



Community Housing
Transformation Centre
Centre de transformation
du logement communautaire

Annual Report 2019-2020

A Promising Start



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Annual Report 2019-2020

Message from the President and the Executive Director

The community housing sector is proud and happy to be a frontline contributor to the general effort expressed by the National Housing Strategy (NHS).

More than 1.7 million households across Canada are living in housing need – this means that they're living in homes that are either inadequate or unaffordable. Public institutions and governments of all levels have decided to join forces to facilitate the achievement of the common goal of ensuring a home for all.

A year ago, the Centre was set up to support, encourage and facilitate the actions of thousands of community housing groups, working on the ground, to achieve this objective.

A new player in the bustling world of community housing, the Centre is the result of an exemplary collaboration between the main existing organizations. They have long seen the need of increased collaboration to enable the mechanisms already in place to act even more effectively.

Above all, the Centre offers the entire movement the means to intervene in a daring way and explore avenues of action that are not encouraged by traditional programs.

In fact, the Centre aspires to be the tool of a true cultural revolution in community housing.

By emphasizing the enhancement of the organizational capacities of the stakeholders, it broadens horizons and envisions the future beyond a simple repetition of past actions.

Too often over the past 25 years, official policies have prevented our sector from adequately responding to the challenges that society's evolution brought to housing. The very real consequences of this inability have been the emergence of mass homelessness, a dramatic rise in rents and the spread of unbridled real estate speculation with disastrous social and financial consequences for the vast majority.

It is therefore important to underline the financial contribution and organizational openness that Canada Mortgage and Housing Corporation has shown in this adventure. Without the Corporation, we would not have succeeded in gathering the necessary means to launch the Centre.

The NHS is an expression of the desire to make a real difference in the housing sector. The Centre will act as an important resource in the community housing sector, ultimately playing an integral role in the NHS.

We must, however, remain realistic, because in light of these ambitious objectives, the means available to the Centre are very modest. But, *doing a lot with a little* is certainly a hallmark of the movement, and the report that follows undoubtedly confirms that we are indeed the heir to the sector's energy and creativity.

By emphasizing the development of the organizational capacities of the stakeholders, it broadens horizons and envisions the future beyond a simple repetition of past actions.

Tim Ross
President

Stéphan Corriveau
Executive Director



OUR VISION

Supporting a resilient, growing, sustainable and inclusive community housing sector.

TRANSFORMING the community housing sector COLLECTIVELY



Introduction

The Community Housing Transformation Centre finally took off in 2019-2020. The word “finally” is important because the period covered by this report followed nearly three years of debates, dreams, negotiations and gestation between the initiating groups, the federal government and Canada Mortgage and Housing Corporation (CMHC).

Owing to a ten-year framework agreement with CMHC towards the end of the 2018-2019 fiscal year, the Centre began to take shape and offer its services to the world of community housing across Canada.

These twelve months of intense activity are divided into three periods.

From April to December 2019, most of our energy was devoted to operationalization, meaning the development of human, material and organizational resources. Simultaneously, we worked on branding and advertising to bring awareness to the Centre and its available funding.

The second phase, as planned, involved the roll-out of the Centre’s programs and activities across the country.

In mid-March, we were dealt a blow: like the rest of the world, the pandemic forced us to review our game plan—particularly in regard to the next 365 days.

The following report explores these three stages in more depth.

First Phase – The Set Up

Under the direction of an interim board of directors, appointed by consensus among the groups associated with the creation of the Centre, the Co-operative Housing Federation of Canada assumed the role of an incubator for the Centre. The arrival of Stéphan Corriveau as Executive Director on July 1, 2019, marked the start of the Centre’s autonomous operations.

Overcoming Writer’s Block

While the dreams associated with the creation of the Centre were relatively clear, the mechanics of the organization had not yet been the subject of much thought, prior to the signing of the agreement with CMHC.

In just few months, we had to build a team, acquire the necessary equipment, make agreements with service providers, draft and adopt a series of policies and guidelines, and put in place a democratic structure. In other words, there was a need to establish a functional organization capable of transparently and efficiently managing and allocating millions of dollars, and maintaining active links in all regions of Canada and with all segments of the community housing world, all this in less time than what is normally required to build a single house!

Although much work remains to be done, after many sleepless nights, on December 13, 2019, we delivered on all our promises by offering the services indicated in the CMHC agreement. In doing so, the Centre had achieved an important milestone, while simultaneously demonstrating its viability.

Among the significant accomplishments from July 1st to December 13, 2019 was the completion of a strategic planning exercise, giving the Centre’s team a clear vision of the work to be done in the next five years.

From Theory to Practice - A Successful Strategic Planning

The COVID-19 pandemic has demonstrated first-hand that housing is more than just a commodity.

Housing is a necessary tool for protecting the life and health of individuals and the whole community. In this sense, although it has somewhat muddied the waters, COVID-19 has above all strongly demonstrated the relevance of our vision, mission, values, objectives, and, above all, the value of our strategic planning.

2020-2025 Strategic Plan



Vision

Supporting a resilient, growing, sustainable and inclusive community housing sector.

Mission

- **To connect and partner with sector, service and community housing providers to facilitate sector wide transformation.**
- **To fund, support and build organizational capacity where gaps and needs exist.**

Values

Transparency We communicate our intentions, actions and policies.

Accountability We report to the sector and our funders, we respond to the needs and asks of the sector.

Cooperation We leverage our actions and the sector capacity through partnership.

Efficiency We increase results and deliveries by being accessible to the sector and flexible in our operation.

Integrity We operate openly and honestly and are true to our mission and vision.

Equity We deliver our services according to need.

What We Are Not • What We Don't Do

- An "off-ramp" for government participation to support the people and the sector
- A funder of "bricks and mortar"
- A provider of service to individual people

Key Result Areas and Objectives

1. Reconciliation with Indigenous Peoples

- 1.1 To promote within and outside of the Centre the criticality of reconciliation
- 1.2 To focus on and respond to calls to action related to Indigenous Peoples
- 1.3 To engage and support Indigenous led and/or managed housing providers and support their transformational agendas
- 1.4 To create tools and training to support community housing providers in reconciliation efforts

2. Enhancing Environmental Sustainability and Reducing Sector Footprint

- 2.1 To help housing providers reduce their environmental footprint
- 2.2 To help tenants and members reduce their environmental footprint
- 2.3 To promote the use of untapped tools and encourage best practice adoption

3. Resilience and Innovative Practices

- 3.1 To improve the quality of management and governance in the sector
- 3.2 To enhance community housing provider awareness of their business results
- 3.3 To support providers in exploring new management and business models

4. Social Inclusion and Community Engagement

- 4.1 To promote meaningful and strong tenant and community engagement
- 4.2 To provide resources and tools and showcase best practices
- 4.3 To improve community housing organization for tenant and community engagement

5. Sector Growth

- 5.1 To promote and leverage existing funding models for growth
- 5.2 To support exploration of new growth models (acquisition, land trust, other)
- 5.3 To increase access to tools and resources to promote community housing as a solution
- 5.4 To identify sector gaps (emerging issues and opportunities) and fill them (e.g. impacts of boom and bust economic cycles)

6. Effective Centre Organizational Stewardship

- 6.1 To build staff expertise and engagement through professional development and empowerment
- 6.2 To create an effective and functioning governance structure
- 6.3 To establish clear and effective external and internal communication

Outstanding Governance

The relevance of our action is directly linked to our ability to fully understand the regional and thematic realities that make up the entire sector.

Through its democratic structures, the Centre can understand what is happening across the country and offer services tailored to the specific circumstances of each group.

In addition to the Board, composed of 11 people from the community housing sector throughout all regions of the country, the Centre can count on a genuine democratic and participatory structure to keep it rooted and relevant in its actions.

Between its election at the General Assembly in August 2019 and March 31, 2020, the Board met three times, including a two-day meeting in October 2019 to complete the strategic planning process. Board committees meet regularly and report at each meeting of the Board.

Thanks to the work of the committees, the team and the Board, many policies have been adopted, including the following:

- Ethics and conflicts of interest
- Harassment
- Allocation of funds
- Data management and protection
- Expenses
- Risk management
- Membership
- Working conditions

The People who Govern the Centre

The 2019-2020 Board of Directors

Tim Ross, President
Jill Atkey, Vice-President
Alexandra Wilson, Treasurer
Jeff Morrison, Secretary General
Jacques Beaudoin, Administrator
Daniel Godin, Administrator
Kit Hickey, Administrator
Pamela Hine, Administrator
Martina Jileckova, Administrator
Ami Patel, Administrator
Margaret Pfoh, Administrator

The Finance and Audit Committee

Alexandra Wilson, Chair
Kit Hickey
Ami Patel

The Allocation Committee

Jeff Morrison, Chair
Pamela Hine
Daniel Godin
Margareth Pfoh

The Ethics and Governance Committee

Jacques Beaudoin, Chair
Jill Atkey
Pamela Hine

The Nomination Committee

Judy Lightbound, Chair
Jeff Morrison
Thom Armstrong



COMMUNITY POWERED

Strong Partnerships - Lasting Change

Our members represent and serve the needs of Canada's community housing sector.



