Community Housing Transformation Centre

Centre de transformation du logement communautaire

A HOME FOR EVERYONE
Community Housing Transformation Center

COMMUNITY BASED TENANT INITIATIVE FUND APPLICATION PACKAGE

February 28, 2020

www.centre.support

Context

While Canada's community housing sector includes about 600,000 housing units, this number has been more or less stagnant in the last 20 years. During this time, the population grew by almost 23% and the need for proper and affordable housing has continued to rise.

In order to reverse that trend and adapt to an evolving housing market reality, the community housing sector advocated for what was to become the National Housing Strategy (NHS). Among other aspects, the NHS has set targets to build, repair and renew affordable housing. While this is urgently needed, it does not, in and of itself, address the entirety of the housing sector's needs. Beyond bricks and mortar, there is also a necessity to already existing housing providers in addressing challenges. As a result, a resource centre was created — the Community Housing Transformation Centre.

While the Centre will not fund construction and renovation projects, it will provide new funding streams for those organizations willing to be the front runners in the journey towards improved capacities, long term viability and improved footprint reduction practices. It's important to note that the community housing sector includes nonprofit housing, co-op housing and social housing. It does not include privately owned buildings or the for-profit sector.

Introduction

Tenant engagement is at the core of a sustainable community housing sector and is a key contributor to a vibrant and thriving model. Tenant participation can range from operational to strategic, but this involvement and expertise is always foundational to growing in the right direction and achieving the mission of community housing.

In practice, however, due to a lack of resources, opportunities to fully take advantage of tenant participation are sometimes limited. The Community-Based Tenant Initiative Fund is there to raise awareness and support the implementation of new and improved tenant engagement practices.

The active engagement of tenants in their rights and in the housing decisions that affect them can create active and empowered citizens who will co-lead the community housing sector as it builds capacity, for itself, and longevity, for the future.

While we are using the term "tenant" throughout this document for simplicity purposes, it also includes members of cooperative housing providers.

The Centre's Priority Areas

These are the top priorities set by the Centre which inform all that we do. Projects must correspond to at least one of these priority areas:

- Reducing the sector's environmental footprint
- Answering to gaps in service for Indigenous communities
- Supporting innovative and sustainable business practices
- Increasing social inclusion and community engagement
- Facilitating growth of the Community Housing sector

Funding Objectives

The Community-Based Tenant Initiative Fund (CBTIF) aims to provide contributions for community housing providers, organizations, sector service providers and tenant associations to support vulnerable tenants, especially those living in affordable and community housing. CBTIF should help achieve at least one of these funding objectives:

- increase/promote access to information
- build capacity around housing decisions and responsibilities
- increase participation in housing-related decisions and projects

It is important to keep in mind that projects must be transformational. The Centre defines transformational impact as change that is sustainable, long-term, concrete and far-reaching. As such, proposed projects need to include new approaches, tools and/or ways of doing things within the organization/sector.

This doesn't mean that the method or approaches are new altogether but, simply, that they are new for the specific provider proposing the project. Implementing a new method in your organization that has been proven by other providers is "new" and "innovative" for your organization.

Restrictions

The Community-Based Tenant Initiative Fund will not provide funding for the following activities:

- Construction and renovation activities;
- Fees related to legal or administrative actions (legal consultation is not restricted);
- Individual assistance in accessing housing;
- Activities not supporting the priority areas;
- Expenses for activities carried out prior to the Centre's written approval of funding;
- Activities that are not new or transformative to the organization, provider or sector;
- Core programs, regular services, administrative and operating expenses;
- Retainer fees for work to be completed in the future;
- Fundraising activities.

Required Documentation

Along with a completed application form, projects that are submitted must include the following documents according to the scale of the grant requested (please refer to chart below).

Please note that quality references/reference letters should:

- support your proposal and elaborate on your organization's capacity to carry out the project AND
- come from contacts linked to related experiences and/or your partners on this project

Project	Attachments required
Project under $25,000	✓ As an alternative to reference letters, please provide two references we can contact if we require more information. ○ Name ○ Surname ○ Phone ○ Email ○ Organization ○ Relationship to applying organization
Project of $25,000- $49,999	✓ Latest Financial Statement ✓ Upload 1 Reference letter
Project of $50,000- $99,999	✓ Latest Financial Statement ✓ Upload 2 Reference letters
Project over $100K	✓ Latest Financial Statement ✓ Upload 3 Reference letters

The information provided in the application form should be sufficient in the evaluation of projects. However, occasionally, you may be asked to provide additional supporting documentation such as a detailed project timeline, budget or proposal.

Eligibility Requirements

- Funding is available to organizations that work with tenants, tenant associations, community housing providers (non-profit, social housing or co-operative) or sector service providers;
- The proposal purpose, objectives and programming must fall under the funding objective, priority areas and eligible activities;
- The grant must be used for the specific activity for which it is requested;
- The project must be completed by 2024;
- An organization presenting a second or additional application should not be in default under any of the obligations set out by any on-going or previous funding contract with the Centre;
- The amount requested cannot exceed $150,000.

Type of activities covered

- Raising public awareness of tenant issues
- Providing information and awareness on tenant rights and responsibilities
- Advancing knowledge of improved housing options
- Improving financial literacy/management capacity related to housing
- Increasing tenant participation in and influence on housing decisions/projects that affect them and in defining services
- Acknowledging and integrating Indigenous knowledge

Evaluation Criteria

The evaluation of each application will be undertaken through a process by our Program Managers and may include external experts and an allocation committee. The Centre will make a final funding decision based on its assessment of the proposal.

Evaluation Scoring

Projects under $50,000:

- Clarity of the request: Proposal has clearly elaborated on project's beginning (planning/initiation), middle (execution) and end (closure).

