

# First Unitarian Case Studies: MHI Veterans' House



Source: CSV.ca

## Overview

The Multifaith Housing Initiative (MHI) Veterans' House project is selected as a case study for First Unitarian's consideration, as it is an example of supportive housing delivered through operational partnerships, it achieved a high level of sustainable design and construction, and features a significant landscaping component.

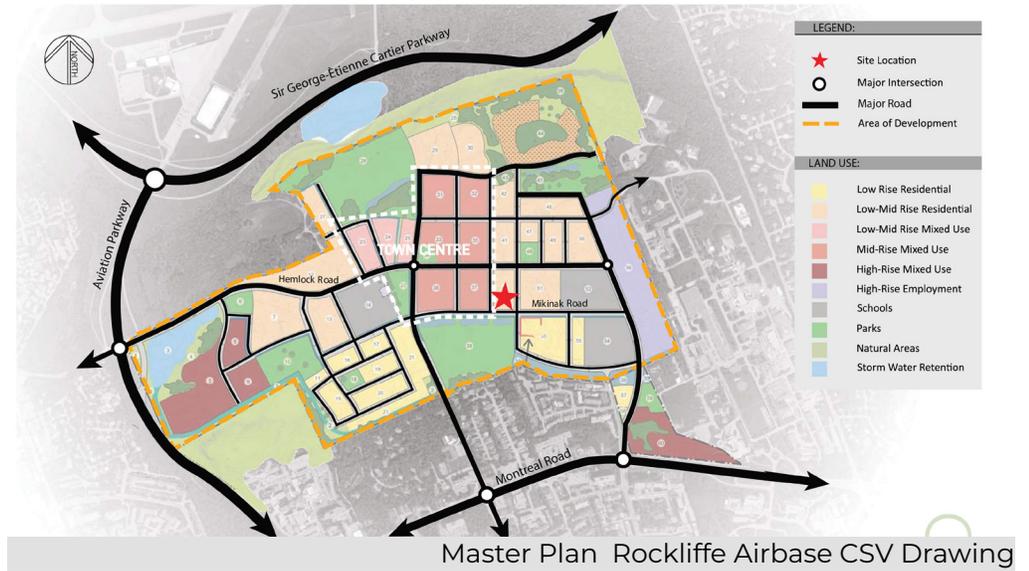
## Project Details Table

<b>Location</b>	Ottawa, ON
<b>Type of Housing</b>	Supportive Housing
<b>Uses</b>	Affordable, Supportive Rental Housing
<b>Architect</b>	CSV Architects
<b>Scale</b>	28,000 sq.ft   40 units   3-storeys
<b>Unit Mix</b>	All Studio Units
<b>Parking</b>	18 spaces
<b>Capital Cost</b>	~\$15.3M including land value
<b>Funding Sources</b>	\$2.95 million - land value (SFRPHI) \$6.53 million - grant & financing CMHC Co-I Fund \$3.5 million - MHI fundraising \$1.5 million - Provincial grant (COCHI) \$725,000 - City of Ottawa waived fees/charges \$17,500+ - CMHC Seed and Enbridge Funding
<b>Completion Date</b>	February 2021, with landscaping completed summer 2021



# Project Description

MHI's Veterans' House project provides 40 affordable, supportive studio units for Veterans experiencing or at risk of homelessness. The project is located on the site of the Former Rockcliffe Military Airbase, recognizing the military history of the site and honouring Veterans by providing a home and supports for some of those in need. All units were modeled at a disability shelter rates (ODSP).



In a 2015 study conducted by the Alliance to End Homelessness, there are approximately 6,500 homeless individuals in Ottawa and 8.5% of homeless persons surveyed identified as having served in the Canadian Armed Forces. Using a supportive 'Housing First' model, Veterans' House specifically targets the needs of the rising number of homeless Veterans who are 'living rough' in Ottawa. Through Veterans' House, MHI intends to help those in need to gain stable housing, recover from mental health- and addiction-related challenges, and will improve their overall quality of life, as well as the lives of their families who are unable to provide them with the supports that they need.