British Columbia Non – Profit Housing Association (BCNPHA)

BCNPHA is the association of non-profit housing providers in British Columbia. BCNPHA represents 434 no –profit housing providers (a total of 44,107 units) as well as one government provider with approximately 7,000 units. BCNPHA provides its services, programs, and resources to member and non-member providers throughout the province.



Canadian Housing and Renewal Association (CHRA)

The Canadian Housing and Renewal Association has 333 members including social housing providers, non-profit organizations, municipalities, all provincial/territorial housing departments, individuals, and businesses. CHRA, through its Indigenous Caucus, works together for better housing for northern, rural, and urban First Nations, Métis, and Inuit Peoples.



Confédération québécoise des coopératives d'habitation (CQCH)

Confédération québécoise des coopératives d'habitation is the voice for co-op housing in Quebec. There are approximately 1,300 housing co-ops in Quebec and more than 30,000 units. CQCH provides asset management planning, financial viability and energy sustainability assistance, and governance support to co-ops throughout Quebec in both official languages.



Co-operative Housing Federation of Canada (CHF Canada)

The Co-operative Housing Federation of Canada is the unified voice of housing co-ops across Canada. CHF Canada represents over 900 housing co-ops, approximately 92,000 units, and a quarter of a million Canadians. CHF Canada provides asset management, insurance, co-op support, education, and advocacy in every province and territory.



Co-operative Housing Federation of British Columbia (CHF-BC)

The Co-operative Housing Federation of British Columbia has 249 member co-ops with 13,540 co-op homes across British Columbia. CHF BC provides asset management planning, access to preferential financing, and commercial services, as well as education programs and advocacy for its members.



Housing Services Corporation (HSC)

Housing Services Corporation provides programs and services to Ontario's affordable housing sector to sustain and preserve building assets. Among HSC's focuses are energy services to improve building efficiency and energy conservation, insurance and risk management, and asset management.



Ontario Non-Profit Housing Association (ONPHA)

The Ontario Non-Profit Housing Association represents more than 700 non-profit housing providers. ONPHA's members house more than 400,000 people in 170,000 homes in 220 Ontario communities. ONPHA fills knowledge gaps through its original research and analysis. ONPHA provides education resources and provider support to its members.



Réseau Québécois des organismes sans but lucratif d'habitation (RQOH)

Réseau québécois des OSBL d'habitation is made up of 8 regional federations that represent 1,200 autonomous non-profit housing organizations independent of governments. Across Quebec, these offer nearly 55,000 housing units.



The Agency for Co-operative Housing (The Agency)

The Agency for Co-operative Housing is the not-for-profit administrator of federal co-operative housing programs in BC, Alberta, Ontario and PEI, under agreement with CMHC. The Agency – among other responsibilities – reviews co-ops' financials, approves replacement-reserve plans, and assists co-ops in difficulty.

A Team Combining Expertise and Enthusiasm

Throughout the year, the team has been enriched with new people who have been chosen for their skills, energy and knowledge. Thanks to their hard work, the Centre has managed to become operational in a very short time.

Stéphan Corriveau, Executive Director

**Harry Court, Chief Information Platform and Communication Management
(August to December 2019)**

Solange Garçon , Executive Assistant

Marina Sloutsky, Program Manager (September 2019 to march 2020)

Chrissy Diavatopoulos, Program Manager

Luc Labelle, Program Manager

Marie Brouillette, Operations Director

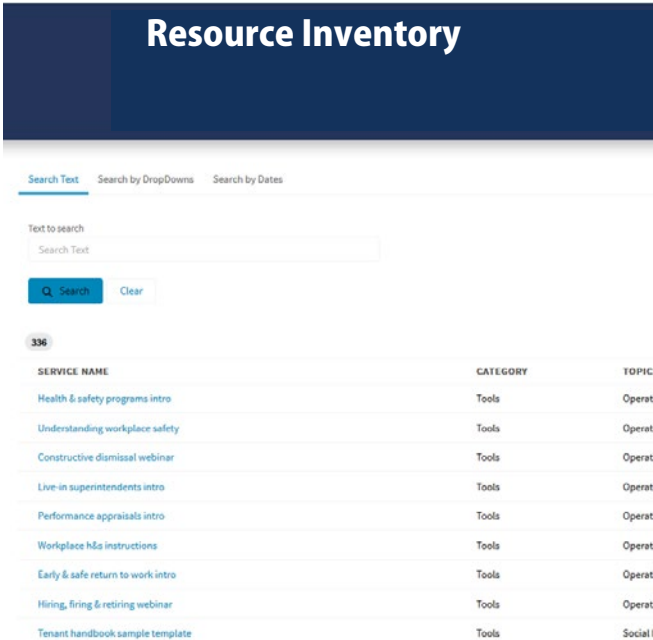
Jennifer Hille, Communications Manager

The Resource Inventory

With its thousands of experienced groups, hundreds of coalitions, networks, federations and associations, the community housing world already has great expertise, a vast assortment of tools, manuals, training and resources of all kinds.

Unfortunately, there is no complete repertoire of these different resources: groups often feel as if they have to reinvent the wheel to solve a problem that has a tangible solution.

The Centre launched its Resource Inventory to fill this gap. Although still incomplete, it already has hundreds of tools, references and services listed. We look forward to expanding this important service and promoting it as it grows.



SERVICE NAME	CATEGORY	TOPIC
Health & safety programs intro	Tools	Operati
Understanding workplace safety	Tools	Operati
Constructive dismissal webinar	Tools	Operati
Live-in superintendents intro	Tools	Operati
Performance appraisals intro	Tools	Operati
Workplace h&sa instructions	Tools	Operati
Early & safe return to work intro	Tools	Operati
Hiring, firing & retiring webinar	Tools	Operati
Tenant handbook sample template	Tools	Social I

Visibility and communication

There is a common idea that says “What you don’t know, does not exist”. The Centre is no exception to this rule. From inception, we have invested a significant part of our resources in order to inform as many groups as possible in the sector about our existence and the resources that we make available to them (Resource Inventory, funding programs, self-assessment tool, etc.).

This visibility and communication work includes our website (which is constantly evolving), social networks (FB, Twitter, LinkedIn), our newsletter (distributed on a monthly basis to several thousand subscribers), webinars (half a dozen on our platform and as many on partner platforms) as well as workshops and conferences in all regions of the country (around twenty in 2019-2020).

All of this was facilitated by the members and the Centre’s many partnerships across the country, including with CMHC.



Advanced Technical Resources

One of the advantages of starting from scratch is being able to choose the most advanced technical means in terms of tools and work organization. From the outset, the Centre set up entirely paperless procedures based on cloud computing. This approach increased efficiency and facilitated organizational flexibility—this proved particularly useful during confinement.

Second Phase - A Successful Take Off

While the Centre's first public activities took shape in the spring of 2019, mainly through the first edition of its website, its Resource Inventory and a series of conferences, it is without a doubt that the turning point of the year was the launch of funding activities in mid-December 2019.

Funding Programs

The collective energy and intelligence devoted to the development of the Centre's three major funding programs allows the sector to use these resources to support important tools of action for the evolution of community housing.

Unfortunately, the Centre does not have its own funds for this exercise. All of the money distributed comes from CMHC. It is necessary here to underline the attitude of the Crown corporation which found a way to balance the controls ensuring a sound management of public funds while granting the Centre and in so doing also the sector, the necessary freedom to define the allocation processes.

Built on a logic that combines rigour, expertise, creativity and simplicity, the application, evaluation and allocation processes started immediately on the target date of December 13, 2019 for all three funds. The following diagram on page 13 provides a quick glance at the highlights of the funding distributed by the Centre per region.



Our Grants



Local Projects Sector Transformation Fund

Enhance the capacity of your local organization to provide affordable housing in a better way



Sectoral Impact Projects Sector Transformation Fund

Develop new services, models or tools to help the sector build and manage affordable housing



