CREATING AFFORDABLE, SUITABLE, AND SECURE HOUSING IN CANADIAN CITIES

FINAL REPORT

NOV 3, 2015
CREATING AFFORDABLE, SUITABLE, AND SECURE HOUSING IN CANADIAN CITIES
ACTIONS FOR HOUSING NOW
EXECUTIVE SUMMARY

On November 3rd, SFU Public Square and Tyee Solutions Society hosted Actions For Housing Now, a solutions-oriented workshop focused on affordable housing. The workshop was designed in partnership with SFU Urban Studies and the School of Public Policy, and was a key event of SFU Public Square’s 2015 Community Summit We The City.

This one-day workshop brought together 80 housing experts to develop achievable policy solutions for creating secure, suitable, and affordable housing in Canadian cities. From elected officials, planning and development professionals, to policymakers, researchers, and advocates, we invited a diverse group of thinkers and specialists to ensure a comprehensive approach to the issue of housing affordability.

To increase the effectiveness of the policy recommendations that would come out of the day, the workshop focused on a particular housing demographic. Participants were asked to look specifically at what could be done to help working urban households at or below median income in larger Canadian cities.

The day was fast-paced and demanding. Participants split into 10 working groups, and throughout the day, engaged in guided discussion to formulate effective and attainable policy solutions. Starting with the analysis of experiences and strategies at the municipal level, they built outward to find broader issues and potential solutions that could be applied at a national level. They considered specific actions that the federal government could take to help achieve this aim, as well as potential partner organizations that could offer assistance and support.

Toward the end of the day, each team pitched their policy solution to a taskforce comprised of Doug McArthur, Director of SFU’s Public Policy Program and former Deputy Minister to the Premier and Cabinet Secretary in BC; Dr. Janet Smith, a retired Federal Deputy Minister; and Brock Carlton, CEO of the Federation of Canadian Municipalities. The taskforce considered the viability of each pitch and gave comments that teams could use to refine and further improve their respective policies.

The day ended with a live, on-line vote for participants to endorse what they believed was the strongest policy. Moderator Shauna Sylvester then led a final strategy session on next best steps and how the workshop would inform the participants’ future work.
ACKNOWLEDGEMENTS

Actions For Housing Now would not have been possible without the support of the contributing partners. Chiefly, we would like to thank Tyee Solutions Society. As well, thanks go out to partners SFU Urban Studies Program, SFU School of Public Policy, and the Canadian Housing Renewal Association for their collaboration and input into the design of the event.

We would also like to acknowledge the Jarislowsky Foundation and Dr. Stephen Jarislowsky his for generous support as a member of the SFU Public Square Founding Council. Dr. Jarislowsky’s continuing record of philanthropy and civic leadership stands as one of the best examples of global citizenship and democratic engagement.

For their leadership and vision, we thank the event development team: Danielle Wiley (TSS), Michelle Hoar (TSS), Chris Wood (TSS), David Ball (TSS), Katie Hyslop (TSS), Shauna Sylvester (SFU PS), Janet Webber (SFU PS), Mark Beaty (SFU PS), as well as Terri Evans (SFU US), Peter Hall (SFU US), Meg Holden (SFU US), Karen Ferguson (SFU US), and Kristen Holinsky (CHRA.)

We thank Shauna Sylvester for her moderation and Janet Webber and Mark Beaty for their support during the workshop.

We thank our table leaders for their help facilitating the small group discussions: Ray Gerow, Penny Gurstein, Kira Gerwing, David Ley, Jonathan Cote, Brock Carlton, Derek Gent, Margaret Eberle, Neil Spicer, Thom Armstrong, Stephanie Allen, Heather Tremain and Abi Bond. We also thank members of the student volunteer team: Tia Alexander, Lani Brunn, Peter Marriott, Anjum Mutakabbir, Omer Rashman, Alex Thumm, and Miranda Corcoran, who served as notetakers during the workshop, and assisted in developing the workshop discussion guide.

