



Community Housing
Transformation Centre
Centre de transformation
du logement communautaire

A HOME FOR EVERYONE
Community Housing Transformation Center

**SECTOR TRANSFORMATION FUND
- LOCAL PROJECTS -
APPLICATION PACKAGE**

March 2, 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 support 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

The Sector Transformation Fund, managed by the Centre, is a great lever to respond to service gaps across the country. It will reinforce successful models of development and make more accessible the tools needed to make the sector more resilient. The main goal is to enhance the organizational capacity of the sector and help it grow and flourish through the next decade.

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 Sector Transformation Fund (STF) provides access to financial resources for the community housing sector so it can undertake transformative changes to improve sectoral resilience and develop innovative housing solutions. STF is meant to support initiatives led by non-profit, social or cooperative housing providers and sectoral service providers.

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.



STF should help achieve at least one of these funding objectives:

- Leverage existing funding
- Lead the sector to reduce its environmental footprint
- Encourage housing initiatives for Indigenous peoples
- Develop tools and make them more accessible
- Support sectoral consolidation and other partnerships
- Reinforce organizational capacity
- Enhance sector resilience
- Identify and fill sectoral gaps in housing services
- Engage community

Restrictions

The Sector Transformation 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; or
- Capital investment projects.

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

<i>Project</i>	<i>Attachments required</i>
Project under \$25,000	<ul style="list-style-type: none"> ✓ As an alternative to reference letters, please provide two references we can contact if we require more information. <ul style="list-style-type: none"> ○ Name ○ Surname ○ Phone ○ Email ○ Organization ○ Relationship to applying organization
Project of \$25,000- \$49,999	<ul style="list-style-type: none"> ✓ Latest financial statement ✓ Upload 1 Reference letter
Project of \$50,000- \$99,999	<ul style="list-style-type: none"> ✓ Latest financial statement ✓ Upload 2 Reference letters
Project over \$100K	<ul style="list-style-type: none"> ✓ 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.

Streams of STF Grants

There are two streams of projects supported by the Sector Transformation Fund, the **Local Projects** stream and the **Sectoral Impact** stream. Both streams are open to similar ranges of activities. The main difference is in terms of the scale of funding, organizational capacity and the broad range of expected outcomes.

STF-Local Projects

The Local Projects stream is meant to support local community housing providers, individually or as a small group. This type of grant prioritizes transformative projects that bring more or better services to their communities and increase organizational capacity of the grantee(s). They should contribute to a viable solution and strengthen the organization(s)'s mission.

STF-Sectoral Impact

The Sectoral Impact stream supports either sectoral service providers, community housing providers or those who are responding to a large identified gap within the community housing sector. This funding stream is aimed at transformative projects that bring more or better services to multiple communities across multiple areas. They should contribute to a viable solution and strengthen the housing sector, as a whole, in its region or by housing type.

	Both Streams	Local Projects only (Additional)	Sector Impact only (Additional)
Eligibility requirements	<ul style="list-style-type: none"> ✓ Funding is available to community housing providers and sector service providers (non-profit, social or co-operative, land trust, housing networks/federations, etc.); ✓ 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 2028; ✓ An organization presenting a second or additional application should not be in default under any 	<ul style="list-style-type: none"> ✓ Planned activities must demonstrate that they will benefit the local community itself (e.g.: provider(s), neighbourhood(s); etc.) ✓ Maximum funding amount of \$150,000. 	<ul style="list-style-type: none"> ✓ Demonstrated capacity to implement large projects with far-reaching impact; ✓ Planned activities must demonstrate a benefit to the community housing sector or benefit the communities themselves; ✓ There is no maximum amount of funding.