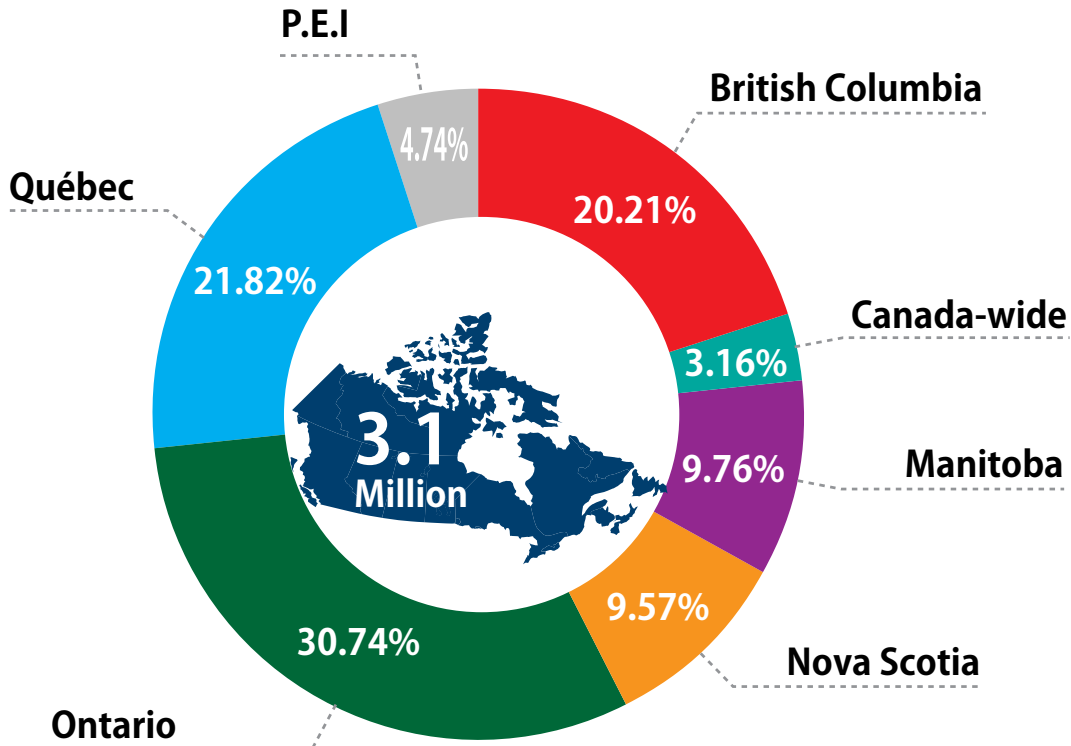
Community-Based Tenant Initiative

Tenant engagement projects that aim to involve tenants in housing decisions that impact them and in defining services



Three Million Dollar Boost for Canada's Community Housing Sector

Allocated Funds per Region



In the last four months of the year, the Centre's dynamic team worked efficiently to approve the first 32 project grants. After studying numerous proposals, more than three million dollars was allocated to transformational projects during the organization's first financial year.

As a new pan-Canadian organization, we are pleased to support local and regional projects in seven provinces, and some Canada-wide ones impacting all jurisdictions. Projects are evaluated according to their specific context. Some provinces, such as British Columbia, Ontario, or Quebec, have the advantage of working with well-established structures. In other areas, the Centre is involved in supporting the development of such provincial entities. Our three funding streams are also designed to assist projects in line with our strategic priorities.

As a new pan-Canadian organization, we are pleased to support local and regional projects in seven provinces, and some Canada-wide ones impacting all jurisdictions. Projects are evaluated according to their specific context.

The Centre aims to support organizations with transformative projects. More specifically, all funded projects must show innovative approaches, tools or practices that can serve as a model for the community housing sector. In 2019/2020, the three largest provinces received a significant portion of the Centre's funding, approximately \$ 2.2 million, which represents 71% of the allocated envelope. Manitoba and New Brunswick have received funding via the Sector Transformation Fund-Sector Impact Project. In Nova Scotia, a Sector Transformation Fund-Local Project was awarded, as well as a project from the Community-Based Tenant Initiative Fund. A Prince Edward Island project was funded to support Indigenous tenant engagement, through the Community-Based Tenant Initiative Fund.



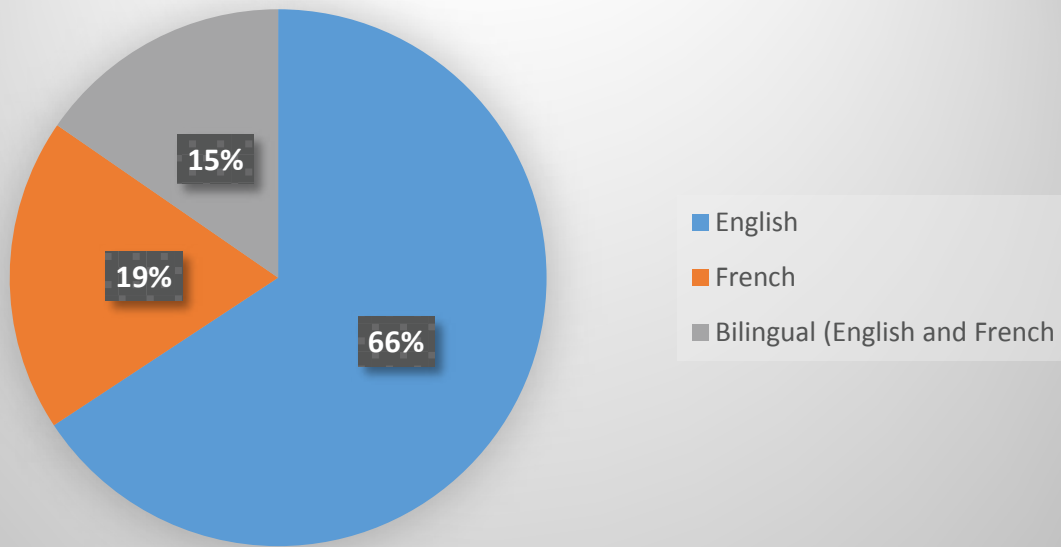
Volunteer Reviewers

One of the important aspects of the fund allocation process is the involvement of peers in the assessment of project applications. Indeed, thanks to over 100 Volunteer Reviewers, all from the world of community housing, the Centre selects projects that respond in an exemplary manner to the objective of advancing the right to housing through resilience, improvement and the growth of community housing and the promotion of tenants' rights.

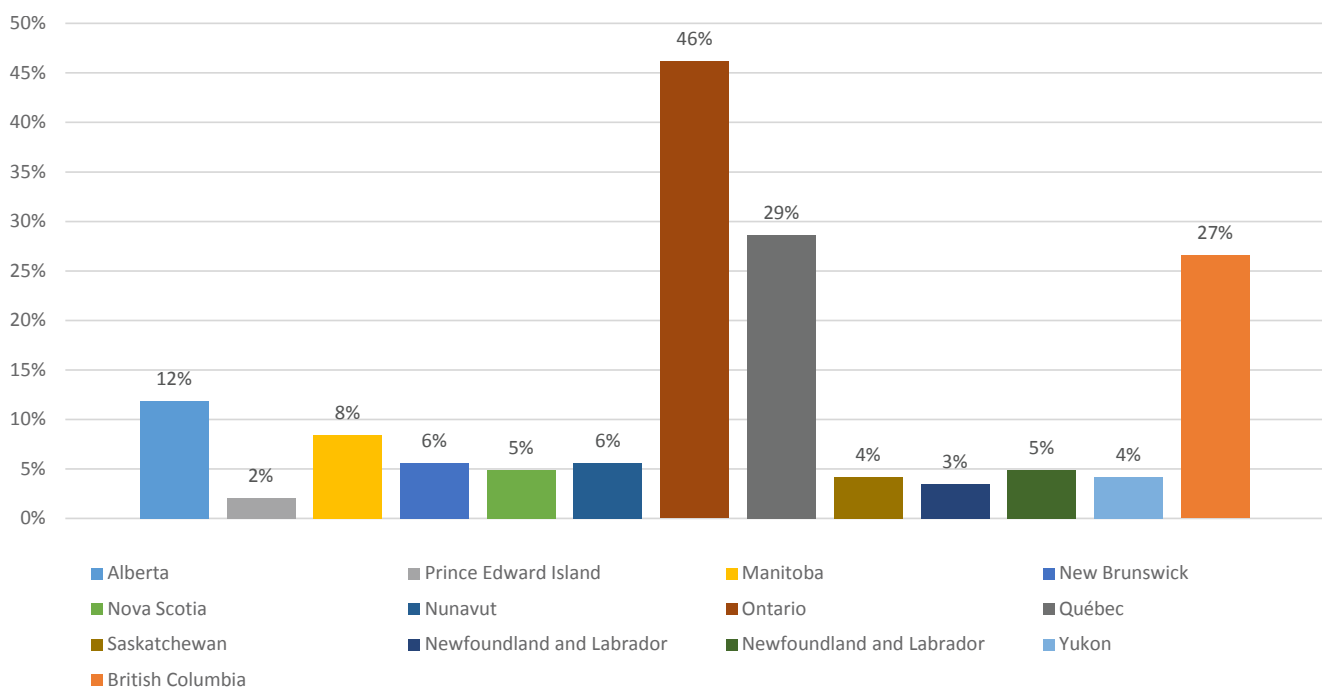
The voluntary participation of reviewers is also a way of enriching sector knowledge by fostering a phenomenon of cross-pollination between the groups that submit an application and the groups in which the reviewers are already involved in. By exposing them to innovative ideas, the ideas in turn circulate and enhance direct exchanges between diverse groups.

We would like to thank the reviewers who participated in the project analysis process during the year. Their feedback and comments are invaluable to the process of transformation that we, collectively, are engaged in.