We could not do our work without the invaluable leadership and support of Simon Fraser University. Thank you to the trusted members of our extended community – the executive administration, faculty, staff, students, and alumni who answered our many requests for direction, support, and collaboration and provided guidance and resources far beyond what could have been imagined.

We are humbled by the contributions of those that presented during the day: Brock Carlton (FCM), Jill Atkey (BCNPHA) and Garth Davis (New Market Funds) as well as taskforce members Doug MacArthur and Janet Smith.
Each year, we are humbled by the outstanding contributions of our team of volunteers who so willingly donate their time and enthusiasm to ensuring the Summit’s success.

Mark Beaty and Heather Lambert are the lead authors of this report, with support from Danielle Wiley and Jenny Eng, and edits provided by Janet Webber, Michelle Hoar, Katie Hyslop, David Ball, and Chris Wood.

**SFU PUBLIC SQUARE**

SFU Public Square, a signature initiative designed to spark, nurture, and restore community connections, establishes Simon Fraser University as the go-to convener of serious and productive conversations about issues of public concern. More than a single place or program, SFU Public Square assembles the hearts, minds, and talents of diverse communities to promote inclusive, intelligent, and inspiring dialogue. SFU Public Square events and offerings advance SFU’s vision to be Canada’s leading community-engaged research university. For more information, visit sfu.ca/publicsquare

**TYEE SOLUTIONS SOCIETY**

This event was presented in partnership with Tyee Solutions Society as part of a year-long project called ‘The Housing Fix,’ which aims to promote a national non-partisan dialogue and real policy changes on affordable housing through open source journalism and invited-expert workshops such as 2015 in Vancouver one, and a related event in Ottawa (February 2016).

Find dozens of in-depth articles on housing issues here: http://thehousingfix.ca.

Learn more about Tyee Solutions Society here: http://tyeesolutions.org.

Tyee Solutions would like to thank its Housing Fix funders for supporting their journalism and this particular gathering of experts: the Real Estate Foundation of BC, Vancity, Vancouver Foundation, Catherine Donnelly Foundation, and the Aboriginal Housing Management Association.
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CREATING AFFORDABLE, SUITABLE, AND SECURE HOUSING IN CANADIAN CITIES

ACTIONS FOR HOUSING NOW

2015 COMMUNITY SUMMIT: WE THE CITY
INTRODUCTION

On November 3rd, SFU Public Square and Tyee Solutions Society hosted *Actions For Housing Now*, a solutions-oriented workshop focused on affordable housing. The workshop was designed in partnership with SFU Urban Studies and the School of Public Policy, and was a key event of SFU Public Square’s *2015 Community Summit: We The City*.

This one-day workshop brought together 80 housing experts to develop achievable policy solutions for creating secure, suitable, and affordable housing in Canadian cities. From elected officials, planning and development professionals, to policymakers, researchers, and advocates, we invited a diverse group of thinkers and specialists to ensure a comprehensive approach to the issue of housing affordability.

Recognizing the time constraints of a one-day workshop, and to increase the effectiveness of the policy recommendations that would come out of the day, we focused the scope of the workshop’s objective. Participants were asked to look specifically at what could be done to help working urban households at or below median income in larger Canadian cities.

Prior to the workshop, participants received a discussion guide to prepare them for the fast-paced day ahead. The discussion guide included summaries of the federal party election platforms on housing, a selection of major reports and key journalism, and an overview of how the design team framed the discussion for the workshop. The following are excerpts from that framing discussion. For a full version of the discussion guide, see [www.sfu.ca/publicsquare](http://www.sfu.ca/publicsquare)
FRAMING
Across Canada, housing affordability is an increasingly prominent concern for Canadians. It is a complex issue that is affected by many different factors ranging from market forces, land availability and cost, building codes, incentive programs, and interest rates to various federal, provincial, and municipal policies and regulations.

