



Annual Report to Members for 2022

REPORT FROM THE CHAIR: PETER HAWORTH

In 2022 PAL Ottawa continued working closely with our partner Ottawa Community Housing towards creating a Residence in the new Rochester Heights development. OCH provides mixed and affordable apartments, and has partnered with PAL Ottawa to help us realize our goal for affordable housing for art workers of the Ottawa region.

ORGANIZATIONAL INFRASTRUCTURE

Our 2021 Annual Report indicated the transition of operations to include an increasing workload to contracted 'staff'. Two roles are held by Cate Proctor as Manager and Maddy O'Regan as Communications Lead.

Together, their primary focus for 2022 included supporting all aspects of our 'quiet' major donor fundraising efforts, developing an interactive (timesaving) digital platform for the Applicant Campaign, and supporting all aspects of the PAL Place building design. More specifically, they gather and manage content housed in our new donor database (Donor Perfect), our new website, respond to incoming inquiries, coordinate public relations, manage administrative requirements, and develop processes that effectively and efficiently serve PAL Ottawa's operations and planning needs.

Cate sits on, reports to, and is invited to attend all committee meetings; she reports to the Board of Directors, monthly. She works closely with Committee Chairs, the Treasurer, and the Board Chair to support their associated roles. An increasingly important role is obtaining grant (public) funding to support PAL Ottawa's operations and evolution towards operating PAL Place. Maddy works under Cate's direction.

A ripple effect of this work, inherently, is expanding PAL Ottawa's network, including awareness of the organization in the community, the reality of a new affordable housing option as well as programs, services, and online resources. As PAL Ottawa's operations grow, so too will knowledge and broader community engagement in our work.

GOVERNANCE COMMITTEE

The Governance Committee is tasked with providing research and advice to the Board on governance issues such as Board structure, by-laws and policy development for PAL Ottawa. Over the past year we have looked at Board structure, equity, diversity and inclusion policy research, and input into the strategic issues faced by the Board. The governance committee also developed short, medium and long term goals for the Board in light of the future needs of PAL Ottawa. We also looked at Board educational opportunities on governance and policy issues. Throughout the year the dedicated team of Marisa Victor, Leah Cogan and Jane Needles met monthly to research and discuss



governance issues. A monthly report was produced to report back to the Board on recommendations and action items.

HOME COMMITTEE

Considering the quality of life and community of our residents at PAL Place.

In 2022, the PAL Home Committee (HC) continued its mandate to provide a framework of orientation, support, and care for future residents of PAL Place. The following progress has been made as measured against the HC's core responsibilities:

- Application list:
 - A comprehensive database of applicant information was developed and continues to be populated as new applications are received. As of 31 December 2022, 126 applications have been received, for a total of 147 applicants (applicants and co-applicants). 138 of the applicants are arts workers.
 - Committee members began to contact a sample of early PAL Place applicants to gather additional information not included on the first application form and bring them up to date on PAL Place developments. An outreach script was drafted for this purpose and has been modified based on feedback from the initial interviews.
- Eligibility criteria:
 - Work commenced on identifying, defining and prioritizing eligibility criteria.
- Develop tenant contracts, guidelines, and a tenant advisory committee.
 - HC members met with PAL Toronto and PAL Vancouver members to learn about how those organizations develop programs and guidelines for their communities. Meetings were also held with Ottawa Community Housing employees from Tenancy Administration to gain insight on how OCH deals with tenant selection.

SUPPORTING CAST COMMITTEE

Supporting Cast continued to assist our clients over the course of the year with transportation to appointments and shopping. Two additional volunteers were added.

PROJECT COORDINATION COMMITTEE

Working in partnership with OCH for a PAL Ottawa residence.

To say the Project Coordinating Committee (PCC) were busy during 2022 would be an understatement!

The membership of this PCC group—which includes expertise in areas of building construction, engineering, architecture, affordable housing, financial, artistic, and planning expertise—have been diligent in contributing to the design of PAL Place, in association with OCH, Hobin Architecture and associated team members. Our partners have incorporated design elements to Creative Spaces and a 4th floor amenity space that includes an outdoor deck, to best accommodate future residents of PAL Place. The



design of PAL Place will allow senior artists and arts workers to continue to work and present their artistic contributions to society.

Unanticipated delays to construction of the building (and Rochester Heights Phase 2 Development) have been due to COVID-19 pandemic fallout: labour shortages, costs of construction, supply shortages and more. OCH have kept our committee well informed, allowing all parties to pivot and maintain alignment in our efforts during this process of preparing for construction.

Developing the Block Lease has proven to be a multi-faceted task. We are breaking new ground with OCH—with them offering a Block Lease arrangement to a community partner—and working through multiple layers of roles, responsibilities, costs, legal considerations, and more is taking time to develop. We look at this opportunity to develop a model that can be both transferrable and scalable for future partnerships, outside of our own. We are putting in the necessary time to ensure future success!

We extend much gratitude and thanks to Cliff Youdale and his entire team at OCH, Barry Hobin and the team at Hobin Architecture and Saide Salah from the City Ottawa for their continuous support and guidance during this formative time. We cannot wait for our PAL members to be part of the Rochester Heights community.