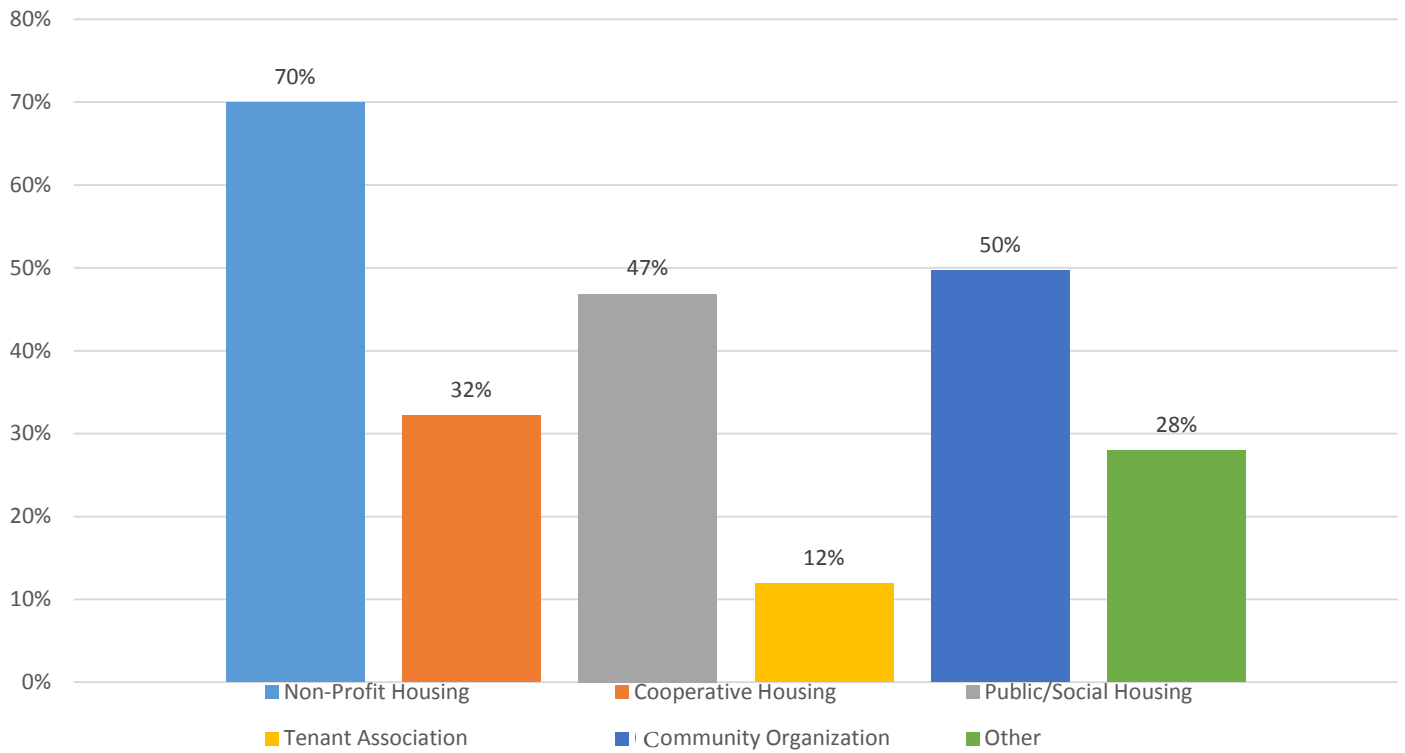
Language Spoken by Our reviewers



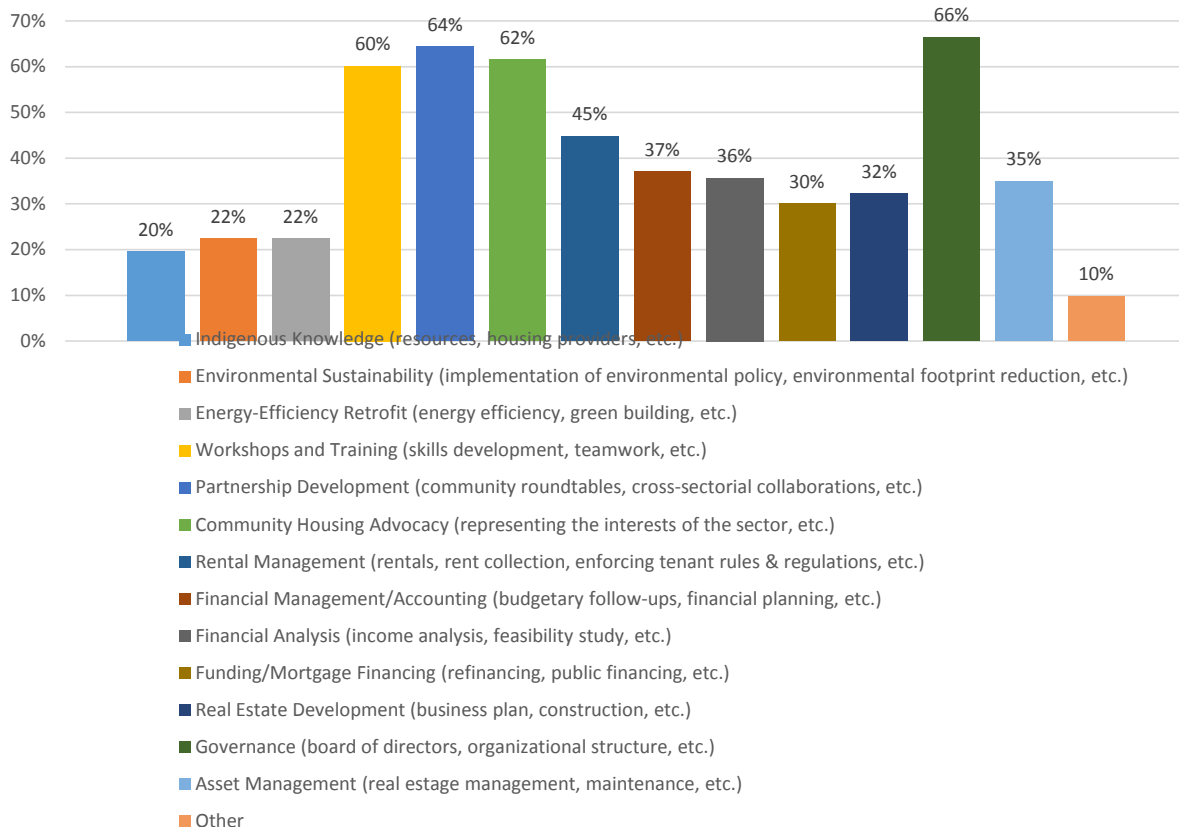
Provinces with which our reviewers have experience and knowledge