The Actions For Housing Now workshop was based on four principals:

KEY QUESTIONS THE WORKSHOP WOULD ADDRESS

- What are the most effective and achievable specific policy changes or innovations that could be implemented in the federal government’s next four year mandate?
- Which specific actions at the federal level have the greatest potential to assist those working on housing at a local level?
- Which local experiments and successes could be scaled across the country with federal support, financial or otherwise?
- What individuals, organizations, processes or strategies are best suited to push forward recommended actions?
1. Let's build on what is there

Dozens of processes and research reports have already identified potential solutions (eg. FCM Big City Mayors’ Caucus, the Vancouver Task Force on Housing Affordability). Rather than duplicate this work, we will use such studies as a basis for our work, and draw out the most promising policy ideas – focusing only on those that can be successfully advanced during the mandate of the new federal government.

2. Some local housing challenges need a national response

We will identify commonalities in the challenges and solutions found at the municipal level, seeking catalyst points where a national policy response is warranted. From there, we will vet the most viable ideas and develop implementation strategies for them.

3. Working cities need working housing

Housing that truly meets people’s needs must be suitable, secure and affordable. For many today these cannot be achieved through either fee-simple ownership of a single detached house or conventional market rental. But successful alternative models exist, among them: market-controlled rental and ownership, leaseholds and land trusts, and co-operatives and co-housing. This workshop addresses working urban households at or below the median income for their city.

4. Housing is city-building is nation-building

Working households infuse cities with life as the people in them build careers, families and social networks, consume services and entertainment, and participate in a local economy.
WHAT HAPPENED DURING THE WORKSHOP?

All discussions were held under Chatham House Rule, offering participants an opportunity to openly share their knowledge, perceptions and opinions without having comments attributed to them after the event. To maximize the diversity of experience at each table, participants were placed with others from different sectors within the housing industry. With an Aboriginal welcome from Gloria Peters, and an overview of the agenda from moderator Shauna Sylvester, participants got started with resource presentations and Q&As with:

- Brock Carlton, CEO, Federation of Canadian Municipalities
- Jill Atkey, Director of Research & Education at BC Non-Profit Housing Association
- Garth Davis, CEO, New Market Funds

Through the rest of the morning, participants engaged in guided small group discussion, addressing questions such as:

- What are the key openings for advancing a housing agenda with the new Liberal government?
- What constraints exist to advancing a new agenda in this four-year mandate?

With plenaries punctuating the break-out discussions, highlights from each table discussion were heard by the whole group.

Using the information and ideas from the morning, participants were each then asked to formulate a viable policy option and present it to their team. A brief table discussion on which policies seemed most workable to carry forward rounded out the morning and sparked much conversation over the lunch break.

Following lunch, each table worked as a team to identify a single policy solution and refine and craft it into a pitch for the next activity.

1 For full resource persons bios, see Appendix B
For the main event of the day, each team created a three-minute pitch that was presented to a three-person taskforce. This taskforce included: Doug McArthur, Director of SFU’s School of Public Policy; Dr. Janet Smith, a retired Federal Deputy Minister; and Brock Carlton, CEO of the Federation of Canadian municipalities. The taskforce had six minutes to respond to each pitch, ask clarifying questions, and give strategic feedback on how to push those ideas forward through the necessary channels of power.

Using a live, on-line polling platform, participants were asked to select the top strategy that would be most viable, compelling, innovative and capable of being implemented within the federal government’s four-year mandate. The winning strategy, with more than twice the votes of any other policy idea, was the 30-30-30 Equitable Transit Program. For details, see Policy #5 in the next section.

The Task Force then provided general feedback and advice on what to consider when crafting and presenting policy advice to federally elected officials.  

