

The Social Purpose Real Estate Collaborative is comprised of funders and investors seeking to mitigate the impacts of the real estate market on nonprofits and social enterprises. SPRE believes that thru sharing information, research, ideas and opportunities, we can collectively improve the retention and creation of affordable, suitable, secure, sustainable space for nonprofits and social enterprises to operate and deliver their vital programs and services, and from that work, to create a world of resilient, inclusive and connected communities.

This Literature Review was completed in 2019, in preparation for the Collaborative's update and expansion of "RENT - LEASE – OWN: Understanding the Real Estate Challenges Impacting the Nonprofit/Social Purpose Sector". SPRE is grateful to the UBC School of Regional and Community Planning and Mitacs for supporting this research.

While focused on BC, sources from other jurisdictions are included as examples. Referenced works are organized by source type and presented in the format of an annotated bibliography.

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Articles

Butler, P. (2019). Andy Haldane: 'We have allowed the voluntary sector to wither.' *The Guardian*. Retrieved from <https://www.theguardian.com/society/2019/may/22/andy-haldane-bank-of-england-voluntary-sector-civil-society-technological-age>

This article covers Andy Haldane, the Bank of England's Chief economist's, statements regarding civil society. Haldane is quoted saying that civil society, the third sector, has the potential to play a large role in supporting society at large as the fourth industrial revolution looms. He has commented on the ways in which civil society has been neglected by the public and by politicians, and that increasing recognition is one of the first steps necessary to resuscitating it. The article further discusses breaking down barriers between paid and unpaid work, and increasing partnerships and collaboration between the tech and third sectors.

Shupac, J. (2012). Making room for space: How nonprofits are optimizing their physical environments. *Charity Village*. Retrieved from https://charityvillage.com/cms/content/topic/making_room_for_space_how_nonprofits_are_optimizing_their_physical_environments/last/233#.XMt_XhNKiu4

This brief article discusses ways non-profit and other social purpose organizations can and do optimize their space. Inspired by the reality that many such organizations in Ontario “ simply do not have the money to have anything but second-class offices and physical spaces,” the author explores the innovative solutions organizations across the province have been finding to this issue. Not only is the size of the spaces important, but the article also recognizes the role of the physical environment of shaping the culture and mood of any organization. The article discusses how organizations from Sault St. Marie to Kingston to Toronto have been sharing or altering space in order to brighten it up, increase connections and interactions, and to break down the stigma associated with using charitable organizations. The author also discusses issues of privacy and of cultural resonance in social purpose spaces.

Bennet, K. (2017). New North End housing project takes church 'beyond advocacy to actual action.' *CBC Hamilton*. Retrieved from <https://www.cbc.ca/news/canada/hamilton/new-north-end-housing-project-takes-church-beyond-advocacy-to-actual-action-1.3937646> ;

Moran, J. (2019). Century-old Osborne Village church raising funds for ambitious transformation Social Sharing.CBC Manitoba. Retrieved from

<https://www.cbc.ca/news/canada/manitoba/augustine-united-church-overhaul-1.5040251>;

McKenna, K. (2018). This pastor closed his church: Graham Singh is saving a Montreal church by first closing the doors, then opening them wider than ever. CBC The Doc Project. Retrieved from <https://www.cbc.ca/radio/docproject/everything-old-is-new-again-1.4633526/this-pastor-closed-his-church-1.4633543>

These articles are included to represent another trend in social purpose real estate: community owned assets, often churches or other places of worship, being renovated or otherwise leveraged to meet a community's needs. The first article discusses a church in Hamilton building affordable housing in a rapidly gentrifying neighbourhood. The second, a church in Winnipeg that is raising money to renovate. Once completed, the new church-turned-centre will include dance studios, meeting and office spaces, and childcare; and will be jointly owned by four organizations. The third article discusses a church in Montreal that has closed for renovation to include a community centre. This is an issue and opportunity that is forefront in many Vancouver communities as well.

Wilson, K. (2019). Nonprofits and charities can now book office space for free, courtesy of the Greenhouse. *The Georgia Straight*. Retrieved from <https://www.straight.com/tech/1194681/nonprofits-and-charities-can-now-book-office-space-free-courtesy-greenhouse>

The Greenhouse is a coworking and meeting space that nonprofits and charities can rent for free in Vancouver. This brief article covers the origin of the space, which was inspired when the president of iATS Payments, a for-profit company that serves many nonprofits, realized that the low availability of commercial real estate and high rents in Vancouver, must be presenting a challenge to the not-for-profits it serves. Greenhouse was developed in iATS Payments' own space as a way to partially address this need, and is perhaps a model that could provide inspiration for other projects.

Culbert, L. (2019). Sold on your behalf: 164 B.C. schools and hospitals, agricultural and industrial lots worth \$1 billion. *The Vancouver Sun*, Retrieved from <https://vancouversun.com/news/local-news/sold-on-your-behalf-164-schools-and-hospitals-agricultural-and-industrial-lots-worth-1-billion>

The province of British Columbia has sold 164 pieces of land, designated "surplus," since 2013. This includes lands previously used for education, social services, healthcare, parks and forests, transportation, and energy and resource extraction. While the auditor general finds that the properties were sold for close to their appraised values, many have raised concerns around the loss of these lands as public amenities. The article discusses instances in other provinces where governments have either sold, or raised the idea of selling off public lands to much opposition. In Ontario, the current government has

expedited the sale of over 200 properties. The Ontario Nonprofit Network stated that “once public land is sold to the private sector, it is lost forever as a public resource.”