COMMUNICATIONS AND COMMUNITY ENGAGEMENT

Informing and engaging the community on PAL Ottawa's mission and activities

Our communications baton was passed from Matthew Behrens to Maddy O'Regan in May of 2022, just prior to our AMM. Maddy hit the ground running and has not looked back! Our overall objectives for the year were to expand our public profile with thoughtful and relevant content that would drive desired reach and outcomes. We built efficiencies through strategic content shared across multiple platforms, expanded modes of communication for public interaction, and utilized our communication tools and resources to obtain significant and expanded impact from our efforts.

During the summer months, we busily prepared for launching our new logo and our website in October. The website design incorporated interactive components that allows for active engagement and content updates including: online donations, online applications for PAL Place residency; online volunteer application forms; showcase major donors as this list continue to grow; showcase PAL Place and both the benefits of living there and architectural drawings of the building and grounds; offer quotes from local-to-internationally renowned artists and arts workers who support PAL Ottawa; a multitude of community and support resources, and much more.

Our focus to increase our applicant list (to PAL Place) offered online Zoom presentations to multiple arts sector unions and artists with disabilities. Late in the year, we established arts community (communication) partnerships to further our outreach to



artists and arts workers, sharing our affordable housing opportunity, the application process, and targeted messaging through our own and others' online platforms. Our partners included the Ottawa Arts Council, the Great Canadian Theatre Company, and MASC (Multi-cultural Arts for Schools and Communities).

In November, we initiated an online Giving Tuesday fundraising event which featured Maria Hawkins and provided anticipated results. We also updated the look and layout of the newsletter, establishing a sleeker and on-brand look that reflects the new logo and website. Our efforts are evident through expanded audiences across our social media platforms. Through robust content and strategic links to our website and monthly newsletters our comparative growth results include from early to late 2022:

- Website: 352 users & 777 page views vs 497 users & 1,600 page views
- Newsletter: 1,391 subscribers vs 1,445 subscribers
- Facebook: 1,236 followers vs 1,448 followers
- Twitter: 193 followers vs 251 followers
- LinkedIn: initiated Aug. '22

The latter part of 2022 focused on planning and preparing for even deeper public and community engagement with PAL Ottawa through our communication efforts. With an eye to broadcast media and leveraging community partnerships, we were well prepared to launch into 2023!

EVENTS

Creating events to raise awareness and funds.

Due to COVID-19, we were unable to have any events, except through the activities of the Supporting Cast.

FUNDRAISING AND MEMBERSHIP

Raising \$2 million from individuals and the private sector.

During 2022, we continued the PAL Place "quiet campaign" to major donors to provide affordable housing for older Arts Workers. We renamed the Campaign Organizing Committee to what it is now called, the PAL Place Campaign Cabinet and added new members. We are very grateful that Jim and Meriel Bradford continue as Honourary Chairs not to mention their generous donations during the year. At the end of 2022 we raised \$1.3 million of the \$2 million goal compared to \$1 million raised in 2021. In August, OCH advised us of a delay in finishing PAL Place of just over 1 year due to Covid, labour and building materials availability problems. This required a major reorganization of fund raising coupled with concerted cost savings to make up for the delay. The campaign divided into two parts at year end: a) a team seeking operating grants to make up for the delay; and b) the Campaign Cabinet continuation of the PAL Place "quiet campaign" to major donors to ensure that PAL Ottawa can provide "deeply affordable" permanently sustainable rent to the estimated 30% who will need further



assistance like pensioners. I would like to thank the Campaign Cabinet Members who have tirelessly and with good humor been so helpful in making the Campaign such a success so far. Also, a major thanks to all the donors who have jumped in so far understanding the importance of our campaign in realizing what will be an Ottawa landmark providing ongoing affordable housing and artistic community activity.

TREASURER'S REPORT

During 2022, PAL Ottawa's Treasury focus was on the following key areas:

- Cashflow management. With the launch of the PAL Place major funding drive in 2021, strong donations continued through 2022 albeit at a lower level than the prior year. Total revenues were reported of \$306,911. Expenses increased over the prior year as management and other key resources (eg. Fundraising) were in place for the full year. A surplus of \$103,576 was generated resulting in cash and investments totaling \$623,452 at the end of the fiscal year, an 18% increase over 2021.
- Maintaining and updating the master financial model in support of the ongoing discussions with OCH and the active capital fundraising effort for PAL Place;
- Continued improvements were made to PAL's financial reporting for management, the Business & Finance Committee and the Board. This included monthly reporting of actual results against budget for 2022 and 2023 and the preparation of a detailed budgeting model for 2023.

THANKS AND ACKNOWLEDGEMENTS

Working together to care for our own

- PAL Ottawa thanks its Founding Partners – ACTRA, Canadian Actors Equity Association, Ottawa Arts Council, IATSE Local 471, and the Ottawa University School of Music.
- PAL Ottawa thanks PALs in Toronto, Vancouver, as well as Stratford for sharing their experiences and materials.
- Thank you to All of PAL Ottawa's volunteers and supporters for your support and generosity.
- And finally, we are very grateful to OCH for this great opportunity to bring the PAL Ottawa residence into realization.

Together we can, and will, build affordable housing and provide the services required to ensure local artists can live, not in isolation, need or fear, but in dignity within a caring community.

WHERE SENIOR ARTISTS ARE CONSIDERED. CONNECTED. COMMUNITY.