For full workshop agenda, see Appendix A

### KEY FEEDBACK & ADVICE

- Remember the Provinces, leave them out of your calculations and you will be in trouble.
- Everyone makes the economic argument. If you have a strong one, use the power stats to show it.
- Outlining processes will help ensure the policy is implemented.
- How will the policy play out in Quebec?
- It costs political capital to make choices.
- Make clear what is at stake. What is the cost of the status quo?
- Visuals are helpful. A “leave behind” document is important.
- Beware of policies that involve 3-4 departments, as there are egos, and agendas to navigate.
- Private Sector lobbying outweighs NGO efforts by a huge factor.
- Money is limited.
- When pitching, make every word count.
- Know your audience, some governments are interested in the human story. Others are only interested in economics.
10 IDEAS FOR AFFORDABLE HOUSING
**POLICY #1**  
Grow the Purpose-Built Rental Housing Supply through Re-investment and New Investment Programs

**IDEA:** Use tax incentives to secure existing rental buildings, and create a new capital program for non-profits to leverage investments in new projects and/or purchase of existing rental buildings.

**STRATEGIES:**
- Incentivize upgrading the aging stock and deter speculative building flips and renovation-evictions.
- Leverage financial investments from others such as non-profits, church groups, municipal and provincial governments, health organizations, and private sources.
- Consider models used in the Homelessness Partnering Strategy and from local government experience.

**KEY MESSAGES:** Affordable, stable housing promotes health and well-being. The rental market is stagnant, lacks financial viability, and is not responding to the growing demand at all income levels. There is no need to attack homeowner programs. Each supports the other.

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**POLICY #2**  
SIR - Stimulate Investment in Rental

**IDEA:** Close the gap between the supply and demand for affordable housing, and create incentives for direct investment into housing by the private sector.

**STRATEGIES:**
- Re-introduce tax incentives for rental housing and affordable housing, including multi-use residential buildings, such as: transferable capital gains taxes, GST exemptions, and long-term affordability covenants.
- Gain support from the Treasury Board, Cabinet, MPs, and provincial governments
- Provincial governments could offer coordinated incentives – such as matching funds for tax breaks – to industries, pension funds, banks, construction unions, and private investors.

**KEY MESSAGES:** Affordable housing for employees encourages businesses to locate their headquarters in cities. Feds can’t do this alone –they must join with cities to leverage land investments and their sweat equity.
IDEA: A $1 billion seed fund could be set up, as a means of funding land acquisitions and affordable home ownership projects.

STRATEGIES:
• Create a partnership between the private and public sectors to build seed fund
• Criteria will be set up for organizations to gain access to these funds
• Federal land will be used to initiate projects
• A board will allocate federal lands across the country.

KEY MESSAGES: This is an investment in security for the future. The model does not require new federal funds as it will pay for itself in time through innovative financing, for instance through homeownership development capital funds, and leveraging land values.

IDEA: Engage major stakeholders to agree on key initiatives, bring in more rental investors, and encourage partnerships to build and manage rental housing.

STRATEGIES:
• Involve private sector landlords, all levels of government, the Assembly of First Nations, and non-profit organizations
• Determine a workable definition of what ‘affordable’ means
• Establish a 100% charitable receipt for land parcel gifts toward building affordable housing
• Have the federal government create an investment fund to support affordable housing

KEY MESSAGES: This is an investment in security for the future. The model does not require new federal funds as it will pay for itself in time through innovative financing, for instance through homeownership development capital funds, and leveraging land values.
POLICY #5
30-30-30 Equitable Transit Program

IDEA: Incentivize the delivery of affordable housing through funding that is tied to transit-oriented developments.

STRATEGIES:
- Reinvigorate the CMHC to focus on acquiring and developing affordable housing
- Have local governments integrate and coordinate land acquisition with transportation infrastructure spending
- To qualify for transit funding, municipalities agree that 30% of units in transit-oriented developments can be occupied for 30% of the local median income
- Target of 30% to be community-owned housing

KEY MESSAGES: There is a clear need for creative funding models, clear policies, and targets that empower and incentivize local communities and tie affordable housing to areas well served by transit.

POLICY #6
Tax Incentives for Investment to Create Rental Units

IDEA: The federal government could provide tax incentives to private organizations to purpose-build market rental units, in an effort to ‘de-risk’ the investment.