	Both Streams	Local Projects only (Additional)	Sector Impact only (Additional)
	of the obligations set out by any on-going or previous Funding contract with the Centre;		
Type of activities covered	<ul style="list-style-type: none"> ✓ New resources, knowledge, innovations and partnerships that can be scaled and replicated for better sectorial outcomes; ✓ Partnerships designed to increase the potential of qualitative impact on the community housing sector; ✓ Exploration of new business models; ✓ Other transformative initiatives that align with STF funding objectives. 	<ul style="list-style-type: none"> ✓ Enhancement of environmental sustainability (better energy management practices, shared car program for tenants and staff, carbon footprint reduction, etc.); ✓ Consolidation, cooperation, collaboration, mutualization, merger or partnership activities that enhance economies of scale, capacity and asset sharing and leveraging; ✓ Development of services responding to identified gaps in local housing services; ✓ Community engagement activities towards housing projects; ✓ Relevant training for board members, managers or staff; ✓ Organizational or financial assessment; ✓ Development of management tools. 	<ul style="list-style-type: none"> ✓ Communication tools that increase sectoral awareness and improve environmental sustainability practices; ✓ New financial models to improve sector capacity to grow; ✓ Pilot projects and initiatives that build sectoral capacity; ✓ Development of monitoring tools and data collection; ✓ Enhancement of environmental sustainability (policy statement, promotional tools, large sharing program, carbon footprint reduction, etc.); ✓ Consolidation, cooperation, collaboration, mutualization, merger or partnership activities between community housing providers or service providers to enhance economies of scale, capacity and assets sharing and leveraging; ✓ Development of a service answering to identified gaps in services for a large area or community; ✓ Development of tools that benefit the sector.



Evaluation Criteria

The evaluation of each application will be undertaken through a thorough 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).
- 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.).
- 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.
- 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.
- Feasibility: Budget viability, human/material resources (including those coming from partnerships) and whether the project is realistic given the organization's scale and scope.

Projects of over \$50,000:

- Clarity of the request: Proposal has clearly elaborated on project's beginning (planning/initiation), middle (execution) and end (closure).
- 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.).
- 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.
- 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.
- Project scale and budget properly aligned.
- Organizational Capacity: Organizational capacity is defined as human and material resources and ability to overcome challenges.
- Capacity to innovate: Application proposes implementing an existing idea/concept in a new way or proposes innovative approaches in the organization/sector.

Additional criterial for Sectoral Impact Proposals

- Scope of impact: The proposal will impact the applicant's region/sector or will have an impact beyond the region/sector.



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 to match changing needs.

FUNDING	TIMEFRAME	REPORTING	DISBURSEMENT
≤ 50k\$	Under a year	<ul style="list-style-type: none"> Phone call at 6 months or halfway mark Final Report (end of project) 	Beginning: 70% End: 30%
≤ \$50k	Over a year	<ul style="list-style-type: none"> Phone call every 6 months Progress report at halfway mark Final Report (end of project) 	Beginning: 70% End: 30%
>\$50k	Or Over a year	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Are you a Canadian local or regional community housing provider (non-profit, social housing or cooperative) and/or a non-profit community housing service provider?

- Yes
- No

The purpose, objectives or related programming fall under the funding objectives, priority areas and eligible activities mentioned in the Sector Transformation Fund – Local Projects description section.

- Yes
- No

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

- 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 organization

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.

Grant Name	Value	Status (To be submitted awaiting approval, approved)

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 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?

[Large empty text area for describing the project's relation to the selected priority areas.]

What is the geographical scope of the project?

- National
- Provincial or Territorial
- Municipal
- Neighbourhood

Where will your project take place?

[Empty text area for specifying the project location.]

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.

[Large empty text area for describing the project's transformational impact.]



APPLICATION FORM - EXAMPLE

Eligibility Quiz

Are you a Canadian local or regional community housing provider (non-profit, social housing or cooperative) and/or a non-profit community housing service provider?

- Yes
 No

The purpose, objectives or related programming fall under the funding objectives, priority areas and eligible activities mentioned in the Sector Transformation Fund – Local Projects description section.

- Yes
 No

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

- Yes
 No

What is the name of your project?