- Relevance of the project:

  - Tenant/resident engagement: Tenants/residents will be provided with capacity building opportunities to develop their skills, in addition to participating in the realization, co-creation and implementation of the project.

  - Social inclusion: Social inclusion is defined as making meaningful participation accessible to everyone and thus acknowledging and tackling barriers that impede participation.

- Clearly identified need of the project: Proposal presents a solid understanding of the community housing sector in question and/or the needs of the community/organization concerned. Proposal identifies gaps in service.

- Feasibility to deliver the project: Feasibility is defined as budget viability, human/material resources (including those coming from partnerships) and whether the project is realistic given organization's scale and scope.

Projects over $50,000:

- Clarity of the request: Proposal has clearly elaborated on project's beginning (planning/initiation), middle (execution) and end (closure).

- Relevance of the project:

    - Tenant/resident engagement: Tenants/residents will be provided with capacity building opportunities to develop their skills, in addition to participating in the realization, co-creation and implementation of the project.

    - Social inclusion: Social inclusion is defined as making meaningful participation accessible to everyone and thus acknowledging and tackling barriers that impede participation.

- Clearly identified need of the project: Proposal presents a solid understanding of the community housing sector in question and/or the needs of the community/organization concerned. Proposal identifies gaps in service.

- Potential of transformational impact: Transformational impact is described as change that is sustainable, long-term, concrete and far reaching (i.e.: has the potential to leverage resources, enhance resilience, consolidate the sector, develop innovative business models, etc.).

- Organizational Capacity

    - Project scale and budget properly aligned.

    - Partnerships: Partnerships sufficient to match scale and scope of the project OR organization's ability to demonstrate that they do not need partnerships given internal capacity.

Disbursement and Reporting General Guidelines

The following provides a guideline on the reporting requirements and disbursement schedule according to the funding bracket and timeframe of the project. Please note that these are rough guidelines and slight adjustments may occur depending on the unique conditions and needs of each project.

We understand that milestones will shift and grow as projects do also. The Centre will adapt the disbursement and reporting schedule in order match changing needs.

FUNDING	TIMEFRAME	REPORTING	DISBURSEMENT
≤ 50k$	Under a year	• Phone call at 6 months or halfway mark • Final Report (end of project)	Beginning: 70% End: 30%
≤ $50k	Over a year	• Phone call every 6 months • Progress report at halfway mark • Final Report (end of project)	Beginning: 70% End: 30%
>$50k **Or**	Over a year	• Phone call every 6 months • Progress report at the end of each project year • Final Report (end of project)	Beginning: 40% Second disbursement: 30% End: 30%
>$100k **Or**	Over 2 years	• Phone call every 6 months • Progress report at the end of each project year • Final Report (end of project)	Beginning: not exceeding 40% All other disbursements: to be determined according to cost and length of the project End: 20%

APPLICATION FORM – BLANK FORM

Please note that this form is for reference purposes only. All grant applications must be submitted on the Application Portal.

Eligibility Quiz

The total value of your project does not exceed $150,000

☐ Yes
☐ No

Are you a Canadian community housing provider (non-profit, social or cooperative), tenant association or community organization?

☐ Yes
☐ No

The purpose, objectives or related programming falls under the funding objectives and eligible activities mentioned in the Community-Based Tenant Initiative Fund description.

☐ Yes
☐ No

What is the name of your project?

Applicant Information

First Name

Last name

Email

Phone

Job Title

Secondary contact *(executive director, senior management, board member or other)*

First Name

Last name

Email Address

Phone

Job Title

Organization Details

Organization's Legal name

Acronym

Other used name

Email

Facebook

LinkedIn

Website

Number + street

City

Postal Code

Province/Territory

What type of organization are you?

- ☐ Non-Profit Housing
- ☐ Co-op Housing
- ☐ Sector Service provider
- ☐ Community Organization
- ☐ Tenant Association
- ☐ Social Housing
- ☐ Non-profit organisation

Organization History

Mission Statement

Geographic area of operation

Number of Employees

What type of population do you work with?

- ☐ Survivors fleeing domestic violence
- ☐ Seniors
- ☐ Indigenous peoples
- ☐ Young adults/at-risk youth
- ☐ People with developmental disabilities
- ☐ People with mental health and addiction challenges
- ☐ Families
- ☐ Single-parent households
- ☐ People experiencing social isolation
- ☐ Low-income households
- ☐ People experiencing homelessness
- ☐ LGBTQ2+
- ☐ Racialized persons/communities
- ☐ Veterans
- ☐ Newcomers and refugees
- ☐ People with physical disabilities
- ☐ Other (Please specify)

Organization's total yearly budget

What type of services do you provide?
(other than housing and maintenance-related services)

Number of members (if relevant)

Is the organization a member of any regional/provincial/national associations/networks *(e.g., Co-operative Housing Federation of BC, Réseau québécois des OSBL d'habitation, the Federation of Metro Tenants' Associations, etc.)?* yes/no

Association/Network Name

Main funding sources

For housing providers only:

Number of buildings

Housing units managed by the organization

Number of tenants living in your buildings (list average/approximate number of tenants in your building[s])

Project Details

Provide a brief summary of your project:

Provide a detailed description of your project.
(e.g.: What is the background/context, what has been done already? What challenges does the project try to address? etc.)

How much money are you asking for?

What other grants have you applied for or will you apply for in the future?
For each grant, please enter the name, value and status.

How will the Centre's grant be essential for the realization of this project?
(Other sources of funding, small organization, etc.)

Which of the following priority areas does your project relate to?