All 40 units at Veterans' House are self-contained bachelor suites, with their own kitchen and bathroom. Nine units (22%) are fully barrier-free, and the site and balance of the building are designed to meet Universal Accessibility standards. The project design includes a strong focus on communal spaces for residents, both indoor and outdoor. The ground level of the building includes a variety of communal amenity and support service spaces, including: a multi-purpose "mess hall", a learning kitchen, a fitness room, a quiet room, among other spaces. The project also includes an extensive landscape design that incorporates both active and passive spaces. The building is designed and constructed to Passive House energy efficiency standards.



## Governance

### Ownership (Land and Building)

The land and building are owned by MHI. The land was transferred to MHI for \$1 through the former Surplus Federal Real Property for Homelessness Initiative (SFRPHI) program.

### Operations

MHI has engaged LSM Servies to provide property management for the project. MHI works with a number of Veteran-focused organizations to identify tenants for the units. The project offers support services to the tenants through a variety of partnerships with other organizations.

## Partnerships

### Funding

The key project funding partners include: CMHC through their Co-Investment Fund program (\$4.8M in forgivable loan and \$1.73M in repayable loan) and SEED program (\$10,000), the Provincial Government (\$1.5M in COCHI grant), the City of Ottawa (\$725K in waived fees and charges). The project also received small grants from the Enbridge Savings by Design program. Infrastructure Ontario provided a bridge loan for the project to assist with cash flow. MHI fundraised \$3.5M in capital funds for the project.

The Royal Canadian Legion Ontario Command District G has also committed to providing \$100K in annual operational funding, to assist with ongoing support services provided to the tenants of Veterans' House.

### Support Services

Ottawa Salus Corporation is the lead provider of mental health services and programs for this project. MHI recognizes the benefits that multiple partnerships will bring to this project to ensure that the Veterans receive the best of care. Other project support partners include, but are not limited to: Soldiers Helping Soldiers, Veterans Emergency Transition Services Canada, The Royal Canadian Legion Ontario Command District G, Canadian Forces Morale and Welfare Services, Support our Troops, and Veterans Affairs Canada.



## Affordability

All 40 units are modelled at disability shelter rates (ODSP), providing deeply affordable housing. As rent-up takes place, MHI is working closely with the tenants and Veteran-service organizations to identify what financial supports each individual has can access, to tailor rent affordability to each tenant.

### Units by Rent Rates

	ODSP (\$497)
Studio	40 Units

## Sustainable Features

The project is designed to the Passive House standard to achieve a high level of environmental performance. Energy modelling by Arborus Consulting for the project indicates annual energy savings of 46.0% and annual carbon emissions savings of 60.3% relative to the National Energy Code for Buildings (NECB) 2015.

The building features one central elevator, and an inviting main stairwell with natural lighting to encourage active living. The project design also includes significant soft landscaping, and Low Impact Design (LID) principles to manage stormwater on site.

## Site Design and Landscaping

The project includes an extensive landscape design that incorporates an outdoor BBQ patio area adjacent the indoor multi-purpose space, a healing garden designed with PTSD sensitivities in mind, a dog run area for support service dogs, and an edible garden to encourage community building among tenants.

The building is oriented on the site so as to maximize the green space, and also to encourage active engagement with the community along Mikinak Road. The parking provided on site meets the minimum required by the City of Ottawa Zoning By-law. It is anticipated that most tenants of Veterans' House will not require parking, and so half of the parking lot is constructed in a different surface material to allow for use for communal sport activities like basketball when not in use for parking.