Consolidation of Saint-Isidore's Community Housing

Applicant Information

First Name Anne

Last name Onime

Email anne.onime@isidhouse.com

Phone 1-418-878-3131

Job Title Executive Director

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

First Name Adh mar

Last name Patacaille

Email Address adhemar.patacaille@isidhouse.com

Phone 1-418-373-5755

Job Title President, Board of Directors



Organization Details

Organization's Legal name	Isid'House Non-Profit Housing
Acronym	
Other used name	Isid'House
Email	info@isidhouse.ca
Facebook	
LinkedIn	
Website	
Number + street	123 Main Street
City	St-Isidore
Postal Code	A1A 2B2
Province/Territory	Quebec
What type of organization are you?	<input checked="" type="checkbox"/> Non-Profit Housing <input type="checkbox"/> Co-op Housing <input type="checkbox"/> Sector Service provider <input type="checkbox"/> Community Organization <input type="checkbox"/> Tenant Association <input type="checkbox"/> Social Housing <input type="checkbox"/> Non-profit organization
Organization History	Isid'House was first started by the local Catholic Church as a place to provide shelter to people in need in St-Isidore. In the 1970s, the community wanted to expand the affordable housing offer in the village to meet the needs of low-income individuals and families. With federal funding, the Isid'House became an essential part of the community by encouraging partnerships to address social issues. Since its conception, it has been a strong organization that promotes solidarity within the community and has been a place where volunteers have the capacity to have their voices heard and decide on the organization's orientation.
Mission Statement	Isid'House wishes to make a positive difference in people's lives by offering quality affordable housing for members of



	the community of St-Isidore and offering them the social support they need to thrive.
Geographic area of operation	St-Isidore
Number of Employees	3
What type of population do you work with?	<input type="checkbox"/> Survivors fleeing domestic violence <input checked="" type="checkbox"/> Seniors <input type="checkbox"/> Indigenous peoples <input checked="" type="checkbox"/> Young adults/at-risk youth <input type="checkbox"/> People with developmental disabilities <input checked="" type="checkbox"/> People with mental health and addiction challenges <input checked="" type="checkbox"/> Families <input checked="" type="checkbox"/> Single-parent households <input checked="" type="checkbox"/> People experiencing social isolation <input checked="" type="checkbox"/> Low-income households <input checked="" type="checkbox"/> People experiencing homelessness <input type="checkbox"/> LGBTQ2+ <input type="checkbox"/> Racialized persons/communities <input type="checkbox"/> Veterans <input type="checkbox"/> Newcomers and refugees <input checked="" type="checkbox"/> People with physical disabilities <input type="checkbox"/> Other (Please specify)
Organization's total yearly budget	\$561,442
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	Member of Regional Federation of Non-profit Housing Member of Coalition Against Poverty Member of St-Isidore Community Round Table
Main funding sources	CMHC convention (\$200/month) (ends in 2020) Municipal grant for community organizations (\$1,000/year)
For housing providers only:	
Number of buildings	3



Housing units managed by the organization

33

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

46

Project Details

Provide a brief summary of your project:

The Isid'House wants to engage in a process to evaluate the feasibility of uniting all the non-profit housing providers in St-Isidore into one unique organization. The goal is to (1) address recurrent issues experienced by the smaller housing providers, such as volunteer retention and building maintenance, and to (2) allow the development of new housing projects by using existing assets as a financial lever. The mutualization of resources will provide enough capacity to employ a permanent staff to lead the administrative operations and provide economies of scale on maintenance costs as we consolidate and negotiate our contracts with local businesses. We need to study feasibility and conduct a series of meetings to engage partners into the process.

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.)

Since Isid'House receives many requests from local citizens that are looking for affordable housing and that our own housing units are already at maximum capacity, we have been looking for new opportunities to buy or build new units. The new industries that have opened in the area have created a strong demand for rental units which has increased the general rent value. This pressure has led to vulnerable tenants being pushed out from their homes by their landlords who are looking to make more profit. This has increased the demand for affordable housing in the area.

Our organization, on its own, does not have enough capacity to buy or build any new units. We have had candid discussions with local non-profit housing (NPH) organizations that are also in the same situation. We also know that some of the NPH organizations in the village are experiencing even greater challenges. For some, the board of directors, composed mainly of long-time volunteers, has regrettably expressed in the past months the need of closing their organization since no one has come forward to replace the directors that are leaving.

