and Inclusion

Alberta Minister of Education: Working Together: Collaborative Practices and Partnership Toolkit – Supporting Alberta Students. Steps and tools for education-based, multi-sectoral collaboration. Crown in Right of the Province of Alberta/Minister of Education, 2013. http://education.alberta.ca/media/6877700/working-together-toolkit.pdf

Banff Centre: Best Practices in Aboriginal Community Development: A Literature Review and Wise Practices Approach, Cynthia Wesley-Esquimaux and Brian Calliou, 2010. http://www.banffcentre.ca/indigenous-leadership/library/pdf/best_practices_in_aboriginal_community_development.pdf

Canadian Standards Association, Inclusive Design for an Aging Population, 2008 (affirmed 2013), Principles and tools for "products, services, and environments (PSE) that facilitate use by seniors and those whose abilities are affected by aging." Purchase only. http://shop.csa.ca/en/canada/accessibility/cancsa-b659-08/invt/27014772008

Canadian Urban Libraries Council: Social Inclusion and Audit Toolkit, http://www.siatoolkit.com/#axzz3JZW4iDft

Ch'nook: University of British Columbia based resource for community-based economic development for Aboriginal leaders, students, and partners. Resources include indigenous business directories and business development toolkits as well as a link to the Community Futures BC Aboriginal Engagement Toolkit. http://www.chnook.org/news-and-events/indigenous-business-resources/

Community Food Centres Canada, Food Centres selection criteria, Food Justice Knowledge Pod, http://cfccanada.ca/

Federal/Provincial/Territorial Ministers Responsible for Seniors: Age-Friendly Rural And Remote Communities: A Guide, 2007, French version available, http://www.phac-aspc.gc.ca/seniors-aines/alt-formats/pdf/publications/public/healthy-sante/age_friendly_rural/AFRRC_en.pdf

Metcalf Foundation: In Every Community a Place for Food: The Role of the Community Food Centre in Building a Local, Sustainable, and Just Food System, Metcalf Food Solutions, Kathryn Scharf, Charles Levkoe & Nick Saul, 2010, http://metcalffoundation.com/wp-content/uploads/2011/05/in-every-community.pdf

National Collaborating Centre for Aboriginal Health (NCCAH), thinking and resources on Indigenous Knowledge and Knowledge Synthesis, Translation and Exchange. Indigenous approaches to program evaluation. http://www.nccah-ccnsa.ca

National Association of Friendship Centres. Links to NAFC initiatives like Urban Aboriginal Knowledge Network and http://newjourneys.ca/ a web site with a services database and planning guides to support the safe transition of Aboriginal people to the city.

Ontario Ministry of Health and Long-Term Care: Ontario Health Equity Assessment Toolkit: Resources on applying health equity assessment lens to community interventions, http://www.health.gov.on.ca/en/pro/programs/heia/tool.aspx

University of Waterloo: Accessibility for Ontarians with Disabilities Toolkit: Online portal with checklists, tools and resources for implementing AODA, https://uwaterloo.ca/library/aoda-toolkit/

Collective Impact/Social Innovation/ Social Enterprise

Association of Fundraising Professionals: ***The new regulatory regime for social enterprise in Canada: potential impacts on nonprofit growth and sustainability.*** Dr. Pauline O'Connor, Presented to the AFP Foundation for Philanthropy Canada and the TRICO Charitable Foundation, April 2014. http://www.afpnet.org/files/ContentDocuments/AFPSocialEnterpriseRegulatoryRegime.pdf

Alberta Agriculture and Rural Development, ***Business Incubation in Canada: Literature Review and List of Business Incubators in Alberta and Canada***, Humaira Irshad, Rural Development Division, June 2014. http://www1.agric.gov.ab.ca/

Enterprising Nonprofits: ***The Canadian Social Enterprise Guide***: 2nd Edition, David LePage, et. al, 2010, http://www.socialenterprisecanada.ca/en/learn/nav/canadiansocialenterpriseguide.html

B Lab: ***The B Corp Handbook***, 2014. B Impact Assessment online. http://bimpactassessment.net. Excerpt of handbook at http://www.betterworldbooks.com/go/b-corp-handbook

Buy Social Canada: ***Exploring Social Procurement***. David LePage, March 2014. Report on creating social impact through purchasing. http://buysocialcanada.ca/exploring-social-procurement/

Canadian CED Network: Toolbox containing hundreds of publications, guides, and tools related to Community Economic Development. http://ccednet-rcdec.ca/en/toolbox.