The project site plan design required approval from the City of Ottawa, as well as Canada Lands Company as they developed the overall Master Concept Plan for the redevelopment of the Former Rockcliffe Airbase site (now Wateridge Village). The project does not include any public park space on site, nor was MHI required to pay any cash-in-lieu of parkland fees to the City of Ottawa, as this was addressed by Canada Lands Company when the overall Master Concept Plan was developed for the site.



CSV Site Plan

## Key Takeaways

- Veterans' House is a supportive housing project, providing deeply affordable rents and ongoing services through partnerships.
- MHI owns the land and building, and operates the housing with the assistance of their property manager LSM.
- MHI received the land for the project for \$1, as well as significant funding from the federal and provincial governments to make this project possible. MHI also had a significant fundraising campaign.
- The project is an example of highly energy efficient design, with a significant landscaping component.

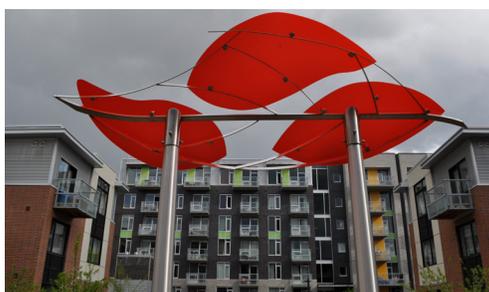
# First Unitarian Case Studies: CCOC Beaver Barracks



Corner of Metcalfe and Catherine

## Overview

The Beaver Barracks project is selected as a case study for First Unitarian's consideration, as it is an example of a multi-building project with mixed income. The development, which features five buildings, features many environmentally sustainable endeavors including a ground source heat pump, green roofs, and extensive landscaping with garden plots.



Victory Gardens Art Installation

Project Details Table	
<b>Location</b>	Ottawa, ON
<b>Type of Housing</b>	Mixed-Income Rental Apartment
<b>Uses</b>	Affordable Rental
<b>Architect</b>	Hobin Architect
<b>Scale</b>	75,530 ft <sup>2</sup>
<b>Unit Mix</b>	Studio – 85 1 Bedroom – 84 2 Bedroom – 50 3 Bedroom – 18 2 Bedroom Townhomes – 10 3 Bedroom Townhomes - 8
<b>Parking</b>	141 spaces
<b>Capital Cost</b>	\$65 Million
<b>Funding Sources</b>	Federal Government - \$11 Million Provincial Mortgage - \$9 Million Municipal Grants and In-Kind - \$12 Million Mortgage Financing - \$31 Million CCOC Equity - \$2 Million
<b>Completion Date</b>	2012

## Project Description

Beaver Barracks is an award winning 254-home affordable rental housing project with mixed rents and uses developed by CCOC and Cahdco. Development includes three apartment buildings and two stacked town home buildings orientated around a community garden and public realm. This project is a beacon of the mixed income model of affordable housing as well as home to an ambulance lay-by station and offices, including Cahdco's former office. This project was developed under the Action Ottawa program.