Given these challenges, the Isid'House along with other local NPHs, have agreed to conduct a series of meetings to evaluate and discuss the opportunities to merge our respective organizations into one strong NPH organization. We wish to bring together five different NPH organizations from Saint-Isidore. In order to accomplish this, we need a professional accountant to evaluate the benefits for each organization to take part in this consolidation initiative. We would also need an external consultant to facilitate the meetings. Finally, we would need a lawyer to write and bring a proposition for the newly created organization.

In order to make sure that this complex process is well planned and conducted, we would need a liaison agent making sure that all stakeholders are onboard through every step of this process.

We think that this consolidation process can bring more stability and resilience to the affordable housing offer in our village and can have a positive impact for the entire area. With all our common assets being merged into one organization, we are confident that we will be able to leverage our assets in order to obtain new investments for building or buying new units.



We plan on having help from the Regional Federation of Non-Profit Housing to help us during the consultation stage of the project. The City Council has already taken a resolution to endorse our initiative and is ready to offer the Community Centre space free-of-charge for our meetings. We think this project can have a large impact for the entire Saint-Isidore community.

How much money are you asking for?

\$45,000

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	Value	Status (To be submitted awaiting approval, approved)
Provincial PAOC program	\$24,000	Awaiting approval
Municipal grant for Community Housing	\$2,000	Approved

How will the Centre's grant be essential for the realization of this project?

(Other sources of funding, small organization, etc.)

Isid'House on its own doesn't have sufficient resources to conduct such a project. Our organization has already put a lot of effort prior to the project in order to probe local community housing partners from the village. This project goes beyond our core mandate and our organizational capacity. In order to carry out this project, we would need additional help. The City already accepted to facilitate the meeting by providing a space to do our meetings, but we also need to cover the expenses for an external expertise able to support this consolidation process. The Centre's grant would be used to get the necessary resources for preparation and coordination of this consultation and consolidation project.

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

- Reducing the Sector's Environmental Footprint
- Answering 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?

Supporting Innovative and Sustainable Business Practices

This project would ensure that all community engagement around the issue of affordable housing in Saint-Isidore is consolidated and not divided between several organizations that are doing roughly the same thing. Pooling resources will prevent the closure and loss of many affordable housing units in the village (up to 60!). It would allow us to implement a good maintenance program for our buildings to prevent a lack of resources when undertaking repairs. Merging our financial resources will also allow us to hire a staff member who will make our organization stronger and more resilient.

Facilitating Growth of the Community Housing Sector

By combining all the village's community housing assets in the same pot, we would be able to leverage our common equity to obtain new loans from our financial partners. This way, we could envision building new units or purchase an existing real estate and convert it into new community housing.



Increasing Social Inclusion and Community Engagement:

Stakeholders in the Abitibi-Témiscamingue region are scattered throughout the area and have little sense of affiliation when dealing with provincial and federal governing bodies. This project will help to unite these organizations and their supporters to create a climate conducive to mutual support and development of new affordable housing projects. More communities will feel included in decisions made by their federation and will be able to present their own point of view.

What is the geographical scope of the project?

- National
- Provincial or Territorial
- Municipal
- Neighbourhood

Where will your project take place?

St-Isidore

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.

The main goal is to transform the way community housing is structured in our village in order to make it more resilient in the future. It is also a way to provide the tools and structure necessary to enable growth in the coming years. Also, by being separate segmented organizations, the contribution of volunteers is spread out. By merging, volunteers' contribution can be more impactful. Lastly, sharing services and resources will bring down our maintenance and administrative costs and make all of our operations more sustainable.

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

The village of Saint-Isidore.

The four other NPH organizations in the village will be our partners in this project. We do not yet know with certainty if all of them are willing to embark on this merging process. We have had multiple discussions with them, however, and they are all ready to take part in the consulting process. Given that we are the organization that has the most volunteer participation in the village and since the initial merger idea came from us, we are ready to take the lead in carrying this project through. In fact, some of our board members are also involved in at least three of the other four NPH organizations in the village.