Abello, O.P. (2019). A Worker Cooperative and a Community Land Trust Bought a Building Together. *Next City*. Retrieved from <https://nextcity.org/daily/entry/a-worker-cooperative-and-a-community-land-trust-bought-a-building-together>

This article tells the story of Haste Muerte, a cafe in Oakland, which was able to partner with a land trust to buy their building. Faced with constant uncertainty when holding a regular lease, and set against the backdrop of “a wave of nonprofits being displaced from downtown Oakland,” the cafe workers sought a creative and more sustainable solution to their space needs. This case study includes interesting and perhaps applicable examples of strategies social purpose organizations can employ: the land trust partnership, including a few housing units in the building to qualify for City grants, and negotiating a right of first refusal clause in their lease to name a few. Despite their success, the stakeholders argue that a more streamlined and accessible process is necessary-- needing to be so creative and adaptable for each project is ultimately unsustainable, and presents many challenges to organizations in similar situations.

Books

Brotsky, C., Eisinger, S. M., Vinokur-Kaplan, D. (2019). *Shared Space and the New Nonprofit Workplace*. Oxford University Press.

This recently published book is meant to serve as a “how-to” guide for shared and coworking spaces. The book presents shared spaces as a strategy to overcome the challenge of unaffordable office space pricing many non-profits out of the market. Co-location is an innovative solution for long-term sustainability. *Shared Space* outlines the benefits of coworking and offers a roadmap for the process of creating shared spaces, including guidance on ownership and financing, governance, operations, collaboration, and the roles government and philanthropy can play in the process. It does this using real world examples and case studies from the authors’ extensive experience in the sector.

Quarter, J., Sherida, R., Chan, A. (2014). *Social Purpose Enterprises: Case studies for social change*. Toronto, ON: University of Toronto Press.

This book is comprised of twelve of case studies of social purpose enterprises, focusing on their impacts on marginalized populations. The aim of the research on which the book is based is to understand the ways in which social enterprises can address the social and economic needs of marginalized communities. Given the large and diverse population of

the Greater Toronto Area (GTA), and that the authors are researchers at the University of Toronto, the studies included are of organizations in the GTA. The organizations studied include lending and financial organizations, immigrant and employment services, childcare, a food market, and others. The studies are grouped based on which marginalized group is their focus: communities marginalized by stigma, women, urban poor and immigrants, and youth. The research focuses on whether the lives of members of these communities are improved by working within the social enterprise in question, and on the impacts on various other stakeholders and the community at large.

Enjolras, B., Salamon, L. M., Sivesind, K. H., Zimmer, A. (2018). *The Third Sector as a Renewable Resource for Europe*. Retrieved from <https://link.springer.com/book/10.1007/978-3-319-71473-8>

While focused on Europe's third sector, this book may provide a useful analogue to the Canadian and British Columbian context. The book's focus is on the powerful resource "for social and economic problem solving" the nonprofit and voluntary sector has proven itself to be in Europe, and on the need to increase public and policy recognition and visibility for this capability. The book documents the sector's impact and identifies the barriers that exist to its further success. The book's chapters cover identifying and defining the sector and its composition, the roles and impacts of the sector in Europe, barriers to the sector, and policy recommendations for future improvements.

Papers

Blessi, G.T., Sacco, P. L., Pilati, T. (2011). Independent artist-run centres: an empirical analysis of the Montreal non-profit visual arts field. *Cultural Trends*. Retrieved from <https://www.tandfonline.com/doi/abs/10.1080/09548963.2011.563907>

This paper examines the potential role of shared, nonprofit centres and institutions in the contemporary Arts field, focusing on the Montreal context. The paper aims to understand the existing and new challenges facing such artist-run, collaborative spaces. The paper presents conclusions regarding such organizations, from managerial, organizational, strategic vision, and cooperative practices perspectives. The study begins with an exploration of the role independent artist spaces play in society and culture, and includes interviews with artist-run organizations in Montreal. The bulk of the paper consists of reporting on the findings of the interviews, including the organizational and funding structures of these spaces, and the organizations' relationships to their greater communities. Finally, the paper evaluates the strengths and weaknesses of this model in order to identify potential areas for improvement and continuation of the sector.

Dickinson, P. (2016). Vancouverism and its Cultural Amenities. *Canadian Theatre Review*. Retrieved from <https://muse-jhu-edu.ezproxy.library.ubc.ca/article/629849>

This article explores the cultural impact of Vancouverism-- the dense, view-based urbanism for which Vancouver planning is celebrated. A key component of this model has been Community Amenity Contributions (CACs). The author examines in particular the relationship these have had to arts and cultural spaces. First, the positive effects are discussed, such as new partnerships and shared operating costs. However, negative consequences of this model's dependence on CACs do exist for cultural organizations and spaces. These include unforeseen capital campaigns, competition between organizations, and transfer of costs elsewhere in developments, such as onto the housing market. The author does this by examining two case studies.

Vinokur-Kaplan, D. (2017). New public governance and the growth of co-located nonprofit centers. *Nonprofit Policy Forum*. Retrieved from <http://dx.doi.org.ezproxy.library.ubc.ca/10.1515/npf-2017-0025>

Collaboration among organizations allows for increased efficiency, especially in light of current governance. This paper describes the current and growing trend of co-located nonprofit and social-benefit organizations, nonprofit centres, and discusses their benefits using examples from across North America.

