

Daring and determination



Community Housing
Transformation Centre
Centre de transformation
du logement communautaire

2020-2021 Annual report





Your knowledge helps
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external reviewer!**

We know how valuable your experience is to your local organization, but have you thought about how it can also help groups like yours across the country? Project grant applications submitted to the Centre are reviewed by sector colleagues just like you.

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Community Housing
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Peer reviewers are an essential part of the Centre’s grant-application process. Participation by people just like you helps create an ecosystem where individual knowledge is shared with an ever-growing circle of colleagues, helping nurture the growth and health of the entire community-housing sector.



If you want to know more, please write to us at info@centre.support or contact one of our program managers.

We’d love to recruit reviewers who have in-depth knowledge of

- their region(s)
- the housing sector in general
- one or more of our priority areas (asset management, governance, financial viability, eco-responsibility, social inclusion, Indigenous knowledge).

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A word from the president and the executive director



Dear members, contributor, partners and friends of community housing,

The Centre's mission is to transform the community-housing sector in a sustainable way so that it plays a central role in achieving the movement's main mission of providing appropriate housing for all.

To be guided by such an ambitious vision, while avoiding either sinking into a morass of discouragement or delusions of grandeur, requires having your feet firmly planted on the ground and your eyes on the horizon.



The financial, technical and political resources available to the Centre won't allow it to achieve this ambition acting alone. The community-housing movement across the country may be small, but it is far from insignificant, with 600,000 units, thousands of local organizations, tens of thousands of employees and volunteers, and dozens of territorial organizations. Synergy, exploration and sharing with and among these groups, structures and associations are essential to our action.

As you review the data in the pages that follow, you will see the work we did from April 2020 to March 2021 with the various components of the community-housing world and our partners and allies in the institutional sectors, including the Canada Mortgage and Housing Corporation.

The year covered by this report is the first full year in which all our services were in place. By unfortunate coincidence, it also overlaps 12 months of the early Covid-19 pandemic period. A tragedy for humanity, the pandemic was also a certain confirmation that housing is one of the essential foundations of a life lived in dignity. It was also a demonstration of the long road that remains to be travelled before a dignified life becomes accessible to all.

While the pandemic has stimulated the emergence of many initiatives of solidarity, sharing and mutual aid in society in general—and in the world of community housing in particular—real-estate speculators, mortgage lenders and corporate homeowners chose mainly to take advantage of the distress created by Covid-19. After a year of pandemic, we see that, among Canadian renters, virtually only those living in community housing have been protected from excessive rent increases, the disappearance of affordable housing, and arbitrary evictions, despite legislation passed by several governments across the country.

More than ever, our sector has a duty and a responsibility to act with daring and

determination. We intend to contribute to this effort by committing all the resources at our disposal.

Over the past 12 months, we have continued the challenging exercise of working simultaneously on three fronts: supporting local groups, growing the collective capacity for action of the movement, and nurturing the organizational development of the Centre. All three required wisdom, energy and creativity in governance, management and operations, an interesting and challenging exercise.

Doing this kind of work is a struggle for any group, but it is a true tour de force to have succeeded, as we have done, in the face of a pandemic that has disrupted longstanding conventions of the working world, government policies and housing-sector practices.

We are consequently proud to present this report to you and we trust it will allow you to appreciate not only the work that has been done, but to consider new avenues for continued collaboration and development of community housing.

In solidarity,

President
Tim Ross

Executive director
Stéphan Corriveau

2020-2025 Strategic Plan

Our ideal *A home for all*



Our vision

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

Our 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.

Our values

> Transparency

We communicate our intentions, actions and policies

> Accountability

We report to the sector and our funders, we respond to the needs and demands 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 operations

> 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

- An "off-ramp" for government support to the community-housing sector
- A funder of bricks and mortar
- A provider of services for individuals

Key result areas and objectives



Reconciliation with Indigenous Peoples

- To promote within and outside of the Centre the criticality of reconciliation
- To focus on and respond to Calls to Action related to Indigenous Peoples
- To engage and support Indigenous-led and/or managed housing providers and support their transformation agendas
- To create tools and training to support community-housing providers in reconciliation efforts



Improving sector eco-responsibility

- To help housing providers reduce their environmental footprint
- To help tenants and co-op members reduce their environmental footprint
- To promote the use of existing tools and encourage adoption of best practices