☐ Reducing the Sector's Environmental Footprint
☐ Answering to Gaps in Service for Indigenous Communities
☐ Supporting Innovative and Sustainable Business Practices
☐ Facilitating Growth of the Community Housing Sector
☐ Increasing Social Inclusion and Community Engagement

How does your project relate to the following priority areas selected above?

What is the geographical scope of the project?

- ☐ National
- ☐ Provincial or Territorial
- ☐ Municipal
- ☐ Neighbourhood

Where will your project take place?

Who will be your partners in this project? What will be their involvement?

What are some challenges you may face in the implementation of the project and how will you tackle them?

What type of housing provider is the project intended to benefit?

- ☐ Co-op
- ☐ Non-Profit Housing
- ☐ Social Housing
- ☐ Other
- ☐ Non-applicable

How will tenants be involved in all phases of the project (planning/initiation, execution and closure) and what opportunities will they be given to succeed (skill building, etc.)?

Which demographic will benefit from this project? (you may select more than one)

- ☐ Survivors fleeing domestic violence
- ☐ Seniors
- ☐ Indigenous peoples
- ☐ Young adults/at-risk youth
- ☐ People with developmental disabilities
- ☐ People with mental health and addiction challenges
- ☐ Families
- ☐ Single-parent households

APPLICATION FORM - EXAMPLE

Eligibility Quiz

The total value of your project does not exceed $150,000	☒ Yes ☐ No
Are you a Canadian community housing provider (non-profit, social or cooperative), tenant association or community organization ?	☒ Yes ☐ No
The purpose, objectives or related programming falls under the funding objectives and eligible activities mentioned in the Community-Based Tenant Initiative Fund description.	☒ Yes ☐ No
What is the name of your project?	Building Skills, Building Community: Unity's Training and Governance Plan

Applicant Information

First Name	Daniel
Last name	Klein
Email	daniel.klein@email.org
Phone	1-321-654-987 ext. 123
Job Title	Chair of the Skills Building & Governance Committee

Secondary contact *(executive director, senior management, board member or other)*

First Name	Helen
Last name	Sanchez
Email Address	helen.sanchez@email.org
Phone	1-321-654-987 ext. 456
Job Title	President of the Board of Directors

Organization Details

Organization's Legal name	Unity Tenant Association
Acronym	UTA
Other used name	
Email	unity-uta@email.org
Facebook	helen.sanchez@email.org
LinkedIn	
Website	
Number + street	123 Main Street
City	Smallville
Postal Code	A1B 2B3
Province/Territory	Ontario

What type of organization are you?

- ☐ Non-Profit Housing
- ☐ Co-op Housing
- ☐ Sector Service provider
- ☐ Community Organization
- ☒ Tenant Association
- ☐ Social Housing
- ☐ Non-profit organisation

Organization History

Since 1989, Unity Tenant Association has been providing support to the tenants of Unity Non-Profit Housing; a complex of 3 distinct neighbouring buildings of approximately 100 units each. Unity Non-Profit Housing is in Smallville's South-East Borough, a predominantly low-income, culturally diverse, urban neighbourhood of roughly 12,000 residents. The Association was created by concerned tenants wishing to tackle issues within their complex, most notably maintenance and security concerns. The Association has also played an active role in advocacy on behalf of its members and informing tenants of their rights and obligations. Once acute needs were addressed, members of the Association decided to branch out towards social activities, such as holiday celebrations, a summer BBQ and the creation of a mural. Tenant

engagement has risen in recent years, particularly among newcomer, refugee and senior populations; the number of residents involved as members of the Association has more than doubled in the last 10 years. In surveys, members are consistently proud of living at Unity Non-Profit Housing, demonstrated by a high housing retention rate, and motivated to get involved to make it the best that it can be.

Mission Statement	Unity Tenant Association represents the tenants of Unity Non-Profit Housing and exists: (1) to improve conditions in the Unity Non-Profit Housing Complex (mainly security and maintenance concerns), (2) to inform tenants of their rights and obligations, (3) to provide opportunities for tenants to gather and build community spirit, and more recently, (4) to encourage tenants to develop their skills and play an active role in governance of Unity Non-Profit Housing.
Geographic area of operation	Smallville's South-East Borough
Number of Employees	0

What type of population do you work with?

☐ Survivors fleeing domestic violence
☒ Seniors
☐ Indigenous peoples
☐ Young adults/at-risk youth
☐ People with developmental disabilities
☐ People with mental health and addiction challenges
☒ Families
☒ Single-parent households
☒ People experiencing social isolation
☒ Low-income households
☐ People experiencing homelessness
☐ LGBTQ2+
☒ Racialized persons/communities
☐ Veterans
☒ Newcomers and refugees
☐ People with physical disabilities
☐ Other (Please specify)

Organization's total yearly budget	$25,000
What type of services do you provide? *(other than housing and maintenance-related services)*	Support, advocacy, social activities, skills building
Number of members (if relevant)	770

Is the organization a member of any regional/provincial/national associations/networks *(e.g., Co-operative Housing Federation of BC, Réseau québécois des OSBL d'habitation, the Federation of Metro Tenants' Associations, etc.)?* **yes**/no

Association/Network Name	The Federation of Smallville Tenants' Association
Main funding sources	Unity Non-Profit Housing budget allocation to the Association

For housing providers only:

Number of buildings	
Housing units managed by the organization	
Number of tenants living in your buildings (list average/approximate number of tenants in your building[s])	

Project Details

Provide a brief summary of your project:

After the announcement by Unity Non-Profit Housing that there were plans for expansion of 60 new units, tenants turned to Unity Tenant Association expressing concerns over the potential impact on density, green spaces and parking, among other concerns. A public consultation was organized by the Association where tenants raised the concern that although the Association is active and boasts a high membership, its real influence on such decisions remains limited. It was decided to build a program where members of the Association receive training in order to strengthen their skills in order to build a stronger governance structure and therefore have greater influence vis-à-vis Unity Non-Profit Housing and other relevant stakeholders (municipal authorities, local police, community roundtables, etc.).

