Invite to Working Group

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Community Renewal Company

Presented by:

impact. CONSULTING

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Collaborationist & Equity Seeker

Agenda

- Welcome
- Presentation
- Why a Working Group?
- Terms of Reference
- Discussion
- Next Steps

Feasibility Study

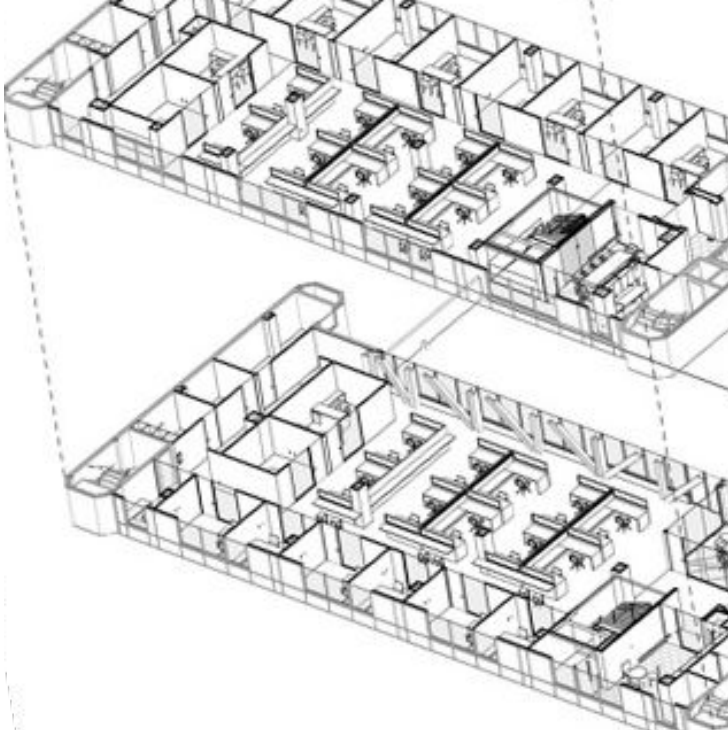
Research Approach

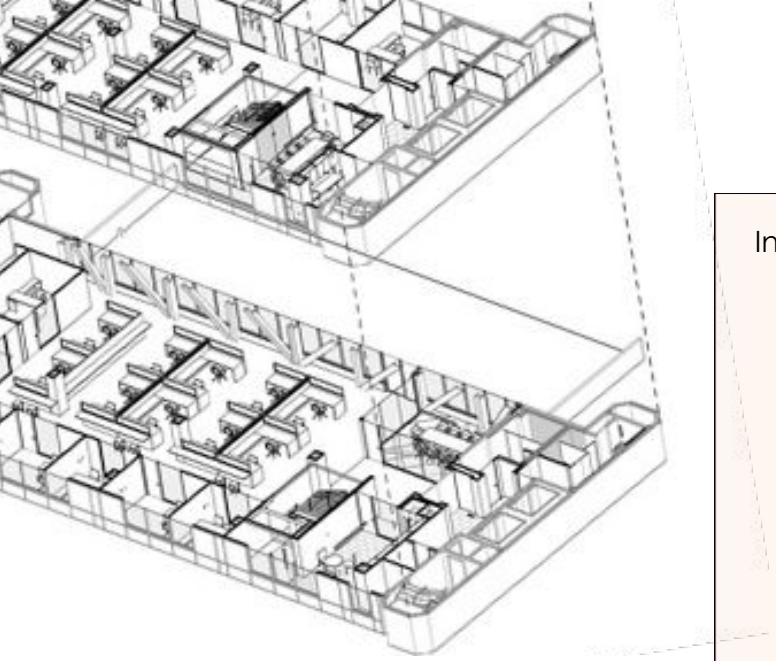
- **Secondary Research**
  - Census Data;
  - CMHC Data.

- **Literature Review**
  - Housing and Homelessness Plans;
  - Economic Development Plans;
  - Housing Studies;
  - Community Hub Studies;
  - Business Plans/Feasibility Studies.

- **Interviews**
  - CDCs (3);
  - Economic Development Initiatives (8);
  - Not-for-Profit Developers; (2);
  - Community Hub Developers/Operators (7);
  - Municipal Housing - (2).

- **Focus Groups**
  - Service Providers and Municipalities (16 individuals).





Problem Statement

In short, and honouring the categories of housing priorities and human service priorities, the following may be concluded:

1. There is a real need **to develop a significant amount of new affordable rental supply in both Huron and Perth County;**

2. **Supportive Housing is needed** as identified by local nonprofit agencies for the most vulnerable in both communities to ensure individuals can keep their homes and have the opportunity to thrive in community;

3. An **innovate social service access model is required** to mitigate the social service delivery and access gap that exists in both communities.

Who is working towards solving these challenges in the local community?

CDC Model

CDC Model

Community Development Corporations are typically nonprofit organizations that partner with communities to address inequities and to achieve community goals.

Unlike other nonprofit organizations that depend largely on a mix of grants, government contracts for services and/or donations, **the revenue sources of a CDC generally include a significant amount of revenue earned through business activities,** which is then reinvested back into their missions and mandates.

Models to Learn From

How is a CDC a solution to community hubs + affordable housing?

How it this the entity that solves problems in community?