STRATEGIES:
- Use a collaborative approach to integrate public money with private investment to achieve community development
- Highlight models in other jurisdictions that have had positive outcomes
- Use a consultative approach so the plan is embraced by the different stakeholders involved.

KEY MESSAGES: This is about bringing together local government advocates and housing planners at the regional level to form a broad coalition speaking with one voice, representing people across the country.
POLICY #7
A Fresh Perspective of Past Successes

**IDEA:** Look at past programs that have proven successful, such as tax incentives and financing for first home ownership, with the goal of expanding the middle class for broad economic benefits.

**STRATEGIES:**
- Ease burden of down payments and first mortgage payments
- Build partnerships between all sectors for planning purposes
- Reinvigorate CMHC for housing revitalization

**KEY MESSAGES:** Housing should be a platform for creating a healthy lifestyle. People must have a sense of “home” rather than just a “house”, even if they don’t legally own it.

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POLICY #8
New Deal for Cities

**IDEA:** Through joint efforts between the Federal Housing Minister, Finance Minister, and the CMHC, create initiatives to address local housing needs.

**STRATEGIES:**
- Provide direct funding to local areas through the CMHC and the federal government
- Develop localized plans quickly to avoid lengthy negotiations between different levels of government

**KEY MESSAGES:** A national strategy would take too much time to show results – action needs to happen now.
IDEA: Engage all levels of government in creating a housing strategy that addresses local needs and integrates local service delivery and infrastructure planning.

STRATEGIES:
- Identify local needs and create a plan involving other services, programs, and construction efforts
- Use federal spending strategies to create an integrated, municipal-based framework, and use federal funds to multiply impact of any expenditure

KEY MESSAGES: Growth strategy for affordable housing must evaluate the protection of existing housing stock, and consider the integration of local service and infrastructure planning for new stock.

IDEA: Make the development of the next generation of affordable housing easy, bringing different sectors together to create a Community Land Trust.

STRATEGIES:
- Establish a Community Land Trust partnership between governments, civil society, co-ops, CHRA, credit unions, and trade unions
- Leverage short- and long-term affordability through multi-stakeholder efforts

KEY MESSAGES: The challenge is bringing disparate voices together toward a common aim. The Big City Mayors’ Caucus should work together with the Federation of Canadian Municipalities to reach this goal.
EVALUATIONS

It was clear from both the feedback we received in the surveys and the energy and conversations in the room throughout the day that the workshop served as a marketplace of ideas and solution-oriented thinking.

Note-takers captured a number of sentiments and reflections from participants following the pitch session and advice from the taskforce. Some felt there was simply not enough time allotted to prepare a quality pitch, while others felt the focus on preparing a pitch distracted them from documenting a clear policy solution. Participants appreciated the quality of the ideas brought forward during the pitches, but some considered that the complexities and number of stakeholders was not conducive to producing a three-minute pitch.

Some noted the general need in housing policy for better data, and the potential value this would provide the federal government in its ability to formulate effective policy.
To further understand the participants’ experience of attending Actions For Housing Now, we asked participants to complete a written survey at the end of the day. Here are some highlights from the results:

63% of respondents said they “learned something new about affordable housing” as a result of attending the workshop.

75% agreed that the strategies coming out of the workshop have “potential for action on a federal level”.

Given the expert knowledge and seasoned perspectives in the room, we consider this to be a strong endorsement for the outcomes of the workshop.

“The [taskforce] was a powerhouse and comfortable in that environment. [It was] very beneficial to the work people do on the ground level.”

– Participant

We also asked participants a number of open-ended questions, such as:

Has this workshop informed your work? If so, how? Responses include:

“Recognizing the different layers of government impact on housing”.

“Yes, [the] magnitude of issues, [and] understanding how transit oriented development increases housing cost”.

“Yes – [the workshop] acquainted me with the diversity of stakeholders and perspectives in this subject”.

“More hard work needed”.