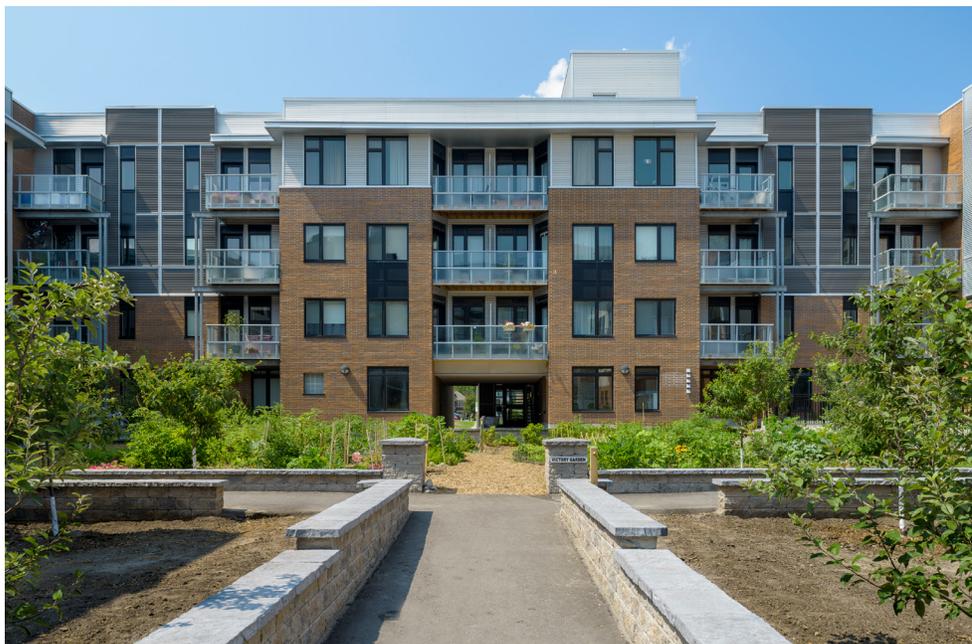
Centretown Citizens Ottawa Corporation (CCOC) is a community-based, tenant and member directed, non-profit housing organization, whose mission is to create, maintain and promote housing for low and moderate income people. CCOC uses a mixed model approach. Each CCOC building is home to people with a range of incomes, and each building provides a range of home sizes for families, seniors, students, and singles. There are accessible homes for people with disabilities, and agency partnerships to support independent living for those who need it. CCOC aspires to be a landlord of choice; providing housing which is affordable, livable and diverse in type, and contributes to a high quality of life while contributing to communities that are healthy, diverse, energy-efficient and respect the natural environment. CCOC owns and operates more than 50 properties and 1,600 units of affordable housing in Ottawa.



Catherine St. View



Victory Gardens



Argyle

## Governance

### Ownership (Land and Building)

CCOC was awarded the Beaver Barracks site from the City of Ottawa and is now the owner and operator of the five affordable housing buildings built there.

### Operations

CCOC operates the building and provides the property management. 15% of the units are reserved for tenants who benefit from additional support from our community partners: Options Bytown, Ottawa Salus, The In Community and Live. Work. Play.

# Partnerships

## Funding

The total cost of construction was \$66 million. \$11 million of capital funding came from the federal government, \$9 million from provincial mortgage subsidy as part of Action Ottawa, and \$31 million mortgage financing was provided by Infrastructure Ontario and the Grey Sisters.

## Operations

CCOC operates the building as the landlord to the tenants and provides the building with cleaning, upkeep, and maintenance. CCOC partners with other charities and non-profits to provide tenants supports to some of the tenants of the building. These community partners include Salus, LiveWorkPlay, Option Bytown, and VHA Home Health Care.

## Shared Spaces

The two buildings, 464 Metcalfe and 111 Catherine, provide some commercial rental space on the first floor in addition to the ambulance lay-by station and tenant's common areas. The commercial spaces are leased at a market rate.

The five buildings share a common green space in the centre of the site with fruit bearing trees and a community garden where tenants can rent plots. Additionally, two buildings provide green roofs and more garden spaces for tenants.



Tenant Gardens in Central Courtyard

# Affordability

The Beaver Barracks project will provide a variety of affordable rents for its tenants including Average Market Rent (AMR), Below Market Rent (BMR), Rent Geared to Income (RGI), and Housing Allowance (HA). AMR is a rent rate based off of the average rent for a particular unit type that can be found in the neighbourhood. It is typically a more modest rent than a full market rent. BMR is 80% of the AMR of the area. RGI is a rent rate that is tenants dependent with the rent set at 30% of the household's gross annual income. Housing Allowance is a portable benefit.