Weinshenker, A. (2009). *The Emergence of New Strategies and Alliances Among Community-Based Non-Profit Organizations in a Gentrifying Inner-City Neighbourhood: A Case Study of Non-Profit Organizations in Vancouver's Downtown Eastside*. Retrieved from <https://search-proquest-com.ezproxy.library.ubc.ca/docview/305056711?pq-origsite=summon>

This Masters thesis reports the findings from a series of interviews with Non-Profit workers in Vancouver's Downtown Eastside (DTES). The aim of the research project was to study the ways in which nonprofit operators in the DTES collaborated and formed alliances to minimize resident and service displacement in the face of impending long term gentrification, and of more immediately imminent displacement due to the Vancouver 2010 Winter Olympics. The study revealed that organizations in the area formed social cohesion based on the niches they each filled within the social service provision market. Additionally, informal coalitions were formed between nonprofits in order to coordinate their efforts, better serve marginalized populations, and to pressure local government to make formal promises of protection for those populations in light of the Olympics. The paper cautions, however, that such coalitions could be more effective if formalized.

Industry Reports and Publications

CBRE. (2019). Marketview Q1: Supply shortage dramatically impacting tenant decisions. Retrieved from <http://www.cbre.ca/EN/o/vancouver/Pages/market-reports.aspx>

This report provides valuable data concerning the availability of office real estate in the city of Vancouver. It reports that the vacancy rate is decreasing due to high demand and insufficient supply, resulting in a decade-low vacancy rate in downtown Vancouver; and a record-low rate for Metro Vancouver of 4.7%. After a brief background section touching on the robust state of B.C.'s economy, the report includes detailed snapshots of office space availability by area, including Downtown Vancouver, the Broadway Corridor, Suburban Vancouver, Burnaby, Surrey, New Westminster and Richmond. Finally, the report includes a table listing statistics such as the number of office buildings, the vacancy rate, absorption rates, leasing square footage, and asking rents for each of the previously listed areas.

CBRE. (2016). Nonprofit Sector in Canada: Real Estate Benchmarking Survey. Retrieved from http://www.cbre.ca/AssetLibrary/CBRE-NonProfit-Benchmarking-Report_Oct26-web.pdf?var=pressrelease

The 2016 CBRE report provides an overview of nonprofit organizations' use of office space in an attempt to understand current trends in the sector. The report represents the results of a survey of nonprofit operators across four Canadian provinces: British Columbia, Alberta, Ontario, and Quebec. The data collected covers various aspects of nonprofits' office spaces, including statistics on tenure type and duration, space configuration, space efficiency and employee perceptions of their office spaces. Key findings from the report are listed below.

- 56% of nonprofits have one location only, 32% have multiple locations nationally, 8% have multiple locations regionally, and 4% have international locations
- Percentage of organisations having occupied their current location for over 10 years, by tenure type: 31% of lease-holders, 25% of owners
- Average lease length: 6-10 years
- Of the organisations relocating in 2016, suburb to CBD moves and CBD to suburb moves each accounted for 6%, while 69% moved within the CBD
- 82% of nonprofits lease their office space.
- 18% of nonprofits own their office space, with 50% of owners reporting debt on their property.
- 24% of respondents reported they anticipate running out of office space in the near future.
- 26% plan on expanding staff and office space

- 32% of organizations that had moved did so due to increased staff, and 32% did so to increase space efficiency.
- 40% of respondents claim their organizations' space consists of a 50/50 split of private office space and open areas, with this being the most common response.
- 28% of respondents disagreed or strongly disagreed that their workplace inspired creative thinking.
- 74% of respondents agreed or strongly agreed that their workplace enables the retention and attraction of staff.

CBRE. (2019). *Vancouver Viewpoint: The Rapid Rise of Coworking and Shared Space in Metro Vancouver*. Retrieved from <http://www.cbre.ca/EN/o/vancouver/Pages/market-reports.aspx>

This one-page report, released in July 2019, provides a snapshot of shared spaces in Metro Vancouver. On the whole, 1.5 million square feet of office space in Metro Vancouver are now shared office spaces or are pre-committed to being so by 2021. The city of Vancouver contains 55% of this total. The report covers the reasons behind the model's rise in popularity, citing generational and corporate shifts in workplace preferences, and identifies the major players and development projects in Vancouver's coworking scene. In Vancouver in particular, the amount of coworking space has increased dramatically in response to the low availability of traditional office space, with this reality being especially apparent since 2016-2017. In the past year, the vacancy rate of traditional office spaces in Vancouver reached a ten-year low of 2.6%. As a partial solution to this, over 147,000 square feet of new shared space facilities became available in 2018.

Central City Foundation. (2015). *Putting a Dollar Value on Doing Good Things for Community*. Retrieved from <https://www.centralcityfoundation.ca/wp-content/uploads/2015/10/CCF-Community-Report-2015.pdf>

Central City Foundation (CCF), a founding member of SPRE, has been working in Vancouver's inner city for over 100 years to bring people together by providing grants; and investing in sustainable social purpose real estate, facilities and programs. In 2015, CCF partnered with Urban Matters to produce a report evaluating the Social Return on Investment (SROI) of their portfolio. This report seeks to evaluate the social impact of CCF's investments and projects in economic terms, in order to improve the foundation's ability to demonstrate its value to other funders and investors considering a similar social impact model. SROI's benefit is in being able to 'prove' the non-financial benefits of CCF's work. The report measures the direct, indirect, and induced benefits of CCF's investments and efforts, taking into account the diverse forms these take, and the contributions of CCF's various community partners.

The report finds that for every dollar CCF spends, they create \$3.90 in social benefits. Furthermore, they generate an overall return of 18% on their capital investments in spre. This translates to up to \$3.4 million in direct community value and \$11 million in indirect community value created each year. This innovative study offers a strong case for social purpose real estate investment, and provides a framework for organizations with similar missions to evaluate their own impact.