We were curious to know what participants would commit to, following the workshop. Responses include:

“Take broader approach to housing research”.

“Integrate these priorities into our work program, including expanding my relationship network to participants of this session”.

63% of respondents said they “learned something new about affordable housing” as a result of attending the workshop.

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CONCLUSION: NEXT STEPS
WHAT WILL HAPPEN WITH THE RECOMMENDATIONS WE DEVELOPED DURING THE WORKSHOP?

• Our event partner, the Canadian Housing and Renewal Association (CHRA), will ensure the Actions for Housing Now summary is made available to their national membership, and will seek to reflect the outcomes in CHRA’s future policy directions and in its ongoing advocacy work with Members of Parliament, provincial housing ministries, non-profit housing associations, supportive service providers, homelessness organizations, policy experts and academics that CHRA engages with on national housing issues.

• The Chief Executive Officer of the Federation of Canadian Municipalities, Brock Carlton, was a presenter, table leader, and member of the taskforce at the workshop. Results from the workshop will be provided to the FCM for their reference.

• Tyee Solutions Society (TSS) reporters Katie Hyslop and David Ball have and will continue to incorporate insights generated during the event into articles, published on The Tyee and elsewhere.

Two articles have already appeared as a result of this event. (TSS works with an open-source model: articles are freely available to any media wishing to republish them.)

One Big Idea to Tie Affordable Housing to Accessible Transit. You can’t have one without the other. Enter the ’30/30/30’ plan.

By Katie Hyslop, 8 Dec 2015, Tyee Solutions Society


By Katie Hyslop, 25 Nov 2015, Tyee Solutions Society

To read these articles, visit www.thehousingfix.ca

Outcomes will also be shared through the Actions for Housing Now Ottawa workshop taking place February 2016, a joint initiative by Tyee Solutions Society, and the Canadian Housing Renewal Association in partnership with Carleton School of Public Policy and Carleton School of Journalism. Ottawa participants will train their expertise on more precariously housed and homeless populations. Between the two events, a wide spectrum of solutions to Canada’s housing challenges will be brought forward.
## APPENDIX A: Workshop Agenda

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| 9:00  | **EVENT BEGINS:**
|      | Opening Words: President Andrew Petter                                   |
|      | Aboriginal Welcome Gloria Peters                                          |
|      | Agenda Overview: Shauna Sylvester                                        |
| 9:15  | **ACTIVITY 1** Table Introductions/Icebreakers/Poll Everywhere Test Run |
| 9:30  | **ACTIVITY 2** Resource Presentations and Q&A
|      | Brock Carlton, CEO, Federation of Canadian Municipalities                |
|      | Jill Atkey, Director of R&E at BC Non-Profit Housing Association         |
|      | Garth Davis, CEO, New Market Funds                                       |
| 10:10 | **ACTIVITY 3** Opportunities and Constraints
|      | Table discussion on:
|      | • What are key openings for advancing a housing agenda with the new Liberal government? |
|      | • What constraints exist to advancing a new agenda in this four-year mandate? |
|      | • Can you identify any champions within government who could support a new housing agenda? |
| 10:40 | **BREAK**                                                                |
| 11:00 | **ACTIVITY 4** Developing Strategies
|      | Step #1: Identify ONE strategy that can advance affordable housing in this federal government’s four-year mandate. |
|      | Step #2: Present your strategy to the group.                             |
|      | Step #3: Table discussion on what is the most compelling strategy and why.|
| NOON  | **LUNCH**                                                                |
1:00 ACTIVITY 5 Developing Pitches

Group fills out a worksheet for each strategy by responding to the following questions:

- Who brings about this change?
- Who influences these people?
- What are the key messages that will resonate with those who can bring about the change?
- What language do you need to capture in your key messages?
- What language do you need to avoid?
- What are the most effective tactics for reaching the people who can bring about the change? (e.g. who is best to reach them, when, where, how, and how much?)