Provide a detailed description of your project.
(e.g.: What is the background/context, what has been done already? What challenges does the project try to address? etc.)

Context

Although Unity Non-Profit Housing, a 300-apartment non-for-profit housing provider, makes efforts to be open and to provide quality service, many tenants feel that their ability to influence decisions and make a meaningful impact is limited. Recently, it was announced that Unity Non-Profit Housing is considering a 60-unit expansion of the complex. Although the expansion will add affordable housing units, an important need in the neighbourhood, tenants are concerned about the expansion's impact. Concerns were raised regarding density, the decline of green space, parking and the selection process of new tenants.

The leadership of the Association organized a public consultation where tenants had the opportunity to voice their concerns and brainstorm solutions. Tenants agreed unanimously that their voices need to be heard and that Unity Non-Profit Housing should consult them when designing the expansion. Rather than a superficial discussion, tenants want their knowledge and experiences to inform the

proposal in a comprehensive way. However, the strength of the Association's governance internally, and consequently its leadership externally vis-à-vis Unity Non-Profit Housing and other relevant stakeholders, were questioned.

Consequently, the Association set up a new committee responsible for training and governance in order to spearhead this new direction. An addition was also made to its mission statement committing to training for its members and providing support around governance. A member, Daniel Klein, stepped up to the challenge and was elected chair of this new committee. The Board of Directors of the Association approved and welcomed these additions. This is an important new focus for the Association and the project we are proposing is in response to this.

Unity Tenant Association Background

Currently, the Unity Tenant Association is located one block from the Unity Non-Profit Housing complex in a shared community space. The Association has no paid employees. All members are involved on a volunteer basis. The Association's regular operating hours are Mondays from 11:00 AM—2:00 PM; Wednesdays from 4:00-7:00 PM and Saturdays from 12:00-3:00 PM. There is at least one member per shift to help tenants who call or drop-in for assistance. The Association is also open outside of regular hours occasionally for special events and meetings. Board meetings take place once per month while several committee meetings are held every six weeks.

Membership in the Association has increased over the years; many new members enjoy volunteering at the office, helping to organize special events and dropping in to socialize and offer their help when they can. However, involvement in governance activities remains low. It was recently voted to build members' skills and provide them with opportunities and support around governance.

The Project

The "Building Skills, Building Community: Unity's Training and Governance Plan" project uses the opportunity of these new circumstances to provide training for members so they can build new skills required for active participation in governance in the Association itself and consequently, become a stronger presence in the community. A plan will be adopted, including the training topics and schedule, and the accompanying tools will be developed. At the consultation, ideas of training topics were raised, such as public speaking and communication, leadership skills, basic accounting, governance 101, municipal politics, consensus building, etc.

Following the training program, members of the Association will also receive guidance in defining their requests, articulating their vision and sharing it in a constructive manner with their landlord. Special attention will be taken to mobilize underrepresented groups (single parents, non-native English speakers, racialized individuals, etc.) to make sure everyone's voices are heard. Members will present their requests to Unity Non-Profit Housing regarding how and to what extent they want to be included in decision-making. Furthermore, members will get involved on their community roundtable, the Smallville Community Roundtable, in order to influence decisions at the local level.

With the help of an external consultant, Ms. Frances Datta (retired adult education teacher, long-time community organizer and resident of the neighbourhood), members of the association will confirm the exact topics of the training, develop a plan and timeline, set goals and determine the type of technical assistance they will need. Furthermore, tenants and Ms. Datta will co-create the training materials. Once the training materials are finalized, Ms. Datta will help train tenant leaders who are interested in co-animating workshops with her. The training will be offered to all interested members of the Association (who are tenants of Unity Non-Profit Housing). A detailed schedule of the training topics and times will be posted throughout the complex and published on the Facebook page, flyers will be created and distributed, and another door-to-door outreach campaign will be carried out to promote the training.

Ms. Datta will lead the training sessions at first with some help from the leaders (members interested in taking on this responsibility). With time, once the leaders are ready, they will play a more active role

in the training through the implementation of a "Train the Trainer" stream of services. After completion of each training session, a short satisfaction survey will be given to the participants in order to receive their feedback. From the survey results and the lived experience of the trainers, the training material will be revised and converted into an official training manual. The manual will be used by tenant leaders to train new members and train new tenant leaders in the future.

Lastly, a plan to assist members in getting involved in governance will be created and ongoing support once they get elected will be provided by Ms. Datta. After the project is over, Ms. Datta will no longer be needed as the process becomes self-managed (the new members of the Board/head of committees will gain experience and will then be able to support new members in the future).

Once the project is completed, Ms. Datta and tenant leaders will conduct a survey to determine the results of the project and quantify how much participation in the Association has increased, how meaningful it has been to participants in the long-term, the new structures in place to allow members to get involved in Unity Non-Profit decision-making and the extent to which the Association has become further involved in neighbourhood initiatives. Results will be presented at an all tenant meeting where we will also present how to maintain the outcomes of this project within the Association's regular workflow.

Finally, the training material can be shared with other tenant groups. Tenant leaders who will develop the expertise in offering the training and those becoming involved in governance can even offer training and/or support to tenant leaders of other groups.

How much money are you asking for?	$12,800

What other grants have you applied for or will you apply for in the future?
For each grant, please enter the name, value and status.