Chantier de l'économie sociale, http://www.chantier.qc.ca. Updates, information and policy position on Social Economy and finance in Quebec. See also reference guides and tools in English and French produced for Économie Social Jeunesse at http://www.economiesocialejeunesse.ca.

Downtown Eastside Centre for the Arts: ***Feasibility Study for an Arts Material Recycling Centre, Assisted by Propellor Social Enterprise Advisors***, http://www.cacv.ca/wp-content/uploads/DECA-FeasibilityStudy-April2013-FINALv1.2docx.pdf

Futurpreneur: Mentoring and business development resources, including an interactive Business Plan Writer, for aspiring business owners 18-35, http://www.futurpreneur.ca/en/resources/

Innoweave: online l and live-time learning platform combining self-assessment, online learning, and training and coaching for ten social innovation-related modules such as cloud computing, outcomes finance, and collaboration. http://www.innoweave.ca

Social Innovation Generation: SIG Knowledge Hub: learning resources about creating conditions for social innovation using nine themes such as scaling, institutional entrepreneurship, and public sector innovation, http://sigknowledgehub.com.

Tamarack Institute for Community Engagement, Online learning centre with links to key initiatives and learning communities including Collective Impact and Vibrant Cities. http://tamarackcommunity.ca/learn.html. Additional tools at vibrantcanada.ca including ***Using Asset Mapping for Asset-Based Community Development.***

United Way Sudbury and Nipissing Districts, Social Enterprise, A Snapshot of Ontario Resources, Ontario Trillium.

Culture and Arts-related

Calgary Arts Development, Reclaiming Calgary's Cultural Identity: Arts Spaces Strategy and Capital Plan, 2007, http://calgaryartsdevelopment.com/sites/default/files/publications/ArtSpacesStrategy.pdf

Canada Cultural Spaces Fund, Program Guidelines, Eligible projects are construction and/or renovation projects, specialized equipment purchases or feasibility studies related to cultural infrastructure projects intended for professional arts and/or heritage activities. http://www.pch.gc.ca/eng/1289309816565/

Canadian Arts Presenting Association (CAPACOA): ***A Study of Performing Arts Presentation in Canada***, Inga Petri, Strategic Moves, 2013. Comprehensive report incorporates survey data from performing arts presenters and general public to identify nature and benefits of attendance. www.valueofpresenting.ca.

Creative City Network: Cultural planning, mapping, and public art toolkits in French and English. http://www.creativecity.ca/publications/ccnc-toolkits.php

City of Vancouver, Numerous documents on cultural development planning and its artist spaces initiatives. http://vancouver.ca/parks-recreation-culture/artist-spaces.aspx; Also available is a searchable dataset of the city's cultural spaces, http://data.vancouver.ca/datacatalogue/culturalSpaces.htm

Fractured Atlas: US-Based nonprofit technology company for artists. Fee for service fiscal sponsorship, online ticket sales and space-finding platforms. Toronto is most recent city to launch the space-finding platform.

Institute for Applied Aesthetics: ***The Artist-Run Space of the Future***, 2012, http://www.applied-aesthetics.org/wp-content/uploads/2012/01/artistrunspaceofthefuture_lores.pdf

Feasibility and Market Studies: Shared Space, Arts, and Nonprofit Facilities

Canadian Association of Community Healthcare Centres. 2013 Survey of 200 Organizational Members at http://www.cachc.ca/2013-chc-org-survey/

Canadian Centre for Policy Alternatives. The School as Community Hub, Edited by David Clandfield and George Martell, 2010. http://www.policyalternatives.ca/sites/default/files/uploads/publications/ourselves/docs/OSOS_Summer10_Preview.pdf

Central City Foundation: ***Unaffordable Spaces: How rising real estate prices are squeezing nonprofit organizations and the people they help***. Central City Foundation 2013 Community Report. http://www.centralcityfoundation.ca/wp-content/uploads/2014/05/CCF-Community-Report-_low-res.pdf

City of Toronto: ***Feasibility Study for a Cultural/Creative Hub in Mount Dennis***, Prepared by Artscape, 2011. http://www.toronto.ca/legdocs/mmis/2012/ey/bgrd/backgroundfile-45014.pdf