The community organization, *La Maisonnée Verte*, has offered to provide some of the material needed to hold the meeting such as the projector and microphone. Since housing issues are so important in our village, *La Maisonnée Verte* has come forward to help us succeed in our endeavours. One of the community workers has even offered to help with the promotion effort in the community.

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

The most difficult task will be to get everybody on board. Each organization has their own vision and history and we know that some of the organizations might have some concerns regarding loss of identity through this process.

One way we plan on overcoming this challenge is by doing a community-wide consultation and organizing a more intimate meeting between the different boards. We hope to be able to address potential reluctance by reaffirming the social and common purpose behind this project and by encouraging new and increased participation of the community.

Hiring a liaison agent will facilitate the consulting and make sure everybody is on the same page.



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

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

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)

How many units, buildings, tenants, organizations and staff do you foresee benefiting from your project? (Approximate. Fill out only those that apply to your project).

Units	93
Buildings	8
Tenants	120
Organizations	5
Staff	0

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?

We want for our project to have as much impact as possible in our area and in the surrounding villages. By doing a successful consolidation with local partners, we hope that it will inspire other community housing organizations to do the same and join us. We will have a full report of our project results that we wish to share with other organizations that go through similar situations. Our collaboration with the Regional Federation of Non-Profit Housing will allow us to share our progression and full experience through their newsletter. We participate on a regular basis to several workshops and training offered by the Provincial Network for Community Housing during their Annual Conferences. We once participated to share our experience around social guidance and services given to tenants in rural context. We would be happy to share our results on the consolidation of multiple community housing providers in a rural context. We are sure that the Provincial Network will be open to give us that opportunity since a lot of other organizations share the issue that we are experiencing.



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
	<p><i>What needs do you hope to meet? What gaps will this project fill? What difference do you hope to make?</i></p> <p>...</p> <p><i>Include any data supporting the need for your project.</i></p>	<p><i>How will you know your project is successful? What will your milestones look like along the way?</i></p> <p>...</p> <p><i>Include how you will gather data along the way to measure your success.</i></p> <p><i>Outcomes will guide your reporting.</i></p>
<ul style="list-style-type: none"> ▪ Leverage existing funding 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
<ul style="list-style-type: none"> ▪ Lead the sector to reduce its environmental footprint 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
<ul style="list-style-type: none"> ▪ Encourage housing initiatives for Indigenous communities 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
<ul style="list-style-type: none"> ▪ Develop tools and make them more accessible 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
<ul style="list-style-type: none"> ▪ Support sectoral consolidation and other partnerships 	<ul style="list-style-type: none"> ▪ We need to merge or establish better partnerships among existing NPH organizations in the village. We want to avoid any loss of affordable housing units. 	<ul style="list-style-type: none"> ▪ Merge or consolidate with at least one other organization in the village.
<ul style="list-style-type: none"> ▪ Reinforce organizational capacity 	<ul style="list-style-type: none"> ▪ Through merging, we could afford to hire a full-time employee to take care of the administrative work. 	<ul style="list-style-type: none"> ▪ Hire a staff member to do some of the administrative tasks.
<ul style="list-style-type: none"> ▪ Enhance sector resilience 	<ul style="list-style-type: none"> ▪ Conduct several meetings to find a common ground on which all NPH organizations in the village can start working together. Put together a proposal on how to do the merging or consolidation. 	<ul style="list-style-type: none"> ▪ Producing a merging or consolidation proposal.



<ul style="list-style-type: none"> Identify and fill sectoral gaps in housing services 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Engage community 	<ul style="list-style-type: none"> Bring more people to participate in our organization. Replenish our volunteer board and involve the rest of the community to get involved as well. 	<ul style="list-style-type: none"> Having integrated four or more new board members.