Models to Learn From

Conditions	EDMONTON CDC People First Community Development	NEW DAWN
Community Need	Edmonton Social Planning Council + End Poverty Edmonton Road Map	University Faculty + Housing Project
Leadership Buy-In	Municipality full endorses plan from Steering Committee	CMHC Funding + New Dawn Team
Money & Assets	Land & Capital - City + Community	Land & Capital - CMHC + Community
Incubation	Community Foundation	None

Assessing Feasibility through Community Engagement

January 12th, 2021[a]

- Lisa Wilde, Executive Director, the **Emily Murphy Centre and Supervised Access Programs of Perth/Huron;**
- Kriss Snell, CAO, **Municipality of North Perth;**
- Deb Logue- **Victim Services Huron;**
- Shelley Blackmore, **Community Committeehair of the United Way North Perth;**
- Shannon McGavin from the **Tanner Steffler Foundation;**
- Selena Hazlitt - **Rural Response for Healthy Children;**
- Vicky Parent - **Huron Safe Homes for Youth;**
- Cathy Ritsema, **Alzheimer Society Huron County;**
- Alisia Williams Vice Chair of the **United Way North Perth Community Committee;**
- Cindy Lau from **Walker Place.**

January 15th, 2021

- Joan Thompson, **CAO, City of Stratford;**
- Paul Nicol, **General Manager, CFDC Huron;**
- Kris Snell, **CAO, North Perth;**
- Dan Best, **CAO, South Huron**
- Kim McElroy, **Director of Social Service, Stratford;**
- Joelle Lewis, **Director of Research, Social Research and Planning Council;**
- Meghan Marshal, **General Manager, Perth CFDC.**

[a] A few names and organizations are missing from this list. To be updated by consulting team.

Community Based Feasibility Assessment

Conditions	Present	Missing
Community Need	• Critical issues being experienced across the region • Many task forces and working groups in both counties • Previous efforts to develop solutions that involved cross-organizational collaboration	• Lack clear and resonant narrative for broader community participation innovative solutions • Limited resources for local organizations to act quickly • Lack of working group working across both Perth and Huron regions

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Leadership Buy-In	• There are a few people and organizations trusted across regions • Previous collaborative community projects demonstrated successful bold leadership in the community	•There is no clear opportunity to get capital, operations and land through key partnership(s)
Money & Assets	• Innovative finance mechanisms have been identified that can enable new sources of funds, notably from the local community • Municipality willing to be a funding and land partner • CFDC willing to provide financing	• Focus groups identified that local government resources are limited • Attempts to attract external resources have not been successful • Local stakeholders do not want another funding competitor

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Incubation Partner	• United Way Perth-Huron is recognized as local leader with experience of incubating projects • Focus groups acknowledge the need for this CDC entity to operate across both regions;	• No Working Group for this project • No staff lead allocated • Broad community support needed to mitigate risks
Qualified Team	• The community pointed to local and external builders for development and construction partners • Curiosity in leveraging, social innovations and innovators from outside the region to increase capacity of local talent	• Gap in partnership brokers • Attracting the right talent may be costly

Recommendations

Future Considerations & Exploration

Model		Summary
A	Community Development Corporation	• High Cost; • High Local Collaboration; • Decreased Bureaucracy; • Diversified Revenues; • Access to Non-traditional; Funding Procurement; • Slow(er) Moving.

Future Considerations & Exploration

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C	**External Party**	• Lower Collaboration; • Most Cost-Effective Model out of 'Model A, B and C'; • Less Direct Management of Process; • Risk of Misalignment to Community Values / Project Needs.

Next Steps

1. **Working Group**
   a. Proceed to the second stage of this study process and develop a steering and working group aimed;
      i. Create clarity around intention, approach, language;

2. **Incubation Discovery**
   a. Explore and Identify what incubation might mean to/for other organizations / for United Way
      i. Research, define and plan human resources and budget capacity for United Way Perth-Huron;

3. **Community Development**
   a. Determine 3-5 tangible (real estate/development) projects that can start to be executed in the next 6-12 months;
      i. Launch a campaign that speaks to the critical and cross-cutting issues being experienced by both Counties;

4. **Model Development**
   a. Develop and discovery the utility and application of Model A, B or C displayed on the earlier slides, and:
      i. Develop a working business model;
      ii. Contingent on model selection, plan to raise (approximately), $568,750 in start-up capital and $1,108M in operating funding;
      iii. Develop a comprehensive first year work plan to drive clarity and accountability for the start of the organization.

Why a Working Group?

- Terms of Reference

Community Renewal Working Group

- A '*collaborator*' is an organization or individual that wishes to collaborate with the Working Group and is willing to actively participate in a monthly meeting to support the development of the Community Renewal Company;
- The Working Group will meet three times during March-April 2021;
- Collaborators to provide updates, feedback and input when requested;
- A collaborator may leave the group at any time by notifying the group;
- This is a volunteer group;
- The main communication channel between meetings is via email;
- Group meetings should be attended by all collaborators;
- Collaborators should not release any sensitive or confidential information during or after the Working Group unless it is agreed upon. Any information that is not publicly available qualifies as sensitive or confidential;
- Collaborators should act honestly and in good faith, with a view to the best interests of the Working Group;
- Guiding Principles: Openness, Transparency, Transformation, Learning.

Discussion

Discover
Listowel
STOP FOR PEDESTRIANS
The DREAMWAVE
An Immersion
Into Total
Relaxation!

Next Steps

- Indicate your participation;
- Terms delivery and acceptance;
- Scheduling three recurring meetings;
- Provide input on asset/land matrix;
- Evaluate assets/land and create a shortlist (Four projects);
- Provide input into the potential operational model;
- Final Business Plan submitted to United Way by April 30th.

End

United Way
Perth-Huron

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