Resilience and innovative practices

- To improve the quality of management and governance in the sector
- To enhance community-housing providers' awareness of their financial and social operations
- To support providers in exploring new management and business models



Social inclusion and community engagement

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



Sector growth

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

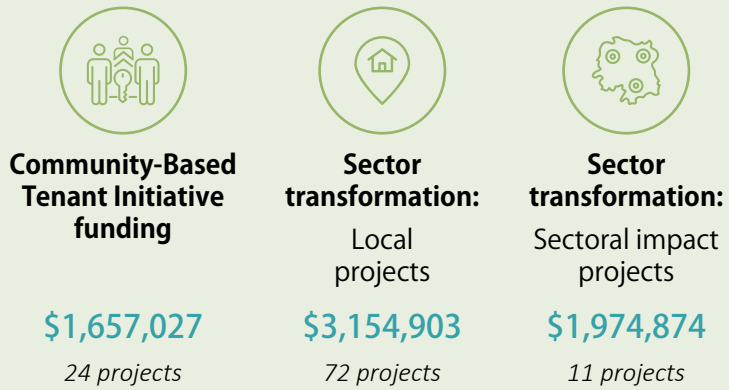


Effective Centre organizational stewardship

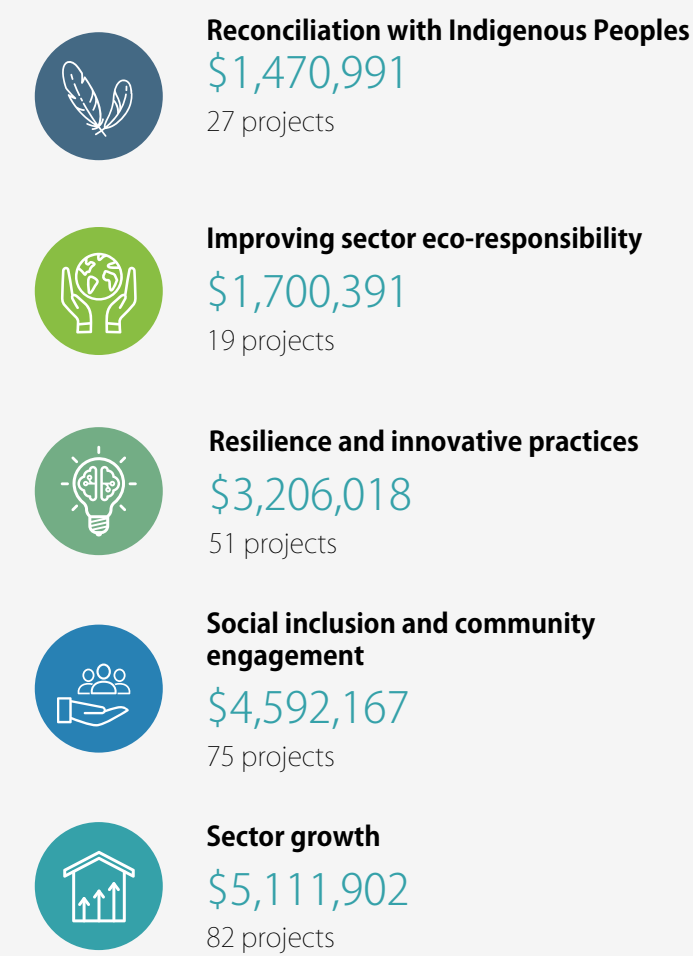
- To build staff expertise and engagement through professional development and empowerment
- To create an effective and functioning governance structure
- To establish clear and effective external and internal communication