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 <i>(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.)</i>	End date <i>(please remember your project must be completed by 2024).</i>	Primary activities <i>(material resources, people involved [internal and external])</i>	Comments
Planning/initiation stage	February 1, 2020	March 31, 2020	<p>People involved: Isid'House's Board members, consultants, a liaison agent, volunteers.</p> <p>Main activities:</p> <ul style="list-style-type: none"> - Prepare the meeting, - Invite partners to engage in a round of consultations - Announce the meetings - Hire a liaison agent. 	8 weeks
Execution stage	April 1, 2020	August 31, 2021	<p>People involved: Board members of all NPHs organizations, a consultant, a liaison agent, volunteers, the community, the city counselor.</p> <p>Main activities:</p> <ul style="list-style-type: none"> - Conduct a series of meetings to explain the project, align objectives to fit each stakeholder's priorities and 	22 weeks



			<p>begin to build the basis of the future merged organization.</p> <ul style="list-style-type: none">- Carry out the external consulting with accountants and lawyers to obtain their analysis.- Put together a final proposal including a plan for the restructuring of the organizations.	
Closure stage	September 1, 2020	December 31, 2020	<p>People involved: Board members of all NPHs organizations, a consultant, a liaison agent, volunteers, the community, the City counselor.</p> <p>Main activities:</p> <ul style="list-style-type: none">- Sign the common agreement for the merger or consolidation- Hold a meeting to present the final agreement to the community- Communicate the results in the village- Conduct merger and implement the restructuring plan	17 weeks



Budget

Provide a detailed budget for the project

Revenue		2020	Total	Comment
	Transformation Centre Grant	\$45,000	\$45,000	
	Other Grants	\$0	\$0	
	Fundraising/Donations	\$0	\$0	
	Internal Revenue	\$0	\$0	
	Other	\$0	\$0	
Expenses				
	Personnel – Internal Wages and Benefits	\$0	\$0	
	Personnel – External Professional/Consultant	\$40,000	\$40,000	
	Direct Costs (<i>travel, materials, equipment, supplies, licensing, training costs</i>)	\$4,000	\$4,000	
	Indirect Costs (<i>rental space, insurance, maintenance, etc.</i>)	\$500	\$500	
	Other	\$500	\$500	



Community Housing
Transformation Centre
Centre de transformation
du logement communautaire

PROGRESS REPORT

December 5, 2019
www.centre.support

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
	<i>What needs did you hope to meet? What gaps was this project going to fill? What difference did you hope to make?</i>	Has your understanding of the identified needs changed? If so, please explain.	<i>How will you know your project is successful? What will your milestones look like along the way?</i> ... <i>Include how you will gather data along the way to measure your success.</i>	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?
▪ <i>Filled in</i>	▪ <i>Filled in</i>	▪	▪ <i>Filled in</i>	▪
▪	▪	▪	▪	▪

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 <i>(material resources, people involved [internal and external]) (text box)</i>	Comments <i>(text box)</i>
Planning/ initiation stage	<i>Filled in</i>			
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 <i>(Info generated by the system)</i>	Actual	Comments
Transformation Centre grant			
Other grants			
Fundraising/ donations			
Internal revenue			
Other			
TOTAL REVENUE	-\$	-\$	

Expenditure <i>(these categories should match with the info on the application form)</i>	Description	Budget as per grant application <i>(info generated by the system)</i>	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



Community Housing
Transformation Centre
Centre de transformation
du logement communautaire

FINAL REPORT

December 5, 2019
www.centre.support

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
	<i>What needs did you hope to meet? What gaps was this project going to fill? What difference did you hope to make?</i>	<i>What needs did you hope to meet? What gaps was this project going to fill? What difference did you hope to make?</i>	Has your understanding of the identified needs changed? If so, please explain and provide any relevant data.	<i>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.</i>	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?	<i>Have you achieved your proposed outcomes? Provide any relevant data.</i>
▪ 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	<i>Filled in</i>			
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 <i>(Info generated by the system)</i>	Actual	Comments
Transformation Centre grant			
Other grants			
Fundraising/ donations			
Internal revenue			
Other			
TOTAL REVENUE	-\$	-\$	

Expenditure <i>(these categories should match with the info on the application form)</i>	Description	Budget as per grant application <i>(info generated by the system)</i>	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