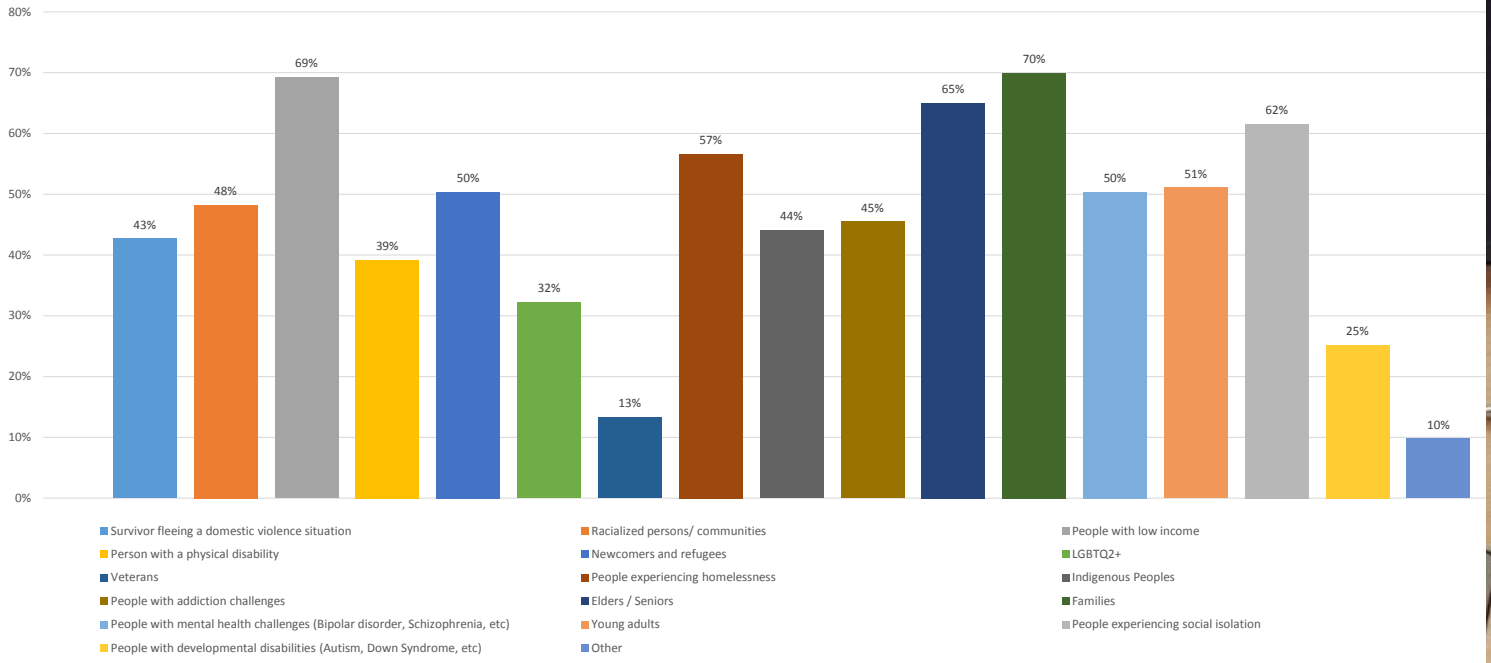
Areas of Expertise of Our Reviewers



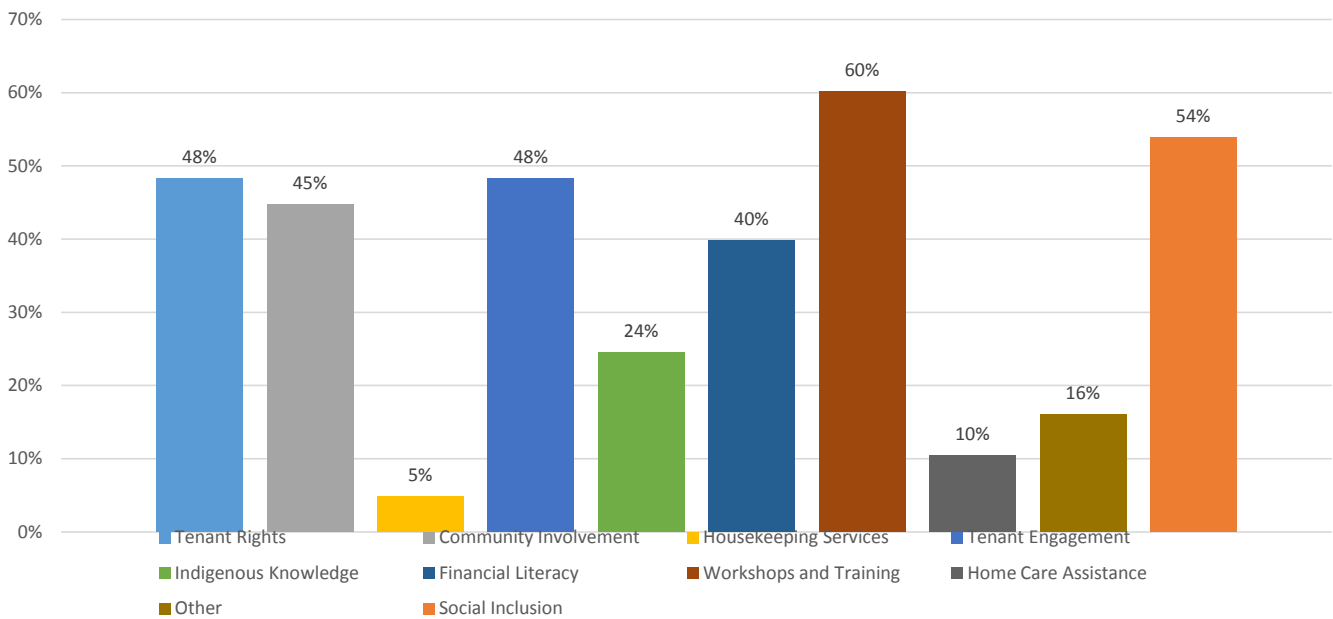
Field(s) of Expertise of the Reviewers Related to Community Housing Services



Population with Which Our Reviewers Have Experience and Knowledge



Field(s) of Expertise Related to Tenant/Community Services



Greener Co-op Microgrant 2020



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Co-operative Housing
Federation of Canada



Project:

Greener Co-op Microgrant
2020

Grant:

Local Project - Sector
Transformation Fund

Territory:

In co-operative housing across the country

Amount:

\$100,000 over 6 months

Parent Organization:

Co-operative Housing Federation of
Canada (CHF Canada)



Brief:

The Microgrant program was launched in 2016 by CHF Canada and the Agency for Co-operative Housing. It is offered this year for the fifth consecutive time. This program funds small projects—anywhere from \$500 to \$4,000—that reduce greenhouse gases, improve air quality, or help co-ops adapt to climate change, and inspire others with best practices. Previously funded projects range from composting, community gardens, e-bike charging stations and bike storage, solar panels for powering gardening tools, lighting upgrades and many more. This year alone 42 housing co-ops received just under \$130,000 in microgrants.

Showcasing Three Project Highlights

10,650

New Housing Units for Seniors in 88 Establishments



**Seniors participating
in the life of their community**



Community Housing
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Project:
Community Housing for
Quebec Seniors and Elderly

Grant:
Sectoral Impact Projects -
Sector Transformation Fund

Territory:
Québec

Amount:
\$ 150,000 over 12 months

Parent Organization:
The Association des groupes de ressources
techniques du Québec (AGRTQ)



Brief:

The Centre's contribution is essential to launch the project. It will allow this social economy enterprise to develop its organizational capacity and consolidate its tools (financial, legal, communicational) and partnerships. The main goal is to build 10 650 housing units over the next 20 years distributed among 88 housing developments. This will increase available community housing stock for Quebec seniors and develop a community housing network for seniors, adapted to the changing needs of seniors and elderly people with median and low income.

Showcasing Three Project Highlights



Empowering tenants to shape the future of their housing conditions



Community Housing Transformation Centre
Centre de transformation du logement communautaire



DTES SRO Collaborative

Project:

Downtown Eastside
Vancouver SRO Hub

Grant:

Community-Based Tenant
Initiative Fund

Territory:

Downtown Eastside / Granville South
neighbourhoods, Vancouver, BC

Amount:

\$ 150,000 over 3 years

Parent Organization:

SRO Collaborative Society



Brief:

Approximately 4,000 residents of Vancouver's Downtown Eastside, one third of which are Indigenous, live in about 100 privately owned Single-Room Occupancy (SRO) buildings. This housing stock plays an integral role in the continuum of housing choices for vulnerable and low-income residents, often acting as the last rental home option before homelessness. This project aims to improve living conditions and tenant engagement, promote building rehabilitation, and stabilize rents in seven 'pilots' privately owned SRO hotels over the next three years.



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Projects Funded By The Centre in 2019/2020

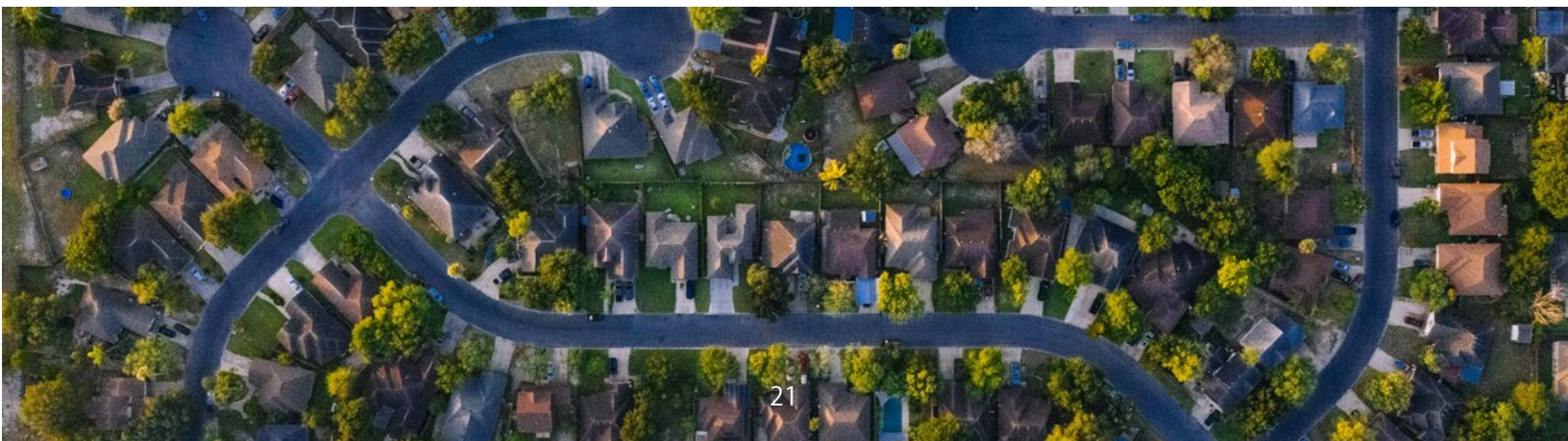
All five priority areas are well represented in the Centre's allocated funding. The Centre's representations throughout Canada have promoted existing grant programs aimed to reduce gaps in services to Indigenous populations. Other funded priority areas include promoting innovative business practices and projects favouring social inclusion of the community housing sector's growth. All five priority areas are well represented in the allocated funds, even if less local projects have applied for funding to reduce the sector's environmental footprint.

Although fewer organizations have applied for funding with the intent of reducing the sector's environmental footprint, in a shifting global context where awareness for ecological priorities among political actors slowly spreads, we expect to receive more of these grant applications in the coming year.