The year at a glance

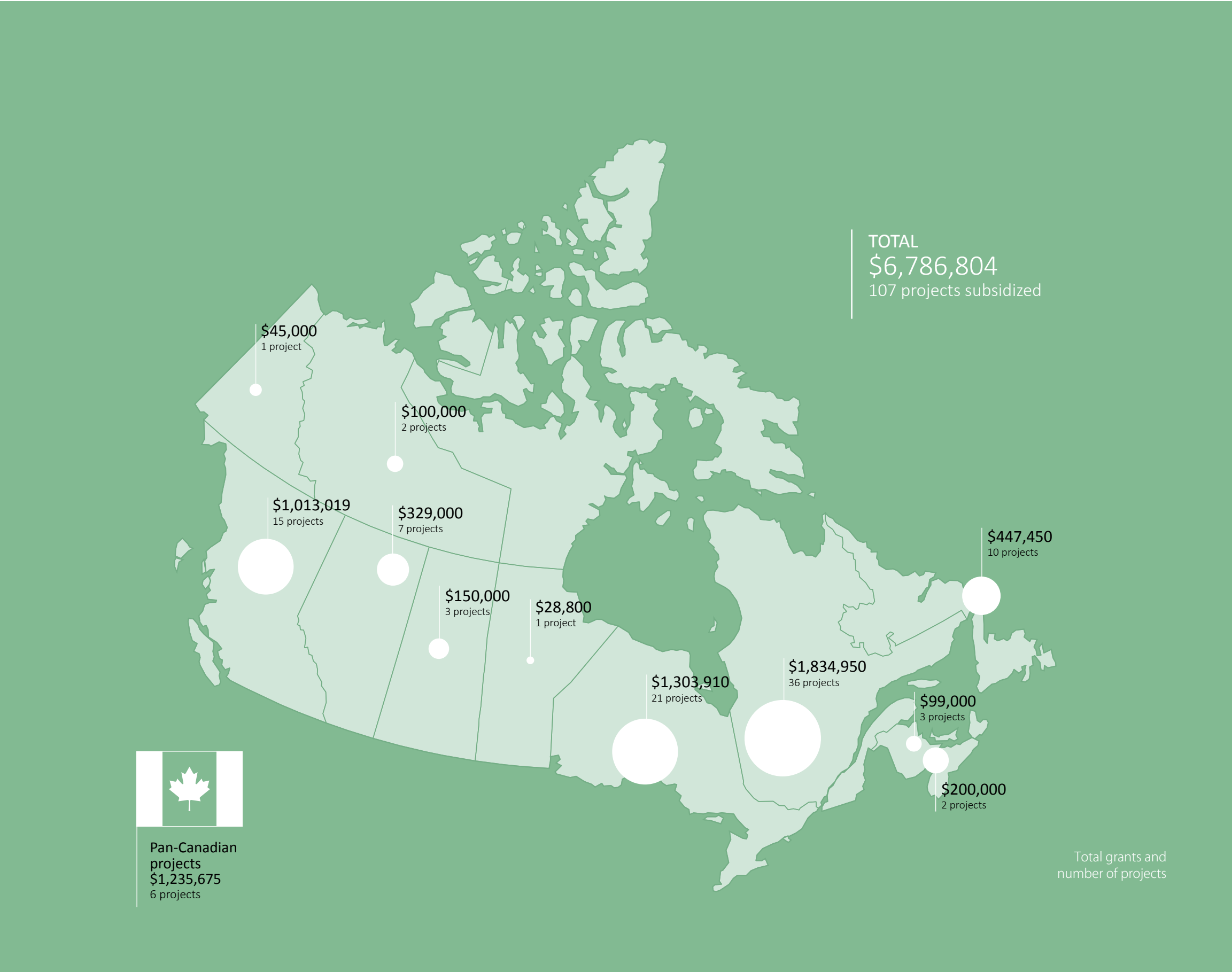
Funds



Priorities *



* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).



Our vision

Support the evolution of community housing so that it grows and is resilient, sustainable and inclusive.

To maximize the contribution of the sector to the ambition of ensuring a home for all, we have identified five key priorities for the evolution of community housing:

- Reconciliation with Indigenous Peoples
- Eco-responsibility
- Resilience and innovation
- Social inclusion and community action
- Sector growth

All these priorities, as well as the management of the Centre, are the subject of detailed statements discussed by the board of directors during a major strategic-thinking exercise held from June to November 2020. They are available on our website under the “Our Plan” menu.

Our mission

Advance the conceptual framework and organizational scope of community housing in Canada.

We accomplish this mission through two main approaches: project funding and community outreach.

While recognizing their individual identities of community-housing players, our activities seek to support and encourage their social actions, economic viability, growth and efficiency.

Build relationships and partnerships with community-housing organizations to facilitate transformation at all levels of the sector.

The Centre’s team alone cannot significantly influence the future of a community-housing environment made up of thousands of sizeable organizations with extremely diverse forms and philosophies spread out over 10 million square kilometres.

Yet we still believe we can have a real impact on how the sector evolves. The key to this ability lies in a virtuous circle that combines partnerships, resources and legitimacy.