Grant name: None
Value: $0
Status: None

How will the Centre's grant be essential for the realization of this project?
(Other sources of funding, small organization, etc.)

Unity Non-Profit Housing allocates a yearly budget for the Association which covers the cost of our primary activities. There is no other source of funding for the Association. All members are involved on a volunteer basis. In order to undertake such a project, external funding is essential.

Which of the following priority areas does your project relate to?

- ☐ Reducing the Sector's Environmental Footprint
- ☐ Answering to Gaps in Service for Indigenous Communities
- ☐ Supporting Innovative and Sustainable Business Practices
- ☐ Facilitating Growth of the Community Housing Sector
- ☒ Increasing Social Inclusion and Community Engagement

How does your project relate to the following priority areas selected above?

Increasing Social Inclusion and Community Engagement:

By providing members with skill-building opportunities, support in becoming more involved in governance and ultimately having a greater say in matters that affect them within their living environment and neighbourhood. This knowledge and involvement will also spill over to greater community involvement through participation in neighbourhood roundtables, knowledge sharing opportunities and new partnerships.

What is the geographical scope of the project?	☐ National ☐ Provincial or Territorial ☐ Municipal ✖ Neighbourhood

Where will your project take place?	Smallville's South-East Borough

Who will be your partners in this project? What will be their involvement?

Unity Non-Profit Housing will facilitate the promotion of the training program by helping to advertise and publishing the information in the Unity Non-Profit Housing newsletter distributed to all tenants. The Executive Director, Ms. Romanichel, will act as a resource person to give information and explain the governance structure and financial framework of Unity Non-Profit Housing (funding sources, reporting requirement, etc.).
Smallville Community Roundtable has agreed to welcome a representative of the Association to monthly meetings to share their experience and knowledge when they feel ready to do so. They will also provide support to tenant leaders in the fields of funding, representation, members engagement, outreach, etc. so they can learn some "tricks of the trade" from other community leaders working in the same environment.

What are some challenges you may face in the implementation of the project and how will you tackle them?

As all members of the Association are involved on a volunteer basis, time is a barrier that we will likely face in the implementation of the project. For this reason, planning meetings during the initiation stage will occur on a weekly basis for three hours per week. In the execution stage, training sessions will take place on a weekly and/or biweekly basis and there will be a rotation of topics and trainers. The support offered to members in the closure stage by the consultant will be on a small group and/or individual basis and times will be adapted to people's schedules.
Language and literacy may also pose a barrier. Interpretation services will be offered to those who need it and materials created and training offered will take this barrier into account. Discussions and small group work will be privileged over formal presentations and writing exercises.

What type of housing provider is the project intended to benefit?	☐ Co-op ✖ Non-Profit Housing ☐ Social Housing ☐ Other ☐ Non-applicable

How will tenants be involved in all phases of the project (planning/initiation, execution and closure) and what opportunities will they be given to succeed (skill building, etc.)?

This project is tenant-led where tenants are involved in all stages of the project.
Tenants will choose the training topics, help create the training materials, co-lead the training, help create the training manual, become involved in governance, etc.

The goal for the project is to be self-managed at the end where more experienced members will provide peer support to newer members and will help mentor them once they have gained the experience. This ongoing support and expertise will motivate newer members to become involved on the committees and Board.

At the end of the project, tenants will have a stronger capacity to influence and support the good governance and development of Unity Non-Profit Housing during the new construction phase and in the future. Tenants will also be leading the report back and knowledge sharing that will happen as a result of this project in the community and beyond.

Which demographic will benefit from this project? (you may select more than one)	
	☐ Survivors fleeing domestic violence
	☒ Seniors
	☐ Indigenous peoples
	☐ Young adults/at-risk youth
	☐ People with developmental disabilities
	☐ People with mental health and addiction challenges
	☒ Families
	☒ Single-parent households
	☒ People experiencing social isolation
	☒ Low-income households
	☐ People experiencing homelessness
	☐ LGBTQ2+
	☒ Racialized persons/communities
	☐ Veterans
	☒ Newcomers and refugees
	☐ People with physical disabilities
	☐ Other (Please specify)

Tell us about the tenant population you will be working with. How will you address barriers to inclusion for vulnerable tenants?

Tenants at Unity Non-Profit Housing are a mixed group. Some are newcomers and refugee tenants, members of racialized communities, single-parent households, seniors with mobility challenges, etc. There are over 30 different ethnic communities represented with approximately 40 percent of tenants having a mother tongue other than English. Consequently, English comprehension is limited for some. Challenges around literacy may also be a barrier. For this reason, interpretation services will be offered during the workshops and the materials provided will be as simple and straightforward as possible. Member volunteers will be present during workshops to help those who may have literacy limitations and/or other learning challenges. Furthermore, additional barriers to participation will be minimized by providing a space that is accessible for those with mobility issues, childcare will be provided to encourage tenants with young children to attend and training hours will vary between daytime and evening to attract those who are working and those who are not. These opportunities will be advertised through a door-to-door campaign where members of different cultural communities will design and lead the outreach process, and flyers will also be available in different languages at the Association office and our tenant email list in order to attract as many people as possible.

How many tenants will benefit from this project? (approximate)	770

How would you share your project and its impact, with other communities that could benefit from your experience? What would that look like and what type of support would you need?

First, we will present our project findings with all tenants of Unity Non-Profit Housing. We would be happy to also invite the Board of Directors of Unity Non-Profit Housing, other tenant organization leaders, academics and/or any other group who could benefit from the findings of this project.

Second, once the tools are developed, we will reach out to the Federation of Smallville Tenants' Association to ask them to help us promote them to other associations within the Federation.