Central City Foundation. (2013). *Unaffordable Spaces: How rising real estate prices are squeezing non-profit organizations and the people they help*. Retrieved from https://www.centralcityfoundation.ca/wp-content/uploads/2017/11/CCF-Community-Report-_low-res.pdf

Central City Foundation's 2013 Community Report focuses on the impact of the real estate market on non-profit organizations. The purpose of the report is to build off of the findings of SPRE's 2013 *Rent Lease Own* study to raise awareness and understanding of the issue in light of Vancouver's unaffordable real estate market. In addition to providing information on the real estate market in general, this report presents CCF's findings from reviewing financial and organizational data from over fifty organizations that have applied to their grants over a five year period, and from interviews conducted with approximately thirty representatives of these organizations. Using illustrative examples from partner organizations, the report summarizes the eight themes that emerged, including insufficient space, creative solutions, and the value of social purpose real estate.

City of Richmond. (2019). *Richmond Non-profit Social Purpose Space Needs Review*.

The City of Richmond's Richmond Community Services Advisory Committee conducted this study of social purpose organizations space needs to fill a gap in their understanding of "current and emerging real estate factors affecting social purpose non-profit organizations in Richmond." Phase One of the study consisted of a scan of policy and prior work done in Richmond on the subject. Phase Two consisted of a space needs assessment. The study findings include a market analysis of the office and industrial space markets in Richmond, and analysis of survey responses from social purpose organizations. The survey questions covered topics including organizational type, current space, space needs, tenure and stability, and affordability.

City Spaces for the Social Purpose Real Estate Collaborative and the Real Estate Institute of BC. (2013). *Rent Lease Own: Understanding the Real Estate Challenges Affecting the Not-For-Profit, Social Purpose and Cultural Sectors in Metro Vancouver*. Retrieved from https://www.socialpurposerealestate.net/sites/default/files/resource_file/REIBC_SPRE_Report_FINAL1.pdf

The 2013 Rent-Lease-Own study was the first of its kind, and has been referenced by others across Canada and internationally. With it, SPRE sought to turn anecdote into evidence with regard to the real estate needs and challenges of social purpose organizations. The study consisted of a survey of social purpose organizations in and around Vancouver, in order to report on real estate rates, organizational type, tenure type, geographic location, space type, and other information. Building on and updating this information for the purpose of making benchmark comparisons is the motivation of the current re-launch of Rent-Lease-Own, which will be completed in 2020.

Creative City. (2017). Cultural Infrastructure: An Integral Component of Canadian Communities. *Creative City Network News*. Retrieved from https://www.creativecity.ca/database/files/library/News_5_E.pdf

This special edition of the Creative City News outlines the need in Canada to “recognize and plan for cultural infrastructure as an integral component of infrastructure for 21st-century cities and communities,” and to “rethink our approach to cultural infrastructure, with greater attention to issues of lifecycle, the interaction of social and built infrastructure, and long-term sustainability.” This is in light of the reality that much the country’s public cultural infrastructure was constructed to celebrate Canada’s centennial in 1967 and is now unsuitable or nearing the end of its lifecycle. The issue defines the various types of facilities that constitute cultural infrastructure and presents several arguments as to why they are important. These include that the arts and culture sector is growing, and that it contributes positively to the economy, to identity building, and to quality of life.

Some of the key issues facing Canada’s cultural infrastructure today are aging infrastructure, space needs and gaps, fragmented policy support and funding, limited knowledge, and a number of others. A number of successful and innovative models exist and should be expanded upon to meet the need and challenges of cultural organizations. These space types include multi-use hubs, incubators, multi-sector convergence projects, artist live/work facilities, creative production habitats, and integrated community projects. The issue elaborates on each of these types, providing examples from across Canada. Finally, a comprehensive planning approach is needed to truly fill the cultural infrastructure gap in Canada, at neighbourhood, district, and community-wide scales.

Edwards, K., Long, R. (2015). *State of the Shared Space Sector Survey*. Retrieved from <http://www.nonprofitcenters.org/state-of-the-sector-report.pdf>

This report summarizes the results of a survey of 140 nonprofit centres in the U.S. and Canada, and of an additional survey of 141 executive directors of tenants of 19 nonprofit centres conducted by the NonProfit Centers Network. The Nonprofit Centres Network (NCN) defines nonprofit centres and shared spaces as physical facilities that intentionally provide space for more than one nonprofit, social purpose organization. The aim of the

report is to provide an overview of such spaces in North America, including their impact and financial viability. Some of the key findings from the survey are listed below.

- NCN is aware of 393 nonprofit centres in North America
- The shared space sector collectively encompasses 13.75 million square feet; housing nearly 28,000 employees and serving 99,000 people per week in the U.S. and Canada
- Of the centres surveyed, 22% are Services Centres, 28% are Programmatic Theme Centers, 39% are Multi-Sector Centres, 8% are Coworking Spaces, and 3% are Nonprofit Incubators
- Nonprofits and charities account for 86% of the tenants in shared spaces.
- 52% of shared spaces include at least one tenant not from the nonprofit or charitable sector.

The survey indicates that sharing spaces allows organizations access to better quality space: 62% of executive directors whose organizations are housed in shared spaces report their new locations are better than their previous ones.

Eastside Culture Crawl Society. (2019). A City Without Art. Retrieved from <https://issuu.com/culturecrawl/docs/citywithoutart>

The Eastside Culture Crawl Society put out this report in 2019 to highlight the ongoing loss of visual artists' production space in the Eastside Arts District of Vancouver. The basis of the report is survey responses covering 300 spaces and over 2,000 artists. The report includes data such as the average increase in rental rates, and the total square footage of space lost over the past eight years. The report also includes a call to action from various policy makers, calling for a "no net-loss, plus!" approach, in which the net space available should at a minimum be maintained, and ideally be increased.