Sector Transformation Fund – Sectoral Impact

The 2019-2020 Grantees

1. **Buddy Up! - Digital tools for Sharing Knowledge and Building Capacity among Members in Housing Cooperatives, Co-operative Housing Federation of Canada, \$220,000.**
2. **Reducing the Energy Footprint of the New Brunswick Non-Profit Sector, New Brunswick Non-Profit Housing Association, \$24,000.**
3. **NBNPHA Member Information System, New Brunswick Non-Profit Housing Association, \$48,800.**
4. **Habitations communautaires pour aînés du Québec, Habitations communautaires pour aînés du Québec, \$150,000.**
5. **Structuring the educational housing sector, Services UTILE, \$300,000.**
6. **Ottawa Shared Services Project - Phase III, The Social Housing Registry of Ottawa, \$200,000.**
7. **Transforming Social Housing in Manitoba: Business Planning and Initial Implementation of a Community Land Trust Model, Manitoba Non-Profit Housing Association Inc., \$300,000.**
8. **Compass NS Co-operative Homes Ltd. Scale Up/ Growth Strategy, Compass Nova Scotia Co-operative Homes Ltd., \$49,000.**

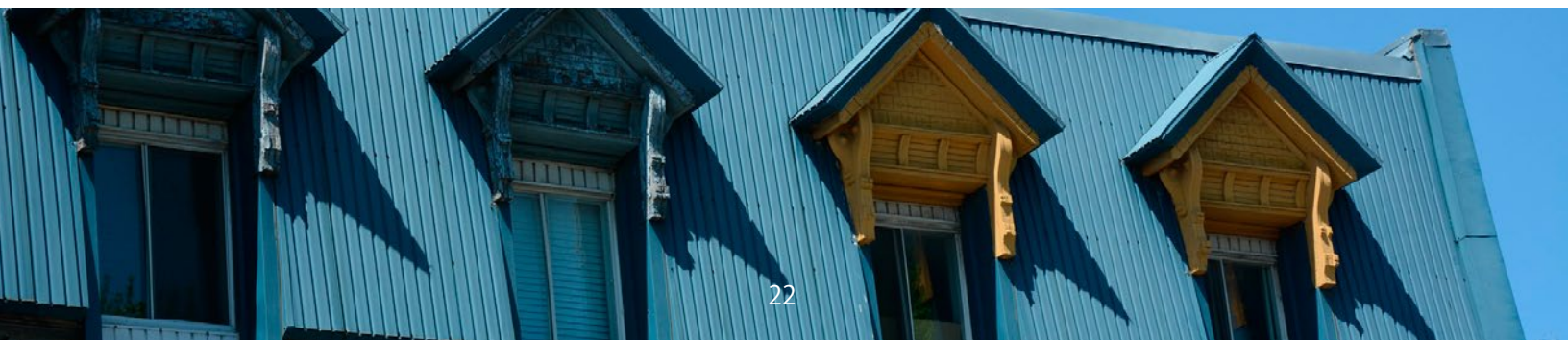


Sector Transformation Fund – Local Project

The 2019-2020 Grantees



1. A new future for 730 homes, Circle Community Land Trust, \$150,000.
2. Co-operative Housing Land Trust Co-op Growth Planning Pilot, Co-operative Housing Federation of Toronto, \$100,000.
3. Building Capacity in Orleans through Collaboration, Orleans Cumberland Community Resource Centre, \$32,188.
4. Bedrock Project, Phoenix Youth Programs, \$148,100.
5. Centretown Ottawa Citizens Corporation, Ottawa Community Land Trust, \$150,000.
6. Indigenous Cultural Belonging & Engagement, Victoria Cool Aid Society, \$149,923.
7. Metro Vancouver Jewish Housing Registry, Tikva Housing Society, \$5,000.
8. NYC Integration Due Diligence Project, Madison Community Services, \$49,500.
9. Growth Strategy, Compass NS Co-operative homes Ltd., \$49,000.
10. Optimization of governance, accounting and taxation of Inter-Lodge and its associated groups, Inter-Loge Centre-Sud, \$50,000.
11. Valemount Cares -Feasibility and Management Plan, Valemount Senior Citizens Housing Society, \$49,000.



Community-Based Tenant Initiative Fund

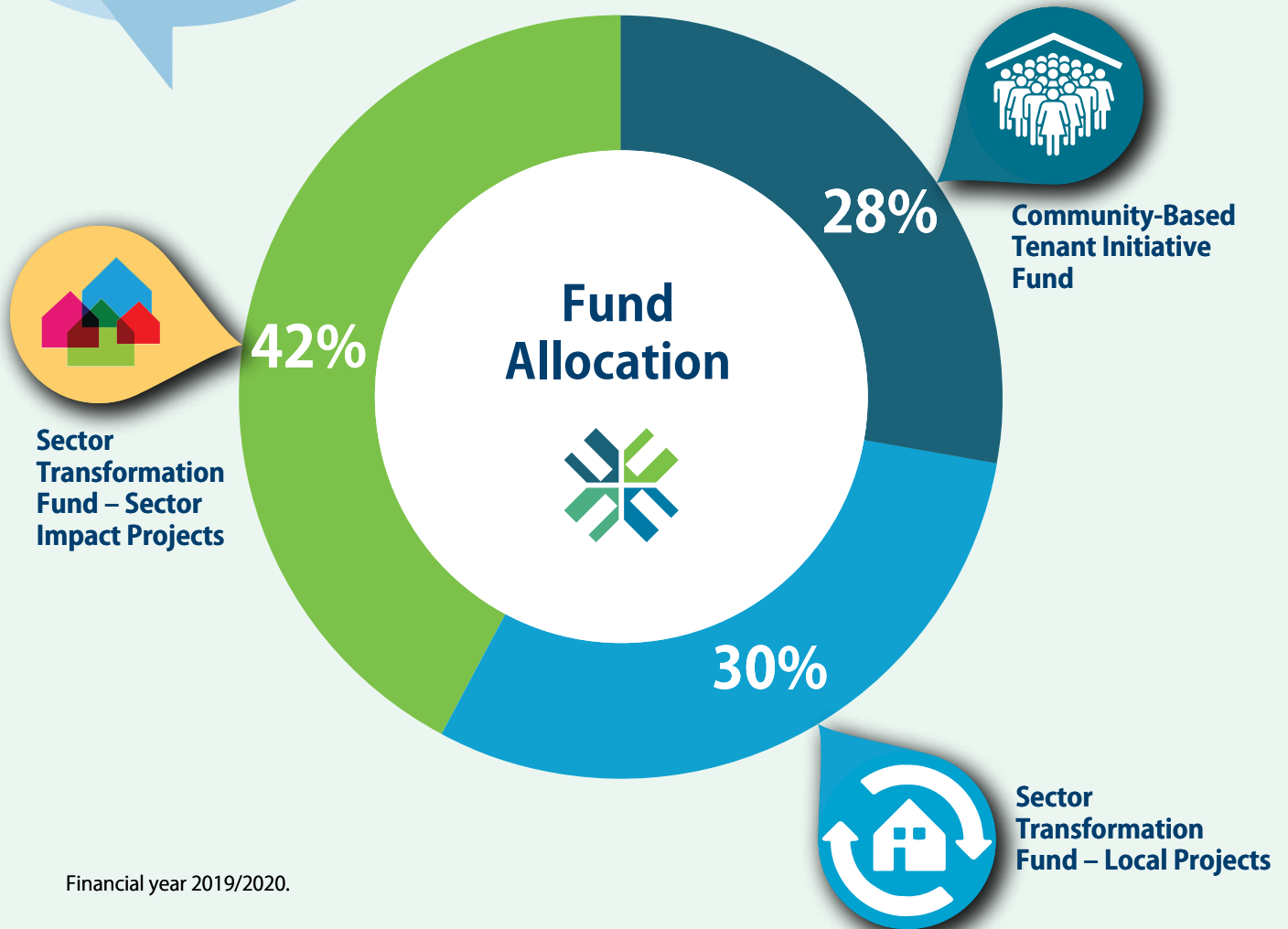
The 2019-2020 Grantees



1. Indigenous Tenant Support Initiative (ITSI), The Native Council of Prince Edward Island, \$72,852.85
2. «Taking over managing our housing», Fédération des locataires d'habitations à loyer modique du Québec, \$100,444.
3. Toronto ACORN - Tenant Rights Organizing Project, Association of Community Organizations for Reform Now, Canada, \$33,600.
4. Transforming tenants' lives through a no displacement tenants action group in Hamilton, Association of Community Organizations for Reform Now, Canada, \$45,000.
5. Empowering Nova Scotians to realize their housing rights, Association of Community Organizations for Reform Now, Canada, \$48,000.
6. Toronto Equity Tenant Initiative, Federation of Metropolitan Toronto Tenants Association, \$75,000.
7. SRO Hub, Downtown Eastside SRO Collaborative Society, \$150,000.
8. BC ACORN Tenants Activate Housing Policy project, Association of Community Organizations for Reform Now, Canada, \$47,000.
9. Promotion and realization of the right to housing of racialized tenants in Montreal, Association of Community Organizations for Reform Now, Canada, \$42,000.
10. Tenant Representatives Leadership Network, Canadian Housing and Renewal Association, \$97,000.
11. Towards Tomorrow, Centre aide et prévention jeunesse, \$28,243.
12. Tenant-Led Action Plan to Address Ottawa's Affordable and Livable Housing Crisis, Association of Community Organizations for Reform Now, Canada, \$45,000.
13. Mainstay/Houselink Amalgamation Proposal - Tenant Engagement Initiative, Mainstay Housing, \$35,000.