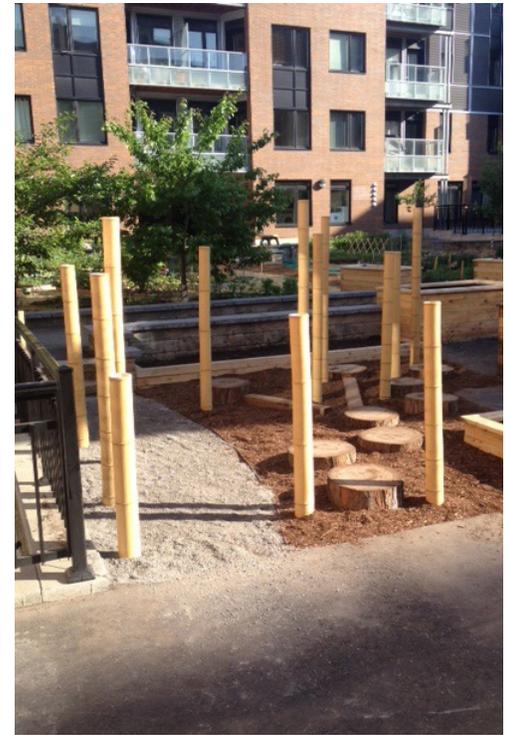
## Number of Units by Rent Rates

	AMR	BMR	RGI	HA
<b>Studio</b>	39	29	14	3
<b>1 Bedroom</b>	34	6	44	-
<b>2 Bedroom</b>	21	2	35	-
<b>3 Bedroom</b>	5	-	21	-

## Sustainable Features

Beaver Barracks was designed to LEED® Gold standards and built with sustainability as a key priority. Among other green features, it has one of the largest residential geothermal systems in Canada, delivering highly efficient heating, cooling and water heating to all units.

- Canada's largest (at the time) residential geothermal heating, cooling and hot-water system circulates water through underground loops and into pumps located in each unit
- First use in Canada of Isokorb® thermal-break technology – creates a thermal barrier between balconies and the rest of the concrete structure to reduce temperature variations, increasing the comfort of residents and decreasing long-term maintenance costs
- Green roof on project's largest building provides extra insulation and storm-water management.
- High-performance windows improve energy efficiency and minimize noise from the adjacent highway
- Signage informs tenants about how to conserve energy and water
- Energy-recovery ventilator efficiently provides constant fresh air and improves indoor-air quality
- Project features low-flow plumbing fixtures and uses reclaimed wood
- Contaminated soil safely removed and treated prior to construction



Bamboo Play Feature

## Site Design and Landscaping

The development is located on the old Military Beaver Barracks site in Centretown Ottawa. The site has multiple areas of green space for tenant and community use including a central garden and two green roofs. The project did not provide any public green space or parkland area and has paid cash-in-lieu for the City of Ottawa's Parkland requirement.



Accessible Garden Plots

## Key Takeaways

- Beaver Barracks received capital funding from all levels of government to create the multi-building campus.
- Environmental impact was a significant factor in the design and creation of the project with energy sustainability projects as well as the creation of space for natural habitats.
- The project is a mixed income property with various levels of subsidies and rent levels for the tenants.
- CCOC partnered with local support groups to provide further services for some of the tenants.

# First Unitarian Case Studies: Christ Church Bells Corners



CHRIST CHURCH BELLS CORNERS  
NURTURING FAITH, SERVING GOD'S WORLD, WELCOMING ALL



Hobin Architecture Rendering

## Overview

The Christ Church Bells Corners project is selected as a case study for First Unitarian's consideration, as it is an example of multi-use building that was developed with the benefit of multi partners for the building's use, operations, and governance structure. The project was developed on the Anglican Diocese of Ottawa's site through the use of a land lease paid through the project's operational budget.