Faith & the Common Good. (2020). Community Spaces Faith Places Survey Result. Retrieved from https://www.faithcommongood.org/community_spaces_faith_places_survey_results

This webpage highlights the results of a survey administered by Faith & the Common Good in partnership with the Ontario Trillium Foundation, Ontario NonProfit Network, Cardus, The National Trust For Canada and the City of Toronto over the summer of 2019. The purpose of the survey was to evaluate the impact on communities of places of faith closing. The page reports that of 27,000 places of faith in Canada, a third are set to close in the next decade, which will have significant impacts on the community services and programs that use these spaces. 1,269 respondents completed the survey across Ontario. Statistics gathered include what types of non-profits use faith places to deliver their services and programs, why they choose to do so, and whether or not they would be able to find other space in the faith places shut down.

Gijssen, J., Guan, J. (2019). Making an Impact with Social Purpose Real Estate. Impact investing in Social Purpose Real Estate. *INPUT Land and Real Estate Issues in British Columbia: Real Estate Institute of BC Quarterly*, p.36-40. Retrieved from <https://www.flipgorilla.com/p/26183111565903384/show#/26183111565903384/36>

This article discusses that the lack of affordability in BC extends beyond housing: space for community is also threatened by the difficult real estate market. The authors argue that such spaces, where we gather, exchange, and create are necessary for resilient communities. The article goes on to introduce the Social Purpose Real Estate Collaborative (SPRE), by explaining that it is made up of funders and investors who all support social purpose organizations in their search for secure, appropriate space to operate. The Collaborative is made up of local governments, community foundations, and other organizations positioned to do this work. The members see benefit in sharing resources and knowledge, as well as seeing returns on investment and real impact in the social purpose real estate they support. The article ends by exploring some of the Collaboratives other activities, such as influencing and informing policy decisions to lead to systems change, and attending conferences to raise awareness of the region's affordability crisis.

Girvan, L. (2014). *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*. Retrieved from <http://tidescanada.org/wp-content/uploads/2015/04/Building-Capacity-Sharing-Values-Shared-Spaces-and-Social-Purpose-Real-Estate-Final.pdf>

This Tides Canada report consists of a scan of the current state of shared spaces in Canada, including trends, activities, and needs in the field; and of a discussion of strategies for increasing learning around shared spaces across Canada. The paper concludes with a call for further learning on all forms of social purpose real estate, rather than on shared spaces alone. Key findings include that shared spaces are growing rapidly in number across Canada as a workplace model, and that these and other forms of social purpose real estate developments have additional benefits that have yet to be realized. However, the study finds that within the sector there are gaps in knowledge and capacity around issues of dealing with real estate. Nearly everyone interviewed expressed interest in furthering their learning on the topics. From this sector scan, Tides Canada recommends that capacity building on social purpose real estate and collective field building be undertaken Canada-wide to empower change-makers and on-the-ground actors.

JTW Consulting. (2015). *Chinatown Society Legacy Report*.

This report was prepared by JTW Consulting for the City of Vancouver in 2015. The purpose of the report was to provide the City of Vancouver with technical assessment and scoping of a potential rehabilitation project focused on 12 heritage-designated Chinese Society

buildings in Vancouver's Chinatown. The report includes three major deliverables: technical studies of society heritage buildings, review of existing funding opportunities and identification of new programs, and business planning and partnership strategy development. The report notes that in the case of Vancouver's Chinatown, heritage conservation "should be less about conserving historical places as yesterday's museums, and more about preserving the sense of character, unique identity and cultural history of communities where people live, work and recreate," and that "the Society Buildings have the potential to become the backbone of a much needed revitalization of Vancouver's Chinatown district," while honouring the challenges that would come along with such an undertaking. The report touches on the usefulness of these buildings as spaces for community activities and services, and the capacity of the Societies to oversee building repairs.

Johnstone, J. (2019). Impact investing in Social Purpose Real Estate. *INPUT Land and Real Estate Issues in British Columbia: Real Estate Institute of BC Quarterly*, p.28-32. Retrieved from <https://www.flipgorilla.com/p/26183111565903384/show#/26183111565903384/28>

In this article, Central City Foundation CEO Jennifer Johnstone states that "investing in social purpose real estate can deliver financial and social returns that improve our communities and improve the lives of our neighbours in need." She then illustrates this point by giving examples from the social purpose real estate owned by the Central City Foundation (CCF), such as a building rented by Aunt Leah's Place, an organization that works to prevent foster children from becoming homeless, and to help young mothers in need. Other examples of CCF's social purpose real estate include Ashnolah at the Crossing, a residential treatment facility for youth. Johnstone writes that CCF has over 100 years of experience in social purpose real estate, and over that time they have ample evidence that impact investing pays off.

Murray, V. (2006). *The Nonprofit and Voluntary Sector in BC*. Retrieved from http://www.imaginecanada.ca/sites/default/files/www/en/nsnvo/g_british_columbia_sector_report.pdf

By focusing on the data concerning British Columbia, Imagine Canada compiled this report from the National Survey of Nonprofit and Voluntary Organizations in 2006. The sector is found to be valuable from a quality of life and economic standpoint, but is not without challenges. The report includes data on the scope and size of the sector, the financial resources available, human resources, and capacity challenges. Some of the key findings include that in 2003, there were 20,270 nonprofit and voluntary organizations in BC. Many organizations experienced the same issues, including that funders only provide grants for projects rather than core operations, and that planning for the future is a challenge. The report states that "all the province's institutions and individuals" are

among those who benefit from the nonprofit and voluntary sector, and should therefore become more aware of its challenges, needs, and opportunities.