The partnership behind the Centre and its action

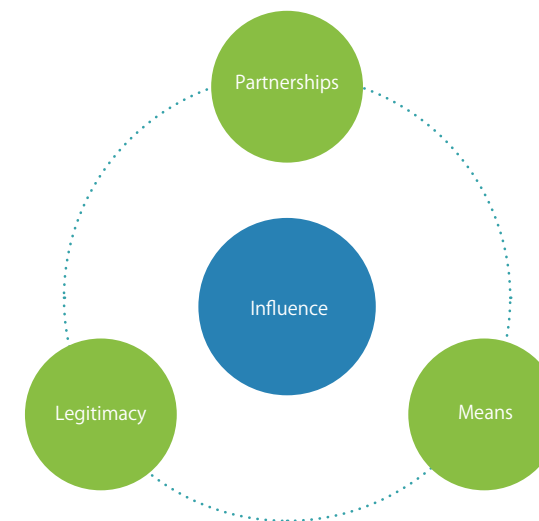
From the beginning, the legitimacy of the Centre has been based on its collaborative character. A dozen of the largest community-housing organizations first joined together to create a partnership that gave the Centre legitimacy and access to start-up resources from the outset. Both factors influenced the Canada Mortgage and Housing Corporation’s decision to award us the mandate outlined in its 2018 call for tenders, thus creating a second and pivotal partnership.

The CMHC’s financial and political contribution to the Centre thus increased its capacity, legitimacy and influence.

This new level of influence allowed for an additional partnership, including one with the Federation of Canadian Municipalities (FCM), which allowed the Centre to access even more resources and legitimacy.

Key partnerships established this year are presented in more detail in the appropriate sections of the report. But to give you an idea of the number and scope of these partnerships, here is an overview:

- CMHC – Initial Agreement (2019-2028)
- CMHC – Temporary Rental Assistance
- CMHC – Self-Assessment Tool and Action Plan
- CMHC – Support for the Rapid Housing Initiative
- FCM – Regional Energy Coaches
- Indigenous Clean Energy – Sharing expertise and contacts
- Indigenous Centre for Cumulative Effects – Infrastructure sharing
- City of St. John’s – Catalyst Fund
- Government of Nova Scotia – Affordable Housing Commission of Nova Scotia
- St. Francis Xavier University – Strengthening the Community Housing Sector in Nova Scotia
- BCNPHA – CHF Canada – Greener Together, an Environmental Services Collaboration Agreement



Each partnership thus adds impetus to this virtuous cycle and gives us hope for an impact that far exceeds the limited resources of our modest organization. It is also important to note that a partnership does not necessarily require an exchange of funds. The sharing of expertise, contacts and training also brings legitimacy and resources, and thus influence.




Communications, because “out of sight, out of mind”

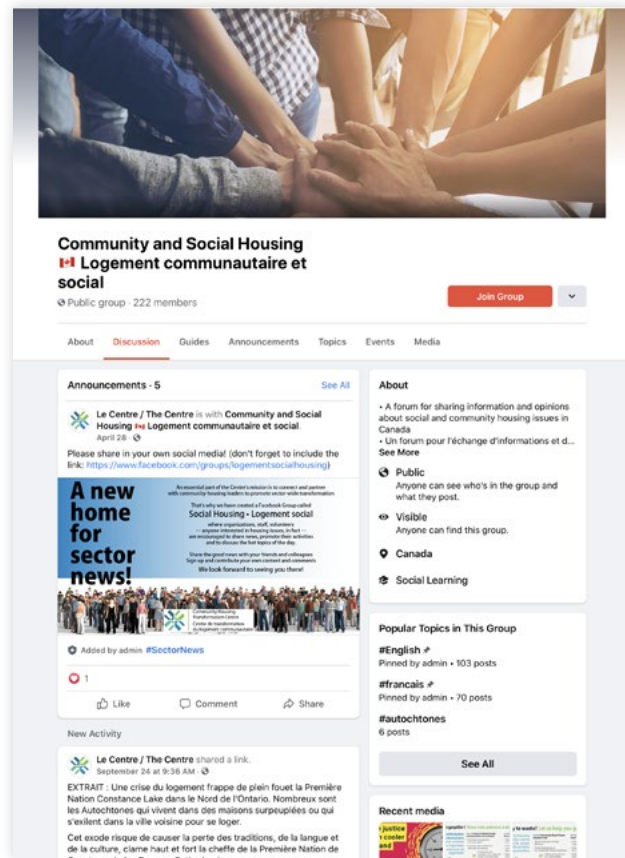
Legitimacy and influence depend largely on people’s perception of the quantity, quality and impact of our actions. This can be simplified with the well-known quip: “out of sight, out of mind.”