Project Details Table	
<b>Location</b>	Ottawa, ON
<b>Type of Housing</b>	Mixed-Income Affordable Rental Apartment
<b>Uses</b>	Affordable Rental and Community Hub (resource centre & food bank)
<b>Architect</b>	Hobin Architecture
<b>Scale</b>	9,000 sq.ft   35 units   4-storeys
<b>Unit Mix</b>	Studio – 6 1 Bedroom – 13 (7 accessible) 2 Bedroom – 13 (3 accessible) 3 Bedroom – 3 (all accessible)
<b>Parking</b>	35 spaces
<b>Capital Cost</b>	\$12.5 Million
<b>Funding Sources</b>	\$100,000 - CMHC Seed and Enbridge Funding \$6.7 million - grant and financing from CMHC Co-Investment Fund \$4.7 million - grant from City of Ottawa \$1 million - Capital fundraising Campaign
<b>Completion Date</b>	Anticipated 2022

## Project Description

The Anglican Diocese of Ottawa (ADO) and Christ Church Bells Corners (CCBC) are working to create 35 mixed-income housing units on the site of the former CCBC rectory in Bells Corners. The former rectory site is adjacent to the existing church.

The new development was imagined to serve the needs of the diverse Bells Corners community and to meet the needs of a variety of demographics, including families, seniors, and persons with disabilities, with a particular focus on supportive housing for women that have escaped violence. The ground floor of the affordable housing development will include an integrated community service hub containing a community resource centre and a food bank. The project is in partnership with Western Ottawa Community Resource Centre (WOCRC), FAMSAC Food Cupboard (FAMSAC), and Cornerstone Housing for Women (Cornerstone).

The ADO has officially declared homelessness and affordable housing to be a priority for the Church . To combat homelessness, the ADO committed to endeavouring to build 125 new affordable housing units by its 125th anniversary in 2021, and engage every parish in the effort to end homelessness.



Hobin Architecture Aerial View Rendering



Hobin Architecture Rear View Rendering

# Governance

## Ownership (Land and Building)

The ADO owns the property and the building. The Parish is a partner in the project. The Parish is supportive of the development on their campus, heading up the fundraising campaign, and will have representation on the management board for operations.

## Operations

Cornerstone, a long standing housing provider and related corporation to the Anglican Diocese, will operate the building and provide property management. Ten units will be allocated as supportive housing for women referred by WOCRC’s Chrysalis House and Cornerstone. WOCRC will provide support services to the tenants of the ten supportive housing units as well as being a member of the commercial space that will act as the community hub.

# Partnerships

## Funding

The project received Action Ottawa grant funding for \$4,740,000 in the Fall of 2019. The project also received \$50,000 in SEED funding from CMHC and another \$50,000 through the Enbridge Savings by Design grant. CMHC’s Co-Investment Fund is providing the project with \$294,000 in forgivable loan (grant) and \$6,358,000 in financing. The project partners are contributing \$1,000,000 through their capital fundraising campaign. WOCRC and FAMSAC are involved in the joint fundraising campaign. WOCRC is paying for the fit-up of the commercial space. FAMSAC is subleasing from WOCRC.

## Operations

The project operating budget includes a land lease of \$30,000 per year, which will be transferred from the Diocese to the Parish. The Parish previously received rent for it’s lease of the former rectory building. The annual land lease fee transferred from the Diocese will ensure that the Parish continues to receive this revenue source on an ongoing basis. As a result of the land lease, the project has to fundraise more money for the project, as this annual operating expense limits the amount of financing that can be secured.

## Shared Spaces

WOCRC and FAMSAC will have dedicated office and program space on the ground floor of the building. They are commercial tenants and will pay market rent. As of the date of this case study, the rent amount and terms of the lease are in negotiations. This purpose-built space, with access to a commercial kitchen and food storage area, will allow WOCRC and FAMSAC to expand their current level of service and create the potential for a neighbourhood food and community service hub.



# Affordability

The CCBC project will provide a variety of affordable rents for its tenants including Average Market Rent (AMR), Below Market Rent (BMR), and Ontario Disability Support Program (ODSP) shelter rate. AMR is a rent rate based off of the average rent for a particular unit type that can be found in the neighbourhood. It is typically a more modest rent than a full market rent. BMR is 80% of the AMR of the area. ODSP shelter rate is set by the support program. It is often the deepest form of affordability for a project.