Policzer, I. (2003). Inventory of Community Meeting Spaces. Retrieved from <https://www.mosaicbc.org/wp-content/uploads/2017/01/Inventory-of-Community-Meeting-Places.pdf>

This document is an inventory of existing community meeting spaces in Vancouver. It simply lists the spaces, including their location, contact information, and relevant booking details. The inventory is intended to serve as a resource for community groups or other social purpose organizations seeking spaces in which to gather. While now outdated, it provides a valuable benchmark of the types of spaces serving this function that may exist in the City. Spaces in the inventory are listed by type, including community centres, neighbourhood houses, community halls, multicultural services, ethnocultural centres, churches, community schools, and others.

Statistics Canada. (2019). *Non-profit institutions and volunteering: Economic contribution, 2007 to 2017*. Retrieved from <https://www150.statcan.gc.ca/n1/daily-quotidien/190305/dq190305a-eng.htm>

Key findings from Statistics Canada concerning the role of the third sector in the economy include:

- Total economic activity in the non-profit sector in 2017 totalled \$169.2 billion. This represents 8.5% of Canada's GDP for that year.
- Sector breakdown: 16.4% community non-profit institutions; 10.4% business non-profit institutions; 73.2% government non-profit institutions (ie. hospitals, universities)
- Volunteer activities added \$41.8 billion to the economy in 2013, which represents 22.3% of non-profit GDP for that year when considered. Note that volunteer activities are not included in standard measures.
- The non-profit sector grew by 1.0% in 2017, however this was due to government non-profit institutions' growth of 1.9%, which offset the community and business non-profit institutions' decline of 1.3%
- When government non-profit institutions are excluded, the makeup of the community and business non-profit sector by activity is: 20.3% business and professional associations; 17.5% social services; and 14.5% culture and recreation.
- Sources of income of community non-profit institutions (as percentage of total income): 30.8% from governments, 27.8% from sales, 17.8% donations from households, 14.1% membership fees, <6% from investments, <6% from businesses.
- Sources of income of business non-profit institutions (as percentage of total income): 61.6% from sales, 33.8% from membership fees, <5% from other sources.

- Community and business non-profit institutions accounted for 2.6% of GDP in BC in 2017, while government non-profit institutions accounted for 5.8%.

Tremblay, C., Smith, B., McRae, N. (2018). *Civil Society Impact: Measuring Economic and Social Activity In The Victoria Capital Region*. Retrieved from https://victoriafoundation.bc.ca/wp-content/uploads/2018/11/21204-Charity-Impact-Report-FINAL_Low-res2.pdf

The Victoria Foundation, in partnership with the University of Victoria, conducted this study in 2018 with the aim of better understanding and strengthening the third sector, ie Civil Society. The study consisted of analyzing data from the Canada Revenue Agency and responses to a survey distributed to approximately 800 registered charities in the Capital Regional District. The study reports that the total economic impact of the sector's activities is \$4 billion annually. The study also reports the social impact of the sector, comparing the areas in which this occurs to the UN Sustainable Development Goals (SDGs). In this regard, the study finds there are activities in the CRD addressing each of 17 total SDGs. The activities most cited in the survey responses relate to the SDGs concerning good health and well-being; quality education; peace, justice and strong institutions; gender equity; and sustainable cities and communities.

Planning and Policy Documents

City of Oakland. (2016). *Strategies for protecting and creating arts space in Oakland*. Retrieved from <http://www2.oaklandnet.com/oakca1/groups/ceda/documents/agenda/oak062138.pdf>

Faced with a changing real estate market, and the increasing reality that artists and other low-income populations were being displaced, the city of Oakland, California created a task force to develop these strategies for the protection and retention of arts spaces. The study consisted of a survey, to which 900 Oakland artists responded, which covered the space needs and current contexts of those artists. Artists identified the cost of housing and work space as their largest challenge; although few were facing imminent displacement at the time. This report covers the top three strategy areas recommended by the task force, and outlines lower level, specific strategies within each to take action. The high-level strategy areas include real estate acquisition and leasing, financial assistance, and technical assistance. The report uses illustrative examples from the U.S. and Canada to highlight the potential effectiveness of these strategies.

City of Seattle. (2017). *The CAP Report: 30 Ideas for the Creation, Activation & Preservation of Cultural Space*. Retrieved from

<https://www.seattle.gov/Documents/Departments/Arts/Downloads/Space/CULTURAL%20SPACE%20REPORT.pdf>

The City of Seattle finds that cultural spaces are linked to higher walk scores, businesses open later on Friday nights, and more photos uploaded to social media from these locations. All of this reaffirms that such spaces add value to their neighbourhoods. However, despite these and other benefits, the City also finds that “despite cultural space’s role in strengthening neighborhoods, creating and maintaining these spaces in strong real estate markets can be extremely difficult. The older, smaller, more eccentric spaces that often house cultural uses and small businesses are particularly vulnerable to development-driven displacement.” Ultimately, there is no one action that can preserve all cultural spaces. This report, however, presents a list of smaller actions that seek to reduce or eliminate the relatively small but numerous barriers to the success of cultural spaces.

These actions, expressed as the “30 Ideas,” include recommendations in X major areas, each comprising between three and seven achievable changes that can be made in the name of preserving, activating, or creating cultural space. These major areas include certifying cultural spaces, making changes to the building code, amending the permitting process, ensuring access to technical assistance, creating financial tools, developing amenable public policies, and other ideas. The report argues that implementing any number of these actions will improve the environment for cultural spaces, and will eliminate the pitfalls of having to take a case-by-case approach.