And as the Centre began 2020-21 with only four months of public activities, it was imperative to invest significantly in its communication capabilities.

Despite the resources allocated to communications, things were not simple. Initially, our strategy to promote the Centre and its services was mainly focused on direct contacts at events, large and small, in the community-housing world (conferences, workshops, symposiums, etc.). Because the Centre was not well known, the plan was to build credibility by being front and centre at these events.

This strategy worked well from January to March 2020. In mid-March of course, everything was turned upside down by Covid and the cancellation of all these events (at least in their face-to-face form), with no clear date for the return to “normal.” We thus had to rethink our strategy and focus on digital communications.

The review and reorganization work took a few months, but we can say that, since the fall of 2020, our actions in this area are well aligned and working well. The Centre’s website is attracting steadily increasingly traffic. After a little trial and error, our presence on social media is better defined and becoming increasingly pertinent, resulting in a steady increase in viewers. It is worth highlighting the success of a new Facebook Group created at our initiative: [Community and Social Housing](#)  **Logement communautaire et social**. It is a communal meeting space to share information and discussion among sector players, large and small. This initiative, launched in early 2021, clearly addressed an important need expressed by the approximately 200 active members who had already joined the group at the end of March 2021. We are confident that this number will continue to grow, ultimately making this page a must-see for stakeholders, volunteers and industry leaders.



As part of our overall logic of promoting partnership to increase the impact of our work, the Centre is establishing more and more information-sharing partnerships. For example, every month we highlight activities of other sector groups in our own newsletter, which often leads to reciprocal responses from those groups.

Virtually all the webinars in which we participate are conducted in the same spirit. We believe that it is generally more effective to get invited to present webinars at events organized by other structures. This approach allows us to reach more people and organizations, including sector allies such as community development and anti-poverty groups, social worker organizations, architectural groups, faith-based organizations, CMHC teams, municipalities, etc. We took part in 47 webinars over the year, reaching nearly 2,000 people.

The year 2021-2022 should see the importance of electronic communications continue to evolve through,

among other things, increased video production, exploration of new partnerships and an increase in the number of visitors to our site and subscribers to our newsletter. We hope to keep the number of webinars in the same range as in 2020-21.

Virtual visibility

While in-person meetings were cancelled throughout 2020-21, we witnessed the emergence of virtual events of a scale and sophistication worthy of recent science-fiction films.

The Centre was obviously determined to be active at these meetings, including through sponsorships. This allowed us to begin to learn, like everyone else, this new approach. At each of the three major sector events where these pioneer conferencing tools were used (ONPHA, BCNPHA and CHRA), the quality and effectiveness of our interaction improved.

Although virtual meeting platforms offer many possibilities, real-world meetings will continue to offer marked benefits in terms of contacts and interpersonal exchanges for a long time to come.

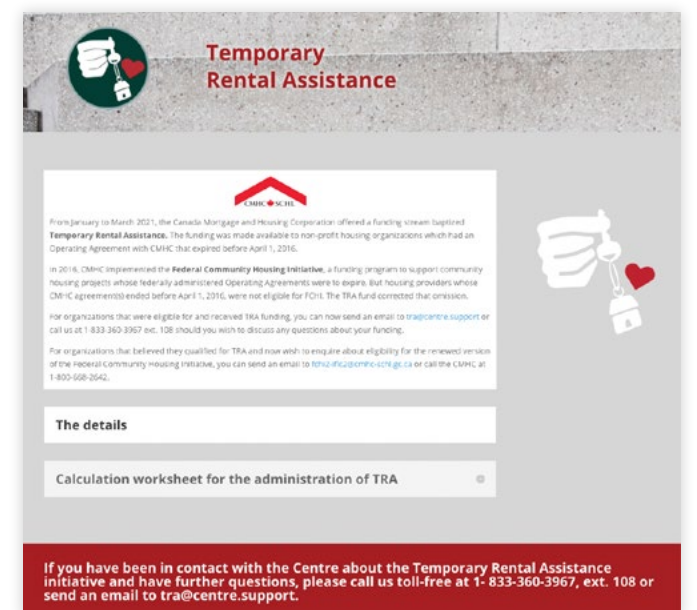
As such, we plan to be present when in-person meetings become standard practice once more. By then, we will be even better prepared than we were pre-pandemic. Not only technically, but also in human terms, since the Centre now has employees based in the Atlantic, Ontario and the Prairies in addition to its head office in Québec.