Lastly, we would be happy to provide other associations with our tools and send our leaders to offer training if requested. This can be initiated by presenting our findings at the yearly conference organized by the Federation of Smallville Tenants' Association.

If you are applying for a grant of more than $50,000, please answer the question below. If you ask for under $50,000, skip to the next question.

Transformational impact is described as change that is sustainable, long-term, concrete and far-reaching. Please describe how your project falls within this definition for your organization, community or sector:

N/A

Project Objectives

How does your project relate to the following objectives *(you can pick as many as you want)*?
While taking into consideration the fund's objectives, what gaps do you hope your project will fill and/or what needs do you hope to meet? What difference do you hope to make?

Objective	Identified Needs	Outcomes
	What needs do you hope to meet? What gaps will this project fill? What difference do you hope to make? ... *Include any data supporting the need for your project.*	*How will you know your project is successful? What will your milestones look like along the way?* ... *Include how you will gather data along the way to measure your success. Outcomes will guide your reporting.*
▪ Increase/promote access to information	▪	▪
▪ Build capacity around housing decisions and responsibilities	▪ Skills building for members through training sessions and training manuals to advance skills ▪ Training & support to members offered by a Consultant *(A consultation with tenants was organized on June 27, 2019. **245 tenants of Unity Non-Profit Housing attended the meeting and 75% [184 tenants] voted** for the creation*	▪ Reported increase in skills taught during training ▪ Participation in the training of tenants from underrepresented groups (vulnerable communities) *Data will be gathered by a satisfaction survey given to all present at the end of each training session.*

	of a new committee that will be in charge of organizing and offering training)	
▪ **Increase participation in housing-related decisions and projects**	▪ Greater involvement in governance at the committee and board level of the Association ▪ Greater representation of tenants on the board of Unity Non-Profit Housing ▪ Representation of tenants in decision-making process regarding expansion ▪ Greater involvement and participation in neighbourhood initiatives (roundtables, etc.) **Door-to-door campaign in June 2019 revealed that 60% of those surveyed would be interested in being more involved at the governance level if they had the right support*	▪ The number of new committee members, committee chairs and board members ▪ Increase in participation in governance activities ▪ Increase in participation in neighbourhood initiatives and roundtables. **The Association tracks new member participation in committee and Board activities and has been doing so for years. New statistics will be compared with data from previous years.* **In 2019 so far, only 3% of members were involved in governance. We will start doing new tracking around equity (by self-identified gender, ethnicity, immigration status, etc.).**

Project Milestones

Please enter the start and end date as well as the primary activities applicable to the following three phases.

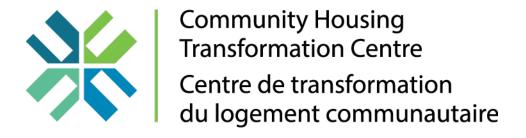| Phase name	Start date *(please remember your project must start only after funding has been approved—we do understand that some work in the planning stage may be already underway. It can also be listed here.)*	End date *(please remember your project must be completed by 2024).*	Primary activities *(material resources, people involved [internal and external])*	Comments
Planning/initiation stage	February 3, 2020	May 1, 2020	**People involved**: Members of Association & Consultant **Main activities**: -Initial all-tenant consultation, creation of a new committee, election of the chair and addition to the mission statement, brainstorming of training topic ideas *(have*	13 weeks

			already taken place. Started in June 2019). *Starting in February 2020*: -Meeting of all interested members to confirm topics and schedule of sessions. -Co-create training materials -Training of tenant leaders by consultant -Advertising of training and outreach	
Execution stage	May 2, 2020	November 27, 2020	**People involved**: Members of Association, Consultant, management of Unity Non-Profit Housing **Main activities**: -Offering training -Conducting satisfaction surveys -Creation of a training manual -Adoption of a governance plan -Preparing interested members in taking on new responsibilities -Transition to governance -Supporting newly elected board and committee members -Outreach to Unity Non-Profit Housing Board and management to meet and determine a plan for members to be involved in expansion consultations -Election of members on board of Unity Non-Profit Housing	30 weeks
Closure stage	November 28, 2020	January 29, 2021	**People involved**: Members of Association & Consultant, Unity Non-Profit Housing, community partners **Main activities**: -Ongoing support to newly elected members -Final Survey and all-tenant meeting -Sending representative on community roundtable -Contact with other tenant associations	9 weeks

Budget

Provide a detailed budget for the project

Revenue		2020	2021	Total	Comment
	Transformation Centre Grant	$8,400	$4,400	$12,800	
	Other Grants	$0	$0	$0	
	Fundraising/Donations	$0	$0	$0	
	Internal Revenue	$0	$0	$0	
	Other	$0	$0	$0	
Expenses					
	Personnel – Internal Wages and Benefits	$0	$0	$0	
	Personnel – External Professional/Consultant	$6,500	$3,500	$10,000	
	Direct Costs *(travel, materials, equipment, supplies, licensing, training costs)*	$1,000	$600	$1,600	
	Indirect Costs *(rental space, insurance, maintenance, et*	$900	$300	$1,200	
	Other	$0	$0	$0	

PROGRESS

REPORT

Note: Grantees will have a maximum of 6 weeks to complete the progress report from its due date.

SECTION I - GENERAL INFORMATION

(questions 1 to 6 below will be generated by the system, but the applicant will be able to update the information if necessary. Same information as in the application form).