City of Toronto. (2014). *Making Space for Culture: Community Consultation Summaries*. Retrieved from <https://www.toronto.ca/legdocs/mmis/2014/ed/bgrd/backgroundfile-69273.pdf>

The main objective of this project is to ensure the supply of safe, affordable cultural spaces in the City of Toronto. Its sub-goals are to raise awareness, assist with decision-making, disseminate knowledge to stakeholders, and to strengthen collaboration and partnerships. The project included community consultations and an online survey. The key findings of these included that certain types of existing infrastructure, most notably schools and parks, have potential to serve as useful cultural spaces; that refurbishment and specialization are often needed to improve cultural spaces; that privately owned spaces should be maximized, often with the help of BIAs; that multi-purpose gathering spaces are a desirable asset; that age and accessibility varies across the city’s infrastructure and must be considered; and finally that increased marketing, communication and resource-sharing are beneficial and necessary. The study includes performance, exhibition, screen based, library, multipurpose, heritage, and City-owned buildings in its definition of cultural spaces, and includes a summary of cultural infrastructure in each of the City’s wards.

City of Vancouver. (2017). Social Infrastructure Mapping, Vancouver Baseline Inventory Mapping 2017 [presentation slides]. City of Vancouver Healthy City Strategy.

This slideshow presents the findings of the City of Vancouver’s Social Infrastructure Plan (SIP) baseline analysis, which is made up of the background and context, social infrastructure mapping, and the engagement summary report. The report situates the City of Vancouver within its regional context and defines the City’s local planning areas. It provides an overview and maps of various relevant planning facets of the City, including the age of local area plans, cycling infrastructure, zoning, and population density. Next, the presentation outlines the Healthy City Strategy goals, targets, and baselines. Public libraries and community centres are not within the scope of the SIP, but it is worth noting that there are 21 and 24 physical branches of each, respectively, located across the City. The report includes and maps data on social infrastructure specifically in the next section. The first category of these is City-owned social facilities. While the City owns some 4,500 properties, it is difficult to count the exact number that serve as social facilities. Nevertheless, 30 are identified and mapped in the report. The baseline inventory also shows 23 City-owned facilities with nonprofit leases, and maps the locations of capital grant recipients between 2010 and 2016. In 2016 alone, sixteen capital grants totaling \$112,466 were awarded. The City awards social service grants, of which \$5.5 million were awarded through various streams in 2017. The associated map shows that recipients were mostly concentrated in the downtown and on the east side of the city. Figure 22 provides an overview of the City-owned and subsidized programming locations. The City of Vancouver also owns five of the ten existing neighbourhood houses within its limits, which provide valuable services in line with the Healthy City goals.

There are also significant data included on the City’s contributions for capacity building efforts across the city by target population group. The analysis report ends by concluding that “Social infrastructure is an essential part of the character and the identity of this city: it helps all members of the community achieve health and well-being, and therefore helps the city become socially sustainable into the future,” and stating that further research will be required to keep up as the city changes over time.

R.E. Millward + Associates. (2017). *King-Spadina Cultural Spaces Retention Study: Strengthening the Creative Economy in Toronto’s Downtown Core*. Retrieved from https://www.toronto.ca/wp-content/uploads/2017/10/90a0-City-Planning-TOcore-REM_Cultural-Spaces.pdf

The King-Spadina area of Toronto contains the highest density of creative workers in the city, as well as a very large number of new development and construction projects. This latter reality, and the city’s growing population have led to increasing real estate pressures on the areas cultural spaces. This report was prepared by R.E. Millward & Associates Ltd for the City of Toronto to inform the City’s Secondary Plan for the Downtown core. The study consisted of background research and cultural space mapping and of interviews with cultural workers and other stakeholders in the area. Of particular

importance is the finding that “more research is needed to confirm affordable rates across the arts and culture community,” in Toronto. Among the most commonly cited cause of space affordability issues in the report is taxation based on “highest and best use,” cited both by cultural workers and landlords wishing to offer affordable rates.

Based on the study’s findings, the report makes recommendations in three key areas: that steps be taken to protect and support existing cultural spaces by increasing awareness of affordability challenges and promoting preservation of spaces; that the City create new cultural spaces by reducing barriers of access to smaller organizations and by retaining non-residential land uses; and that the City demonstrate City leadership by creating a Task Force, helping finance projects and by considering cultural uses for City-owned properties. These three strategic areas and their sub-strategies are expanded upon throughout the report.

Sales, A., Henselmann, B. (2018). *City of Vancouver Making Space for Arts and Culture 2018 Policy Report*. Retrieved from <https://vancouver.ca/docs/council/Making-Space-for-Arts-and-Culture-2018-Cultural-Infrastructure-Plan-Report-2018-07-10.pdf>

This policy report was submitted to Vancouver’s City Council in June, 2018 by the General Manager of Arts, Culture and Community Services. The report consists of nine recommendations, which include developing a city-wide target for cultural space based on need, assessing the community grant structure, collaborating with other City departments to reduce barriers to arts and culture organizations and spaces, and to increase partnerships for better knowledge sharing. Recommendations iii, vii, and viii are most relevant to social purpose real estate challenges:

iii. Work with Planning, Urban Design and Sustainability, Development, Buildings and Licensing, Long-term Financial Strategy, and Legal Services to explore policies, zoning, regulatory and other tools to enable partnerships to secure, enhance and develop affordable, accessible arts and cultural spaces citywide;

...

vii. Work with Real Estate and Facilities Management to engage the community and partners on planning and feasibility studies of City-owned spaces, including Vanier Park cultural institutions master planning, Orpheum upgrades and Firehall Theatre renewal and renovation plans;

viii. Work with other City teams and departments, as appropriate, to integrate cultural spaces into City-owned spaces such as community centres, housing projects, social spaces, libraries and other spaces;

The report further outlines the essential role arts and cultural organizations play in cities, the threats many of them are facing around the world, and their contribution to Canada’s GDP. The report also includes data from the City’s Cultural Spaces Map, which records information on City-owned, City-leased, and other cultural spaces in Vancouver. The map covers approximately 400 spaces, which account for 3.4 million square feet of

space cumulatively. Finally, the report includes the findings of the *AMS Update to Key Gaps in Cultural Infrastructure, 2018* report as background, and the full report as an appendix. The *Key Gaps* reports on the realities and needs of the cultural sector in Vancouver, including many space-related concerns, finding that:

- 66% of individuals and 50% of organizations are concerned about losing their space
- The highest concern is over losing production space
- 73% of organizations have difficulty finding suitable spaces
- 59% find it difficult to rent outdoor spaces

This report to council and the AMS report embedded within it reinforce that further work is needed to further understand the social purpose sector, and indicate some of the work underway in this arena to understand a portion of the sector.