Quick sprints, marathon impact

Two major new CMHC programs, the Rapid Housing Initiative and Temporary Rental Assistance, have made a difference in community housing this year and the Centre played a role in each. In both cases, the time between the announcement of the programs and the deadline for groups to apply was very short.

For both RHI and the TRA, our communications team responded effectively and quickly. On each occasion we were able to define, create and distribute quality material to a wide audience, laying the foundation for the success of several community housing groups in these two operations. Better yet, the people reached by these special campaigns, consisting largely of groups that did not yet know the Centre, expanded our reach and made us aware of projects that are sources of inspiration for our regular communication platforms.



Dialogue, research and representations

The preliminary step in establishing partnerships is mutual recognition by the parties. To do this, we engage in dialogue with other stakeholders, we participate in collective efforts initiated by other stakeholders (e.g., research), we are constantly open to new ideas and experiences and, lastly,

we contribute to public debate through the media or within consultations conducted by the authorities.

Although Covid has limited the potential for this type of interaction, we have continued working to build contacts, to support and to share throughout the year.

Here is a representative sample of the steadfast yet discreet work of inserting the Centre at different levels of the community-housing world in Canada and around the world:

- Held meetings with several senior CMHC managers, including the new president and chief executive officer, and engaged in webinars with nearly a dozen teams across the CMHC;
- Participated in several Housing Policy and Research Exchange meetings hosted by the Maytree Foundation and the National Right to Housing Network;
- Participated in some 20 interviews on Radio-Canada and other media in all regions of the country;
- Registered for and participated in Ryerson University's Institute for Change Leaders' "Community and Campaign Organizing for the Housing Sector" (organized in collaboration with CHF Canada and the Canadian Alliance to End Homelessness);
- Attended several CMHC consultations on development prospects for the sector and the implementation of several programs;
- Attended the Community Roundtable on Housing discussions initiated by the federal NDP parliamentary critic for housing;
- Participated in the organizing committee for the CHRA 2022 Congress;
- Participated in CHRA's Housing Day on the Hill in September 2020;
- Made a presentation to the Affordable Housing Commission of Nova Scotia and participated in its public and community-housing sub-committee;
- Allied with the Canadian Housing Research Collaborative, which has been mandated by the CMHC to act as a central hub for housing research in Canada;
- Engaged in an exchange with the Geography and Urban Planning Dept. of the American Arab University in Palestine;

- The Centre's executive director is also vice president of the Habitat International Coalition (HIC). In addition to participating in a network of hundreds of groups around the world, the post also involved meetings with Balakrishnan Rajagopal, the new UN Special Rapporteur on Adequate Housing, and participation in the latest meetings of the High Level Political Forum, which is the central platform of the United Nations for monitoring and reviewing the 2030 Agenda for Sustainable Development and its goals.



The Centre's executive director, Stéphane Corriveau (top left), participates in an online meeting with Balakrishnan Rajagopal, the UN Special Rapporteur on Adequate Housing.

Fund, support and contribute to increasing organizational capacity where gaps and needs exist

The best-known aspect of our work as a funding agency that, directly or indirectly, alone or with other agencies, supports the most promising initiatives submitted to us by community-housing stakeholders.

Whether they are tenant groups, housing co-ops, non-profit housing organizations, Indigenous friendship centres or support structures (provincial, national or thematic groupings), all can apply for funding.

It is the board of directors and the Allocation Committee that define the guidelines, standards and terms and conditions for the allocation of funds available to the Centre under its partnership agreements with various institutions and public authorities, first and foremost, the CMHC.

Our governance bodies, on the initiative of the managing directors, have begun an analytical review that should advance the methods and targets of the allocation process in the coming year.

In concrete terms, this means that we will give more weight to projects that involve the collaboration of several partners and that, ideally, have an impact beyond the organizations directly involved. It will no longer be a matter of imagining a project that will “set an example” for other groups through a new practice, but rather of establishing collaborative mechanisms that give the movement new means and ten-fold ambitions.

A lot of this is based on processes undertaken in Manitoba and Nova Scotia over the last 15 months.

How much, why and where?