1:45 ACTIVITY 6 Pitches to Task Force

Task Force Members: Doug McArthur, Dr. Janet Smith, Brock Carlton

3:00 BREAK

3:15 ACTIVITY 7 Online Voting

Participants vote on the top strategy that is most viable, compelling, innovative and capable of being implemented within this federal government’s four-year mandate.

3:25 ACTIVITY 8 Feedback

Task Force Feedback on Top Strategies as determined by group voting.

3:45 ACTIVITY 9 Reflections

Tables asked to reflect on what they have heard and the advice they have been given about the strategies, followed by a plenary discussion on the following questions:

- What are you taking away from today?
- Is there anything that you have heard that can inform your work?
- What are the best next steps for these strategies?

4:15 ACTIVITY 10 Next Steps

The Tyee Solutions Project speaks about next steps and what will happen with the outputs.

4:25 ACTIVITY 11 Evaluation

4:30 ACTIVITY 12 Adjourn
APPENDIX B: Resource Persons Biographies

FACILITATOR

SHAUNA SYLVESTER is the Director of the Simon Fraser University Centre for Dialogue and the Executive Director of the SFU Public Square. Shauna is a skilled facilitator, a social entrepreneur and a commentator on urban and international issues. Shauna has founded a number of organizations including Carbon Talks and Renewable Cities, two initiatives focused on accelerating the transition to a low-carbon economy. She also worked for 10 years as Executive Director of IMPACS (Institute for Media, Policy and Civil Society), an organization that operated in Canada and in conflict and post-conflict zones around the world.

OPENING PRESENTERS

JILL ATKEY is the Director of Research and Education at BC Non-Profit Housing Association. She leads a fantastic team of researchers and educators who develop advocacy tools, policy responses and educational supports for social housing providers in the province. She has a M.A. in planning from UBC.

BROCK CARLTON is CEO of the Federation of Canadian municipalities. Mr. Carlton has led FCM’s staff and membership in advancing municipal interests by influencing both federal government decisions and national debates on issues critical to communities. Under Mr. Carlton’s tenure, the municipal sector has seen dramatic increases in federal investments, as well as recognition for the vital role it plays in our national interest. FCM is now recognized as one of the most influential organizations in Canada, while Mr. Carlton has been named one of Canada’s top lobbyists. Mr. Carlton will also be serving today on the Task Force (see below).
GARTH DAVIS is CEO of New Market Funds, a hybrid investment firm that blends the innovative power of the private sector and the societal purpose of the charitable sector. Garth has spent more than 20 years in capital deployment. He has leadership experience in impact investing (Vancity Community Capital), private equity (Turtle Creek and Scotia Merchant Capital), and corporate and leveraged finance (Scotia Capital). Garth holds a Master of Arts in International Economics from the Paul H. Nitze School for Advanced International Studies, Johns Hopkins University and a Master of Science from the London School of Economics and Political Science.

TASK FORCE

DOUG McARTHUR is the Director and founding member of SFU’s Public Policy Program. Prior to coming to SFU, Doug was Senior Fellow in Public Policy at the University of British Columbia. In his earlier public service career, Doug served as Deputy Minister to the Premier and Cabinet Secretary in BC, Deputy Minister of Aboriginal Affairs in BC, Chief Land Claims Negotiator in the Yukon, Deputy Minister of Agriculture and Deputy Minister of Northern Saskatchewan. He was also Minister of Education in Saskatchewan from 1978 to 1982 and Chair of the Canadian Council of Ministers of Education.

DR. JANET SMITH is a retired Federal Deputy Minister, and was assigned the portfolios of the Task force for an Inclusive Public Service (1999-2000), Western Economic Diversification (1993-95), Consumer and Corporate Affairs (1993), and Privatization and Regulatory Affairs (1986-89). She holds a PhD in Business Administration (Economics) from the University of California (Berkeley), and a Bachelor of Commerce from UBC. Janet now lives on Salt Spring Island.

BROCK CARLTON (see photo and bio on previous page) will be the third member of our Task Force.