Sales, A. (2019). Making Space for Arts and Culture Report. Draft Vancouver Cultural Infrastructure Plan. Retrieved <https://council.vancouver.ca/20190910/documents/ACCS-RTS13175-AppendixD-MakingSpaceforArtsandCulture.PDF>

Based on the 2018 Report to Vancouver City Council, this report “examines in depth the current state of Vancouver’s arts and cultural spaces, and lays out the City’s long term vision and commitment to address our acute space challenges.” It establishes optimal policies and tools to reach this vision by enhancing and developing various spaces for artists and cultural uses. The report includes a number of new approaches, such as setting space targets, establishing an arts and culture fund, prioritizing cultural heritage and self-determined Indigenous spaces, launching an affordable space grant and exploring options for a community-led cultural land trust.

Sheppard Case Architects, Schick Shiner Associates. (2012). *Arts Space: Demand and Needs Analysis*. Retrieved from http://www.stjohns.ca/sites/default/files/files/publication/Arts%20Space%20Study_Marc%202013.pdf

The City of St. John’s conducted this needs analysis in two phases. the first phase was to review the capacity of existing arts and cultural spaces and conduct a needs analysis of artists in the community. The second phase was to develop a methodology to meet the deficiencies identified in the first phase. A series of topic areas was explored in depth through the study’s interviews and analysis. These include building program, business plan, issues relating to location, building new or renovating, compatibility with municipal planning objectives, and potential competition between artists. Throughout the report, the lack of available space for artists, the difficulty finding new spaces (municipally owned

or otherwise), and the unaffordability of existing and downtown spaces emerge as common themes.

Sound Diplomacy, Secret Study Projects. (2018). *Vancouver Music Ecosystem Study*. Retrieved from http://www.musicbc.org/wp-content/uploads/2017/04/714-SOUND-DIPLOMACY-A4-Vancouver-Executive-Summary_V6.pdf

This report was prepared for the Federal and Provincial governments in order to meet their need of better understanding the music industry in Vancouver. The aim of the report is to provide industry benchmarks, and to facilitate future improvements. The report is based on a study comprised of interviews with 120 industry stakeholders and 557 completed surveys. Counts of the related infrastructure by type, and maps of their location are included. The infrastructure map shows a concentration of music-related infrastructure in the Downtown, Downtown East Side, and South False Creek areas, with other notable patterns emerging on Main Street and Commercial Drive. The counts include 23 different types of music infrastructure, with the most common being nightclubs, dedicated recording studios, and music and industry education facilities. The rest of the report includes data concerning the areas of the industry that most benefit from government support, the demographics of the industry, challenges and assets, industry development, and other related topics. This report offers an applicable example of the type of data that would be useful to collect concerning all social purpose organizations. Most notably, the report finds that “the cost of living and access to affordable rehearsal spaces prevents musicians from focusing on their work. Increasing the availability of spaces in the city for artists and organisations is imperative.” Finally, the report includes a number of recommendations, which include increasing the availability of safe, sustainable, and diverse music spaces in Vancouver; and using policy to facilitate the coexistence of the music industry with other organizations and residents in the city.

Streich, P., Normand, S., Tulloch, A. (2016). *Social Enterprise and Affordable Non-Profit Housing Summary Report and Case Studies*. Retrieved from <https://www.nphcr.ca/files/Social-Enterprise-Affordable-Non-Profit-Housing.pdf>

The Social Planning Council of Kingston completed these case studies with the goal of sharing knowledge with the nonprofit sector on strategies for reducing dependence on outside funding while still delivering their missions. The Council looked at nonprofit housing organizations in particular, and found that many turn to the creation of social enterprises as a strategy to reduce their dependence on outside funding. Less drastic measures include leasing commercial space, sharing space, or leasing certain units to other organizations. The social enterprise model was found to generate additional revenues that were reinvested into the nonprofit. The following organizations were studied in depth for the report’s case studies:

Namerind Housing Corporation in Regina, SK; Vancouver Native Housing Society in Vancouver, BC; Youth Opportunities Unlimited in London, ON; and Niagara Peninsula Homes in Welland, ON. The report also summarized the key themes that emerged in the case studies, including the financial success of the model, that the enterprises were able to focus on skills development and employment, or providing services to fill a given niche, and that many were able to form relationships with and learn from private sector professionals.

Gentrification References

The below are references provided to SPRE by Craig Jones of the SCARP Housing Research collaborative and the Mitacs liaison for 2019 Literature Review position. While they are mostly about housing and gentrification, together they are indicative of the depth of research that has been done on housing, and to which we might hope research will be done on social purpose real estate more broadly in the future.

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Cohen, M., 1983. San Francisco's Neighborhood Commercial Special Use District Ordinance: An Innovative Approach to Commercial Gentrification. *Golden Gate UL Rev.*, 13, pp.367-398

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Ferm, J., 2016. Preventing the displacement of small businesses through commercial gentrification: are affordable workspace policies the solution?. *Planning Practice & Research*, 31(4), pp.402-419.

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