Number of Units by Rent Rates			
	AMR	BMR	RGI
Studio	-	-	6
1 Bedroom	4	4	-
2 Bedroom	7	7	-
3 Bedroom	4	4	-

## Sustainable Features

The project will meet or exceed the minimum CMHC Co-Investment requirement for a 25% energy and GHG emission reduction over the 2015 National Energy Code for Buildings (NECB). The architectural design also uses LEED® Gold Standard as a guideline. The roof structure is being built so that it can accept solar panels in the future. EV charging stations are being considered, and there is sufficient power to the site that these could be installed in the future. The building is designed to high accessibility standards to meet the needs of residents and members of the community that will access the ground floor community services.



Hobin Architecture Aerial View Rendering

## Site Design and Landscaping

The development is located on the Christ Church Bell's Corners site where the old rectory was located. While the site includes some green space, this development is focused predominantly on the new building. The project does not include any public green space, and paid cash-in-lieu for the City of Ottawa's Parkland Charge requirement.

## Key Takeaways

- CCBC utilized the land next to the church for development, by demolishing the rectory.
- Partnerships were created with groups that have experience operating affordable and supportive housing.
- Additional partnerships were created with community organizations to use the ground floor level to create a community service hub and a food bank.
- The new development offers units for a mixed of income levels, from disability shelter rates (ODSP) to average market rent (AMR).

# First Unitarian Case Studies: West Broadway Commons



Source: numberten.com

## Overview

The West Broadway Commons project is selected as a case study for First Unitarian's consideration, as it is an example of a joint-venture project between a church and a housing provider with a mixed income tenancy. The development is a high density project with an interesting governance structure.



## Project Details Table

<b>Location</b>	Winnipeg, MB
<b>Type of Housing</b>	Mixed-Income Rental Apartment
<b>Uses</b>	Residential (Rental), At-Grade Commercial
<b>Architect</b>	Number TEN Architectural Group
<b>Scale</b>	90,000 sq.ft   110 units   12-storeys
<b>Unit Mix</b>	Studio 1 Bedroom 2 Bedroom 3 Bedroom 31% barrier-free units
<b>Parking</b>	Some parking available, co-op parking available
<b>Capital Cost</b>	\$30.2 million
<b>Funding Sources</b>	\$25.6 million - CMHC Co-Investment Fund \$1.3 Million - Province Tax Credit \$250,000 - City of Manitoba Housing Rehabilitation Investment Reserve \$210,000 - Manitoba Hydro's PowerSmart program \$1.5 Million - All Saints Church \$1.2 Million - UWCRG
<b>Completion Date</b>	2021

## Project Description

The West Broadway Commons project in Winnipeg began when the local All Saints Anglican Church congregation realized that the hall behind the church, built in 1964, was in dire need of upgrades costing approximately \$1 million. After considering the cost to repair the building, it was decided to demolish the hall instead and enter into a partnership with the University of Winnipeg Community Renewal Corporation (UWCRC), a non-profit that develops mixed-use and mixed-income housing projects, to redevelop the site with housing instead. The project also includes over 3,000 sq.ft of street-level commercial space. Construction of West Broadway Commons began in 2019, with completion in 2021.

With a history dating back to 1884, the All Saints Anglican Church found itself in a similar situation to congregations across North America, with a declining population and fewer revenues to pay for upkeep. The Church seized an opportunity to unlock the value of its land, while also creating socially responsible housing for the West Broadway neighbourhood.

In 2016, the UWCRC Board and the Board of Regents of the University of Winnipeg saw the benefit in creating a parallel development corporation (UWCRC 2.0) to foster values-driven development in the broader community and to provide an entrepreneurial response to the University's ongoing financial challenges.