Civics Research Co-operative: ***Centres for Community Innovation and Design in Waterloo Region A feasibility study***, Eric Tucs and Beth Dempster, funded by Ontario Trillium Foundation, January 2010, http://civics.ca

Community Wise: ***User Survey Example*** (in Annual Report) http://communitywise.net/wp-content/uploads/2013/08/Annual-Report-2014.pdf

Food Matters Manitoba, Feasibility Report, http://www.foodmattersmanitoba.ca/wp-content/uploads/2014/06/WFH-Feasibility-Final-Report-mar-2014-photos.pdf

Imagine Bloomfield: ***2012 Needs Assessment***, summary of results of survey for a mixed-use co-location initiative at a decommissioned school in Halifax, http://imaginebloomfield.files.wordpress.com/2013/11/8-page-summary-of-surveys-final.pdf

Intergovernmental Committee for Economic and Labourforce Development: ***Community Hubs: A Scan of Toronto, Summary Report***, prepared by Woodgreen Community Services, 2011. http://icecommittee.org/reports/Community_Hubs_in_Toronto.pdf

Real Estate Institute of BC and Social Purpose Real Estate Collaborative: ***RENT – LEASE – OWN: Understanding the Real Estate Challenges Affecting the Not-For-Profit, Social Purpose and Cultural Sectors in Metro Vancouver***, Prepared by City Spaces. http://www.reibc.org/_Library/Documents/130403_REIBC_SPRE_Report_FINAL.pdf

Social Planning Council of the North Okanagan, ***Feasibility Study for a Multicultural Place in Vernon, BC, Community-Led Consultation***, Dalia Gottleib-Tanaka and Mineo Tanaka, 2014, http://www.socialplanning.ca/pdf/multicult/Multicultural%20Place%20-%20Feasibility%20Study%20-%20March%202014%20-%20FINAL.pdf

University of Regina: ***Exploring Schools as Community Hubs: Investigating application of the community hub model in context of the closure of Athabasca School, Regina, Saskatchewan, Canada and other small schools***, Dianna Greaves, 2011. www.arts.uregina.ca/cru

Volunteer Bénévoles ***Yukon Feasibility Study***, Market Survey Produced by Horn Associates, 2010, www.volunteeryukon.ca

W2 Community/Media/Arts: ***Best Practices Research and Analysis***, Literature review and research on best practice for an arts co-location as part of larger redevelopment in Vancouver, 2008, http://www.oldvancouver.com/pdfs/W2bestpractices.pdf

Financing and Impact Investment

Community Forward Fund: CFF provides loans and arranges financing for Canadian nonprofits and charities. Case studies and ***Becoming Loan Ready***

checklist. http://www.communityforwardfund.ca

MaRS Centre for Impact Investing, ***Knowledge Hub*** http://impactinvesting.marsdd.com/knowledge-hub/. Extensive portal with definitions, resources, and links to social finance and investment resources Canada-wide. See also 2014 Report State of the Nation: Impact Investing in Canada at http://impactinvesting.marsdd.com/wp-content/uploads/2014/03/Impact-Investing-in-Canada-State-of-the-Nation.pdf

Mowat NFP: ***The NFP Experience with Social Impact Bonds***, Andrew Galley, Elizabeth McIsaac, Jamie Van Ymeren, 2014, http://mowatcentre.ca/from-investment-to-impact/

New Markets Funds: ***A Guide to "How it has been done": Social Finance Investment Funds in Canada: Selected Case Studies, 2014***, http://www.newmarketfunds.ca/wp-content/uploads/2014/05/How-it-has-been-done-Social-Finance-and-Investment-Funds-in-Canada-May-2014.pdf

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The Community Social Planning Council of Greater Victoria: ***Community Investment Funds How-to Guide***, prepared by Sarah Amyot with support from Marika Albert and Rupert Downing, July 2014, http://communitycouncil.ca/sites/default/files/CIF_HowTo_singles_ALL_reduced.pdf

Vancity Community Foundation: ***Building Strong Communities: Non-profit Participation in Infrastructure Planning and Development***, prepared for Infrastructure Canada, 2012. http://www.vancitycommunityfoundation.com/i/pdf/Building_Stronger_Communities_EN.pdf

How-To Resources and Toolkits related to Social Purpose Real Estate

Artsbuild Ontario: ***Plan It Build It Toolkit***, http://www.artsbuildontario.ca/pibi/

Artscape DIY: ***SQUARE FEET the Artist's Guide to Renting and Buying Creative Space*** http://www.artscapediy.org/ArtscapeDIY/MediaLibrary/ArtscapeDIY/ArtscapeMedia/documents/square_feet_2011.pdf See also the DIY website for templates, tools, and resources for cultural facility development and creative placemaking.