1. **Organization identification***

   a. *Legal name*
   b. *Acronym*
   c. *Other name used*

2. **Name of project:**

3. **Project number:**

4. **Grant contact** *(Applicant in the original application form. If Applicant no longer at organization, a new grant contact can be entered).*

   a) *Name*
   b) *Surname*
   c) *Email address*
   d) *Phone*
   e) *Job title*

5. **Name of person completing the report** *(System can generate same info as above. If person completing the report is different than grant contact, they can change the info).*

   a) *Name*
   b) *Surname*
   c) *Email address*
   d) *Phone*
   e) *Job title*
   f) *Relationship to the project*

6. **Secondary contact (Executive Director, board member, senior management or other)**

   a) *Name*
   b) *Surname*
   c) *Email address*
   d) *Phone*
   e) *Job title*

   Report covers period from: _____ to: _____.

7. **Total grant amount for this reporting period:** *(Information generated by the system)*

   a. Total amount awarded for the project:
   b. Amount received up to now:

SECTION II - THE PROJECT

8. In your original application, you described your project as *[summary pulled from GMS]*

    a. Please give us a general update on how the project is going. *(text box)*

    b. If applicable, describe any substantial changes made to the original proposal. What were the reasons for these changes? What effects have modifications had? *(text box)*

SECTION III – OBJECTIVES, IDENTIFIED NEEDS AND OUTCOMES

9. In your application form, you mentioned that your project will address the following program objective(s), identified needs and proposed outcomes. Please enter any changes or updates you've made to these categories and let us know what milestones you are reaching. *(Table below pulled from GMS)*

Objective	Identified needs	Progress check-in	Outcomes	Progress check-in
	What needs did you hope to meet? What gaps was this project going to fill? What difference did you hope to make?	**Has your understanding of the identified needs changed? If so, please explain.**	*How will you know your project is successful? What will your milestones look like along the way?* ... *Include how you will gather data along the way to measure your success.*	**Have you made any changes to the outcomes for the project? If so, please explain.** **Where are you in terms of your milestones for this project?**
▪ *Filled in*	▪ *Filled in*	▪	▪ *Filled in*	▪
▪	▪	▪	▪	▪

SECTION IV: TIMELINE AND ACTIVITIES

10. In your application form, you provided the following details regarding the timeline *(phases of project, phase start and phase end)* and the primary activities. Please complete this chart *(Table below pulled from GMS)*

Phase name	Phase start *(date)*	Phase end *(date)*	Primary activities (*material resources, people involved [internal and external]) (text box)*	Comments *(text box)*
Planning/ initiation stage	*Filled in*			
Execution stage				
Closure stage				

11. What phase of the project are you in (planning, execution, closure)? *(pull down menu)*

12. Have there been any significant changes to your timeline? If so, please explain. *(text box)*

13. **Please provide a brief update on the activities carried out since the beginning of the project.**
    (text box)

14. **Have you faced any significant challenges in the implementation of your project thus far? If so, please explain. How have you dealt with these challenges?**

SECTION V: FINANCIAL SUMMARY

Please fill out the financial summary spreadsheet

Revenue	Budget for the project as per grant application *(Info generated by the system)*	Actual	Comments
Transformation Centre grant			
Other grants			
Fundraising/ donations			
Internal revenue			
Other			
TOTAL REVENUE	-$	-$	

Expenditure *(these categories should match with the info on the application form)*	Description	Budget as per grant application *(info generated by the system)*	Actual	Centre's funds	Comments
i. Personnel					
1. Internal wages and benefits					
2. External professional/consultant					
ii. Direct costs (travel, material/ equipment, supplies/ licensing, training, etc.)					
iii. Indirect costs (rental space, insurance, maintenance, etc.)					
iv. Other					
TOTAL EXPENDITURE		- $	- $	- $	

SECTION VI: OTHER

15. **Is there anything else you would like to share about your project thus far?** *(text box)*

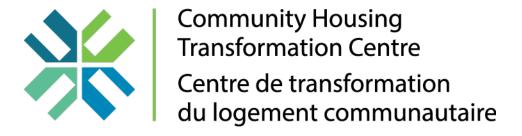## SECTION VII: DISBURSEMENT *(generated by GMS)*

Total amount awarded:

Amount disbursed up to now:

Next upcoming disbursement:

SECTION VIII: SIGNATURE

I, the undersigned, _____, state that the information contained in this report as an honest and complete representation of the project progress *name of the project* *(generated by GMS automatically).*

I affirm that I have the authority to sign this document on behalf of the organization *name of the organization* *(generated by GMS automatically).*

_____   _____

Signature   Name

_____   _____

Title   Date

FINAL

REPORT

Note: Grantees will have a maximum of 3 months to complete the final report from its due date

SECTION I - GENERAL INFORMATION

(questions 1 to 6 below will be generated by the system, but the applicant will be able to update the information if necessary)

1. **Organization identification***

   a. *Legal name*
   b. *Acronym*
   c. *Other name used*

2. **Name of Project:**

3. **Project Number:**

4. **Grant Contact** *(Applicant in the original application form. If Applicant no longer at organization, a new grant contact can be entered)*

   a) *Name*
   b) *Surname*
   c) *Email address*
   d) *Phone*
   e) *Job title*

5. **Name of person completing the report** *(System can generate same info as above. If person completing the report is different than grant contact, they can change the info).*

   a) *Name*
   b) *Surname*
   c) *Email address*
   d) *Phone*
   e) *Job title*
   f) *Relationship to the Project*

6. **Secondary contact (Executive Director, board member, senior management or other)**

   a) *Name*
   b) *Surname*
   c) *Email address*
   d) *Phone*
   e) *Job title*

   Report covers period from: _____ **to:** _____.