Source: numberten.com

## Governance

### Ownership (Land and Building)

All Saints Anglican Church and the UWCRC 2.0 are joint venture owners of the project. All Saints Anglican Church is the majority partner, and UWCRC 2.0 Inc. is the minority partner. UWCRC 2.0 Inc. acted as the developers for the project. UWCRC 2.0 leases the land from the Church and the Anglican Church of Canada.

### Operations

UWCRC 2.0 will operate the building, and will pay a land lease to the church. Any project surplus is shared between the Church and UWCRC 2.0.

## Partnerships

### Funding

The project was funded, in part, through capital fundraising by the All Saints Anglican Church and through equity contribution from UWCRC. The project received additional funding and financing of \$25 Million from CMHC's Co-Investment Fund. The development also received some funding from the City of Manitoba Housing Rehabilitation Investment Reserve, from the Province through Rental Housing Tax Credit, and from Manitoba Hydro's PowerSmart program.

### Operations

The development will include on-site support partnerships with multiple not-for-profit organizations, to provide housing and support for high-need tenants. These operational support partners include: Villa Rosa (new mothers), MacDonald Youth Services, New Journeys Housing (newcomers and refugees), and New Directions (adults with developmental delay).

### Shared Spaces

Common areas for the building's tenants include a warming kitchen, a multi-purpose room and lounge, a gym, an outdoor patio, and a space that allows for smudging. The project will also include commercial space for the Canadian Mental Health Association's youth hub.



## Affordability

West Broadway Commons is a 110-unit, mixed-income apartment building, with street-level commercial space. The units range in size from studio to three bedrooms. Fifty-six (56) units are designated as affordable housing with the remaining 54 units rented at market or premium rates.

The premium-rate units will subsidize the affordable units, ensuring the building's long-term financial sustainability. Affordable units will be set at 79% of the Median Market Rent for the area, as defined by CMHC. Rates for the market units will be reduced by 10% as a part of the Market Affordable Program. The units will be mixed throughout each floor, so that there is no obvious distinction.

### Rent Rates by Unit Type

	Luxury/Premium	Market	Affordable
<b>Studio</b>	\$1275	\$1090	\$608
<b>1 Bedroom</b>	\$1670 - \$1945	\$1194 - \$1436	\$775
<b>2 Bedroom</b>	\$1910 - \$2640	\$1635 - \$1691	\$980
<b>3 Bedroom</b>	\$2245	\$1875	\$1244

## Sustainable Features

The project demonstrated 34.2% energy savings and 41.6% GHG emissions savings compared to the 2015 National Energy Building Code. Some of the building features that contributed to the energy performance are:

- Heat Recovery Ventilator units with a highly effective enthalpy wheel (winter sensible effectiveness = 87%) providing the majority of the ventilation air for the building
- Lower fenestration area
- High-performance windows
- High-efficiency, Water Loop Heat Pumps providing space heating and cooling
- High-efficiency, condensing boilers
- High-efficiency, condensing domestic water heater
- Efficient lighting in common areas

## Site Design and Landscaping

Between the church and the new development there is a small landscaped patio for pedestrian access and commercial use. The commercial space on the ground floor includes space for the Canadian Mental Health Association's youth hub and a corner café. The building also features a common wrap-around terrace area on the ninth floor for the building residents. Tenants also have access to a gym, bike storage, and resident memberships for the Peg City Car Co-Op. There is no public parkland provided on site.



Source: numberten.com



Source: numberten.com

## Key Takeaways

- All Saints Anglican Church utilized the land next to the church for development.
- A joint venture partnership was created, combining key aspects needed for development: land, capacity, and capital (equity).
- The Church retained ownership of the land, which it leases to UWCRC 2.0.
- The new development is mixed-income with market rents subsidizing affordable rents.
- More than \$25 million was secured from CMHC's Co-Investment program.