Assembly of British Columbia Arts Councils: ***Basic Guide for Arts Facility Development***, www.assemblybcartscouncils.ca/Resources/Guides/BasicGuideforArtsFacility.asp

City of Edmonton Community Services: Edmonton Non-profit Shared Space Feasibility Toolkit: A Resource for Non-profit Co-location Initiatives in Edmonton, 2011. http://www.edmonton.ca/for_residents/PDF/Non-profit-SharedSpace-Toolkit.pdf

Coworking Canada: List of co-working spaces in Canada and links to resources. Working to become a national association. http://www.coworkingcanada.ca

Coworking Google Groups – Discussion list with over 5,000 posts. https://groups.google.com/forum/#!forum/coworking

Coworking Wiki: Community populated wiki of directories, links and resources around the world. http://wiki.coworking.org/

Nonprofit Centers Network: Online resources, member profiles, and archived webinars on multi-tenant centres in the United States and Canada. Some require membership to access. www.nonprofitcenters.org.

Social Purpose Real Estate Collaborative: Links to resources and case studies, including presentations from 2010 SPRE Conference and links to four readiness worksheets. http://www.socialpurposerealestate.net/social-purpose-real-estate-resources

The Royal Canadian Legion, Real Property Development Handbook, Soup to nuts real estate development guide for Legion Branches looking to redevelop properties primarily for seniors and veterans housing, 2013. http://www.legion.ca/wp-content/uploads/2013/09/RealProperty_e.pdf

Impact Measurement

Atira Property Management: ***Atira Property. Social Return on Investment of Hiring Target Employee Group Individuals, 1 April 2012 – 31 March 2013***, Ernst and Young, 2013, SROI Impact study of a property management social enterprise in Vancouver. http://www.atira.ca/sites/default/files/APMI%20

SROI%20Report.pdf

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Canadian Index of Wellbeing: Wellbeing Index reports showing index applied nationally and provincially. https://uwaterloo.ca/canadian-index-wellbeing/sites/ca.

Nonprofit Centers Network, ***Measuring Collaboration: The Benefits and Impacts of Nonprofit Centers Prepared by Mount Auburn Associates***, 2011, Executive summary available at http://www.tides.org/fileadmin/user/ncn/Measuring_Collaboration_Executive_Summary.pdf

Purpose Capital: Guide Book for Impact Investors Impact Measurement. Includes summary of various metric and rating systems such as the Global Impact Investing Rating System, Cost-benefit analysis, and others. French version available. http://www.purposecap.com/wp-content/uploads/Guidebook-for-Impact-Investors-Impact-Measurement.pdf

Social Impact Investment Taskforce: ***Measuring Impact: Subject paper of the Impact Measurement Working Group***, 2014, http://www.socialimpactinvestment.org/reports/Measuring%20Impact%20WG%20paper%20FINAL.pdf

SROI Canada: Calgary Boys and Girls Club Beltline Youth Centre SROI Case Study, http://www.sroi-canada.ca/PDF/SROICaseStudy_CalgaryBoysGirlsClub%20_%20BeltlineYouthCentre_Oct2010.pdf

Nonprofit and Philanthropy-related

Alberta Government: Building Corporation Relationships: A Toolkit for Nonprofits, 2014, http://culture.alberta.ca/community-and-voluntary-services/resources-and-links/tools/pdf/AlbertaCulture-Toolkit.pdf

Canada Revenue Agency (CRA): Nonprofit Organization Main Page http://www.CRA-adrc.gc.ca/tax/nonprofit/menu-e.html

Canadian Environmental Grantmakers Network: ***Sustainable Cities: The Role for Philanthropy in Promoting Urban Sustainability***, Ray Tomalty, PhD, 2013, Report on roles that the Canadian philanthropic sector can play in advancing urban sustainability. http://www.cegn.org/sustainable-cities/