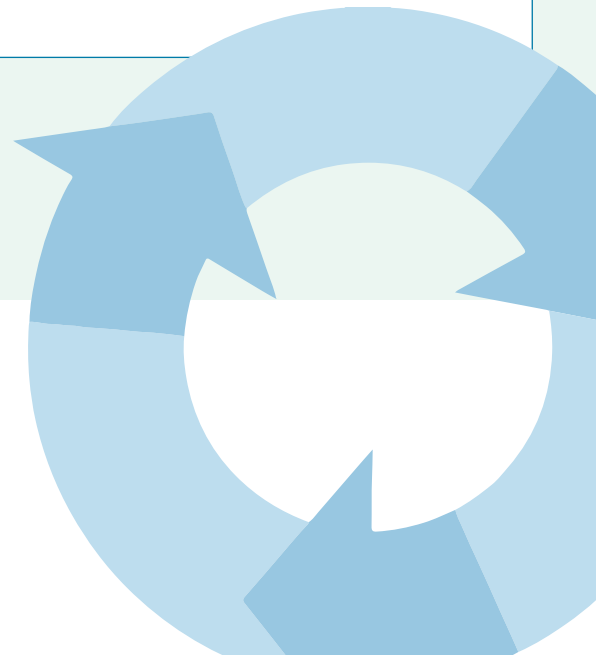
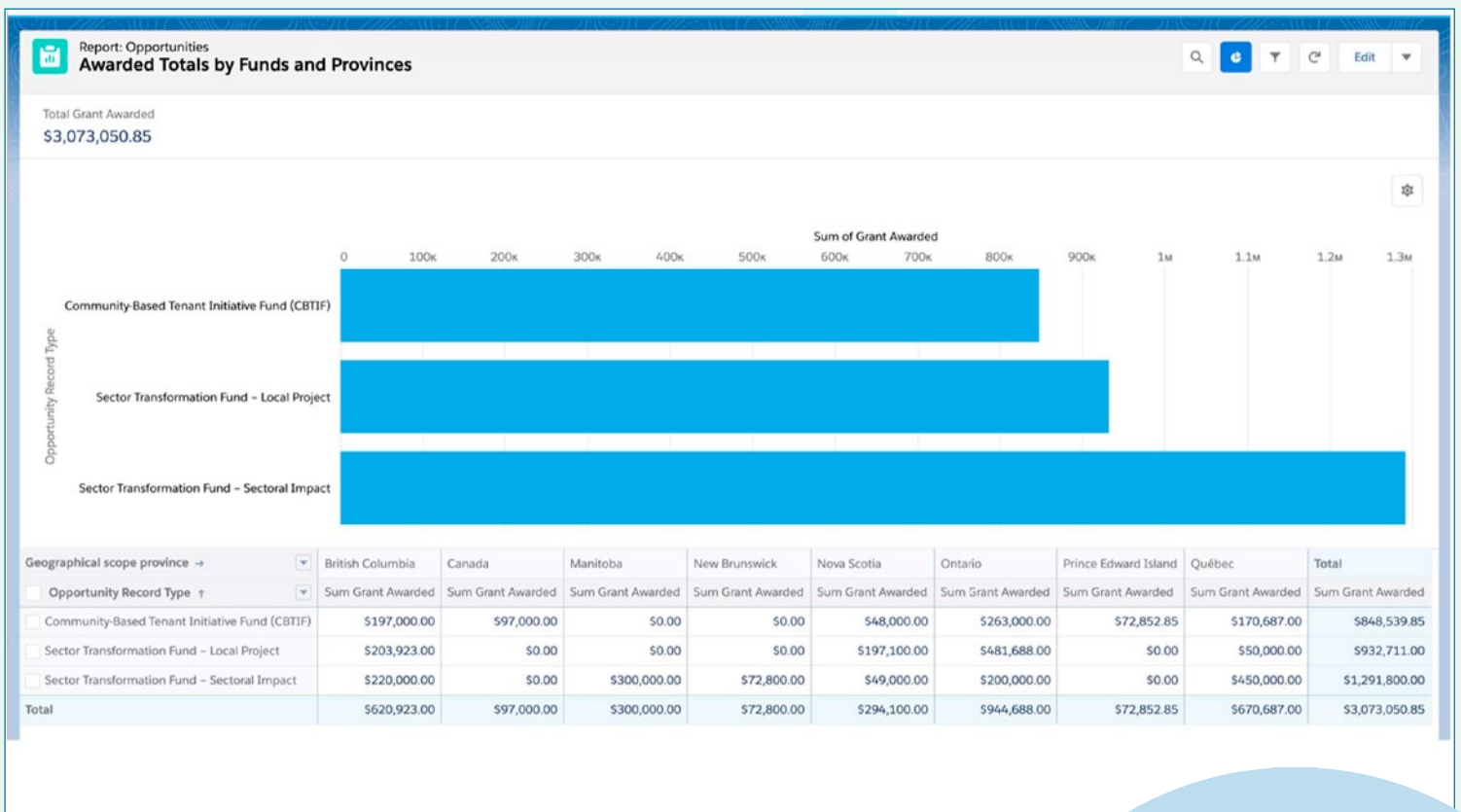


TRANSFORMING the community housing sector COLLECTIVELY



Financial year 2019/2020.

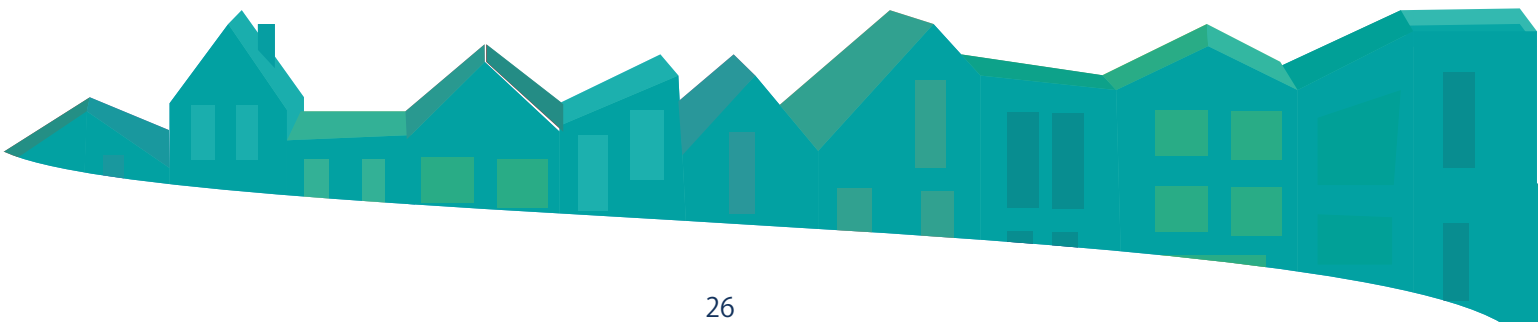
After studying numerous proposals, more than three million dollars was allocated to transformational projects during the organization's first financial year.