7. **Total grant amount for this reporting period:** *(Information generated by the system)*

   a. Total amount awarded for the project:
   b. Amount received up to now:

SECTION II - THE PROJECT

8. **In your original application, you described your project as [summary pulled from GMS]**

   a. Please give us a brief summary of how your project went (overall impression, main achievements, etc.). *(text box)*

b. If applicable, describe any substantial changes made to the original proposal or since the last report. What were the reasons for these changes? What effects have modifications had? *(text box)*

9. **In your original application, you stated that X units, buildings, tenants, organizations and staff would benefit from your project. [pulled from GMS] Please provide some updated figures** (*Approximate. Fill out only those that apply to your project*).

   a. Units *(number box)*
   b. Buildings (number box)
   c. Tenants *(number box)*
   d. Organizations *(number box)*
   e. Staff *(number box)*

SECTION III – OBJECTIVES, IDENTIFIED NEEDS AND OUTCOMES

10. **In your application form, you mentioned that your project will address the following program objective(s), identified needs and proposed outcomes. If you completed a mid-term report, these were updated, as needed. Please enter any further changes or updates you've made to these categories. Let us know how you have achieved your proposed outcomes.** *(Table below pulled from GMS)*

Objective	Identified needs	Progress check in	Final check-in	Outcomes	Progress check-In	Final check-in
	What needs did you hope to meet? What gaps was this project going to fill? What difference did you hope to make?	*What needs did you hope to meet? What gaps was this project going to fill? What difference did you hope to make?*	**Has your understanding of the identified needs changed? If so, please explain and provide any relevant data.**	*How will you know your project is successful? What will your milestones look like along the way?* … *Include how you will gather data along the way to measure your success.*	**Have you made any changes to the outcomes for the project? If so, please explain. Where are you in terms of your milestones for this project?**	*Have you achieved your proposed outcomes? Provide any relevant data.*
▪ *Filled in*	▪ *Filled in*	▪ *Filled in*	▪	▪ *Filled in*	▪ *Filled in*	▪
▪	▪	▪	▪	▪	▪	▪

SECTION IV: TIMELINE AND ACTIVITIES

11. **In your application form, you provided the following details regarding the timeline** *(phases of project, phase start and phase end)* **and the primary activities. Please complete this chart** *(Table below pulled from GMS)*

Phase name	Phase start (date)	Phase End *(date)*	**Primary Activities** (*material resources, people involved [internal and external]) (text box)*	**Comments** *(text box)*
Planning/ initiation stage	*Filled in*			
Execution stage				
Closure stage				

12. **Please provide a brief update on the activities carried out since the beginning of the project or since the last report.** *(text box)*

13. **Did you face any setbacks that delayed any part of your timeline? If so, how did you deal setbacks? Did they have an impact on the overall outcome of the project?** *(text box)*

SECTION V: COMMUNITY INVOLVEMENT AND PARTNERSHIPS

14. **Please explain how you involved your target population in the project. How did you address barriers to participation?** *(text box)*

15. **If you worked with partners to meet the project's objectives, how did the partnerships go? Were there any changes to the partnerships (ex: new partnerships developed; partners no longer involved)?** *(text box)*

SECTION VI: DOCUMENTS AND MEDIA COVERAGE

16. **Please share any supporting documents developed throughout this project or since the last reporting period (ex: pictures taken, brochures, flyers, training materials, publications).** *(text box + Upload Zone)*

17. **Has the project received any media coverage throughout the project or since the last reporting period? Have you promoted your project on social media using Centre's logo? If so, please attach any new articles or URL address.** *(text box)*

SECTION VII: LESSONS LEARNED AND LONG-TERM IMPACT

18. **Please describe lessons learned throughout this project that you would like to share.**

19. **According to your outcomes (above), tell us about the success of your project.** *What has changed as a result of this project? What are the noticeable effects? How do you foresee the sustainability of the project's impact?*

20. **What effects has the project had on the participants? On the community? On the partnering organizations?**

21. **Were there any unanticipated results of the project that you did not plan for?**

22. **If possible, please share a testimonial or success story that illustrates what you consider the most significant change that resulted from your project.**

23. **On a scale of 1 to 10, where 1 means "not at all" and 10 means " totally agree with ", would you say that the grant provided by the Centre helped you increase your capacity to fulfill your organization's mission?** *(choices on a scale from 1 to 10)*

SECTION VIII: KNOWLEDGE TRANSFER

24. **In your original application, you stated you would share your project and its impact with other communities that could benefit from your experience in the following way:** *(pulled from GMS)*. **You stated that you would require** *(pulled from GMS)* **support.**

    Has this changed? If yes, how?

SECTION IX: FINANCIAL SUMMARY

Please fill out the financial summary spreadsheet

Revenue	Budget for the project as per grant application *(Info generated by the system)*	Actual	Comments
Transformation Centre grant			
Other grants			
Fundraising/ donations			
Internal revenue			
Other			
TOTAL REVENUE	-$	-$	

Expenditure *(these categories should match with the info on the application form)*	Description	Budget as per grant application *(info generated by the system)*	Actual	Centre's funds	Comments
i. Personnel					
1. Internal wages and benefits					
2. External professional/consultant					
ii. Direct costs (travel, material/ equipment, supplies/ licensing, training, etc.)					
iii. Indirect costs (rental space, insurance, maintenance, etc.)					
iv. Other					
TOTAL EXPENDITURE		- $	- $	- $	

SECTION X: DISBURSEMENT *(generated by GMS)*

Total amount awarded:

Amount disbursed up to now:

Next upcoming disbursement:

SECTION XI: SIGNATURE

I, the undersigned, _____, state that the information contained in this report as an honest and complete representation of the project progress *name of the project* (generated by GMS automatically).

I affirm that I have the authority to sign this document on behalf of the organization *name of the organization* (generated by GMS automatically).

_____   _____

Signature   Name

_____   _____

Title   Date