Canadian Federation of Non-Profit and Voluntary Sector Networks: Hosts provincial and regional nonprofit sector associations. A helpful link to contacts for each member association is at http://thefederation.cloverpad.org/page-931178

Carleton Centre for Community Innovation: ***Partnerships between not-for-profit organizations and business: Challenges and opportunities***, Tessa Hebb and Roopal Thaker, 2014, http://carleton.ca/3ci/wp-content/uploads/R-14-02.pdf

HR Council: Resource Centre, tools, diagnostics and management standards related to nonprofit management and employment standards. The HR Council for the Nonprofit Sector closed in 2013 and transferred its work to the Community Foundations of Canada. http://hrcouncil.ca/hr-toolkit/home.cfm

Imagine Canada: Tools include Grant Connect, Sector Monitor, and the Charity Focus Transparency Toolkit. Two additional specific resources:

- Sector Source: Online portal of guides, publication, research, and statistics related to charitable and nonprofit sector in Canada. Hosted by Imagine Canada. www.sectorsource.ca
- Narrative Toolkit to better explain the roles and contributions of the nonprofit sector to the public. http://www.imaginecanada.ca/resources-and-tools/narrative

Ontario Nonprofit Network: Services, research, and advocacy for Ontario's nonprofit sector. Hosts Ontario Social Economy Roundtable. Recent partnerships with Infrastructure Ontario related to finance and lands registry. http://theonn.ca/

Monitor Institute: ***What's Next for Community Philanthropy Toolkit***: Essays, exercises, and provocations to help community philanthropy organizations in the United States and Canada think creatively about their business models, supported by Community Foundations of Canada and other philanthropies, 2014, http://monitorinstitute.com/communityphilanthropy/toolkit/

Social Prosperity Wood Buffalo: ***A Resource for Charities and Nonprofits Applying to Imagine Canada's Standards Program***, Workbook developed in partnership with Imagine Canada for the 2012-2013 Social Prosperity Wood Buffalo Accreditation

Preparation Workshop Series. www.socialprosperity.ca.

Public Sector Policy and Practice

Alberta Association of Municipal Districts and Counties: Hosts set of toolkits for municipalities' Integrated Community Sustainability Plans (ICSP), http://www.aamdc.com/advocacy/45-toolkits-icsp/354-icsp-toolkit-social-planning-tools

British Columbia Ministry of Community, Sport and Cultural Development, Community Amenity Contributions: ***Balancing Community Planning, Public Benefits and Housing Affordability, Guide for local governments in British Columbia on practices related to obtaining community amenity contributions (CACs)***. Includes related information on density bonuses, March 2014, http://www.cscd.gov.bc.ca/lgd/intergov_relations/library/CAC_Guide_Full.pdf

City of Toronto: ***Section 37 Review Final Report***, Background and analysis of community benefit contributions in Toronto. Prepared by Gladki Planning Associates. January 2014, http://www.toronto.ca/legdocs/mmis/2014/pg/bgrd/backgroundfile-66994.pdf. See also www.section37.ca.

City of Toronto and Toronto Community Housing: Examples of social and economic development plans in revitalized communities, Lawrence Heights, 2012, http://www.toronto.ca/legdocs/mmis/2012/cd/bgrd/backgroundfile-48446.pdf. Regent Park, 2007, http://www.torontohousing.ca/webfm_send/4213/1

Federation of Canadian Municipalities: Research, tools, case studies, and policy documents on core issues including infrastructure, housing, northern and rural issues, and local economic development. www.fcm.ca

Shared Services

Centre for Social Innovation: ***Sharing for Social Change: An Exploration of Shared Space and Shared Service Models in Ontario's Nonprofit Sector***, Various organizations, Conference Proceedings, http://socialinnovation.ca/sites/default/files/SSC-Program_FINAL.pdf

HubWorks: Free portal of resources, networking, spacefinder tool for Simcoe County & York Region nonprofits. Proposed platform for virtual services. http://hubworks.ca

Mowat NFP: ***A Platform for Change***, Elizabeth McIsaac & Carrie Moody, September 2013, http://mowatcentre.ca/wp-content/uploads/publications/71_a_platform_for_change.pdf

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Building Capacity, Sharing Values:

Shared Spaces and Social Purpose Real Estate

Tides Canada