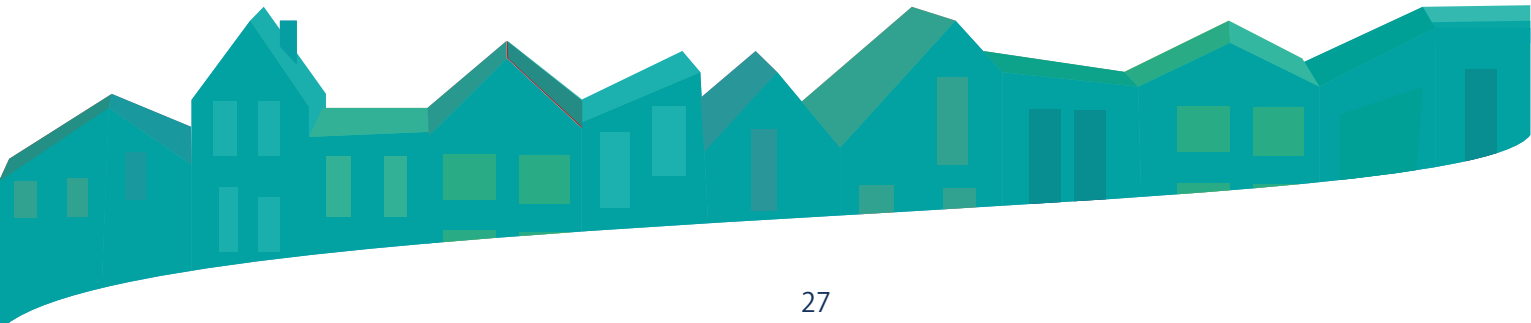
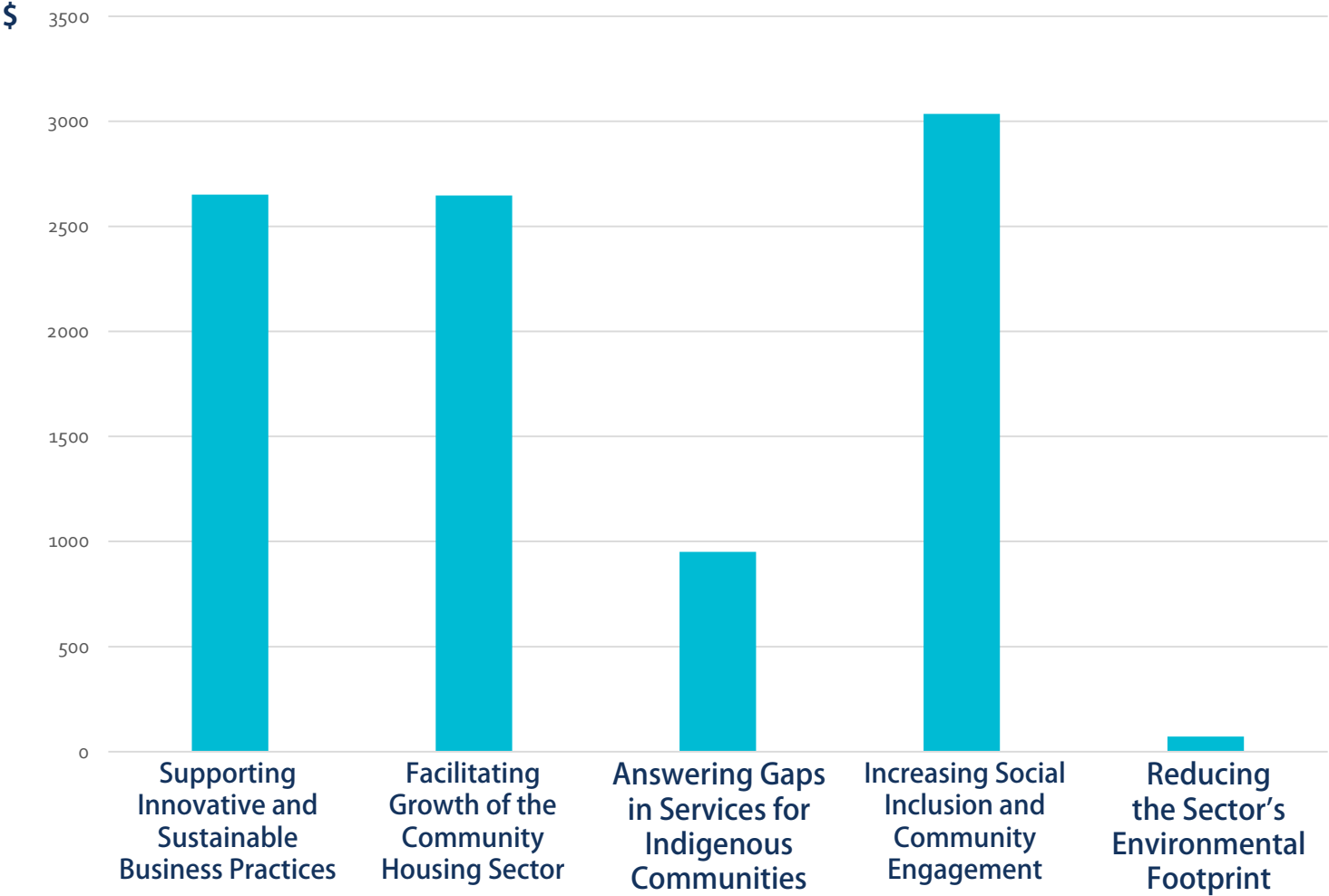
CREATING CHANGE

A change that is sustainable, long term and far reaching

Number of Projects Funded According to the Centre's Priority Areas



Funding According to the Centre's Priority Areas in \$ K



Third Phase - Resilience in the Face of Adversity

We must acknowledge the fact that, like every organization around the planet, the COVID-19 pandemic impacted our activities at the end of the 2019-2020 cycle.

As described above, our client-service workflows and systems can operate both in office space and in telecommuting mode. Therefore, the call for confinement didn't raise significant technical challenges.

However, the difficulties brought to us by the pandemic are related to the effect COVID-19 had on our environment. We can distinguish different types of impacts.

The first issue raised relates to operational projects funded by the Centre prior to the pandemic. Thankfully, according to the grantees, none of the projects are at risk. Many of the grantees warned us that, depending on the length of the crisis, it might affect the duration of their project; none were seriously concerned about their ability to complete within budget the expected outcomes despite the pandemic situation.

Since then, some shared with us their plan to adjust the planned activities (in-person meetings became virtual ones). We are keeping a watchful eye on the situation, and we are ready to act in case of a problem.

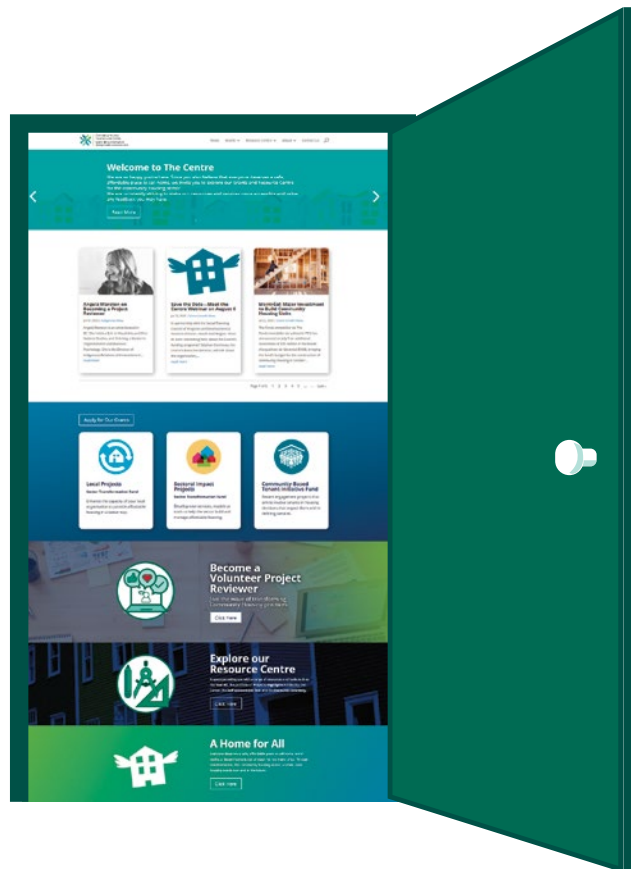
COVID-19 disturbed the sector, which affected our plans at two levels. The most dramatic consequence has been on our outreach strategy.

But, more importantly, COVID-19 disturbed the sector, which affected our plans at two levels.

The most dramatic consequence has been on our outreach strategy. We had set up a very ambitious plan to have a high-profile presence in all of the sector's events during the first half of 2020 (CHRA, CHF-C, and a flurry of regional and thematic functions). The plan was proceeding as intended until early March, as we presented all over the country in the first ten weeks of the year. This was brought to a sudden halt by the confinement order.

After a few weeks of acclimatization, we adjusted our means and aims. The process is not yet complete. More importantly, most housing providers were unable to move beyond emergency mode by the end of March 2020. Therefore, their availability to plan and to think beyond the immediate requirements imposed by the COVID-19 pandemic was reduced to a bare minimum. Even today, as we write, we see that regular activities are not likely to be back anytime soon. Consequently, the take-up level for funding programs will likely be affected in the first half of 2020-2021.





A Glimpse into 2020-2021

To overcome the Covid-19 hurdle, the Centre will take some bold steps by increasing resources dedicated to communication and outreach capacity. Besides hiring more people, we have begun to rebuild the website, and several new outreach tools will be launched this summer. We also decided to open positions outside of Montréal in regions that had a lower level of take-up, namely Atlantic Canada and the Prairies. Our newly hired staff will have backgrounds allowing them (and us!) to tap into networks that were unaware of the Centre and its resources.

We also invested significantly to expand our reach with the Indigenous segment of the community housing sector, and similar plans are on the drawing table to build stronger relations with environmental partners and organizations representing people living with physical disabilities. Amongst other things, the latter could find themselves very interesting Community-Based Tenant Initiative Fund applicants and instigators of STF-Local Project in partnership with local community housing providers.

Overall, we are confident that these efforts should bear fruit from the fall onward, allowing us to achieve our 2020-2021 objectives. German philosopher Friedrich Nietzsche's saying "What does not kill us makes us stronger" is appropriate in this case: once the pandemic is over, we will rise to unprecedented heights.

What About Transformation?

The year ahead will be filled with challenges. We will need to know how to adjust to a constantly changing environment while keeping in mind our mission, our vision, and our objectives.

As the Centre is a new organization, much work remains to be done in order to reach our full potential. We will continue to develop our own capabilities throughout the coming year, whether at the team, program, project and activity level, or governance.

As such, the Board of Directors has already determined that throughout 2020-2021, we have to continue reflecting on the notion of transformation. Over the next few months, we should be able to better define and share what the term implies for the world of community housing and housing in general.

Although we do not know what the future holds, our short history nevertheless gives us confidence in the community housing sector's ability to push forward in the achievement of the right to housing for all.





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