In 2020-21, 107 proposals representing a total value of \$6.8 million from the three funds we manage were distributed by the Centre.

There are several ways to analyze the distribution of the funds allocated. For example, by relating the funding to the number of tenant-households by province or territory, we see that the places that received the most generally received less per tenant-household than those located where the number of tenant-households is lower.

Equity is one of the cardinal values that guides the allocation of our grants. The Allocation Committee and the Centre team must find an overall balance between sets of legitimate concerns that align with our priorities. For example, is an Indigenous project in Toronto more important than a project for poor seniors in rural Newfoundland and Labrador? Should we ignore the particularly negative environmental impact of a proposal that addresses youth homelessness? How do we balance a project’s impact on the sector’s excellent growth potential if it has no mechanisms for social inclusion? Should we have the same level of requirement for projects submitted by groups with few means that are working in areas where local authorities appear hostile to community housing? What about proposals from large organizations that already have significant support from their provincial and municipal governments?

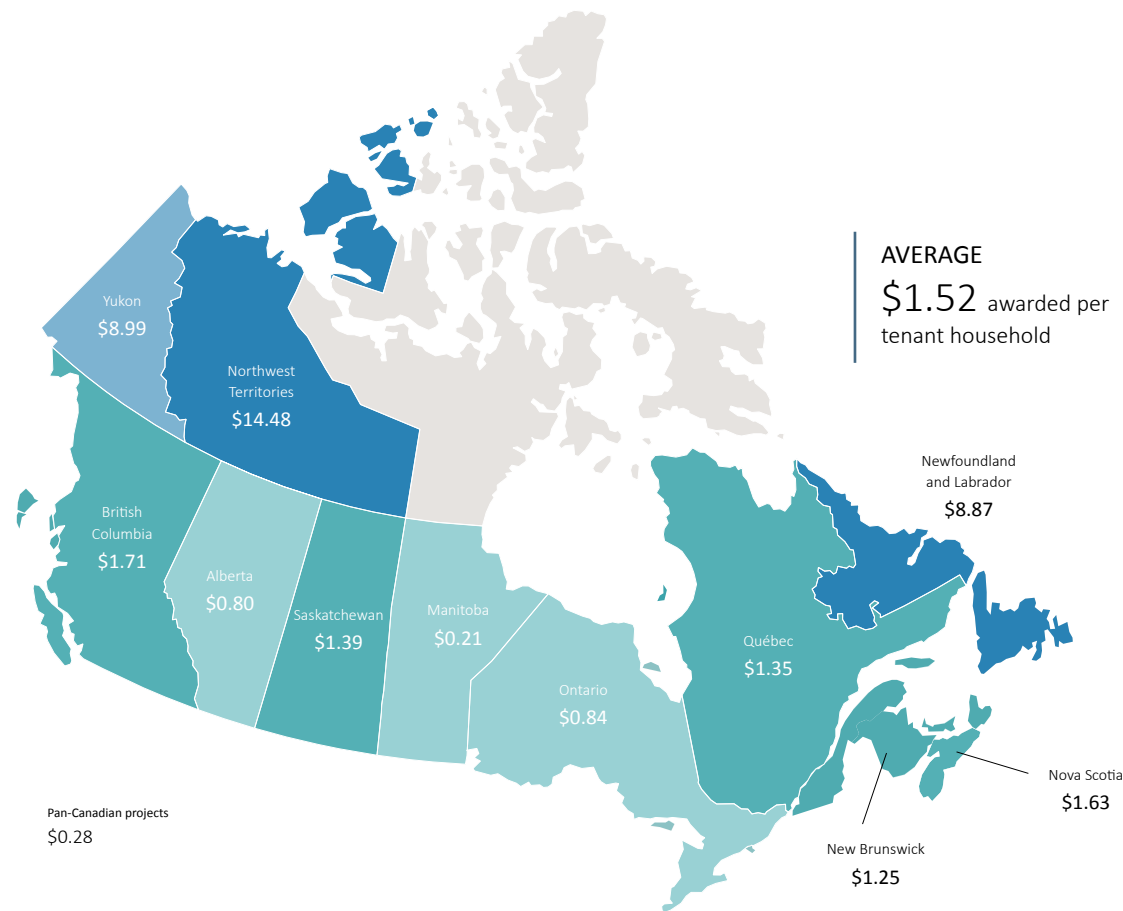
When weighing an application, we also have to consider the projects we have funded in previous years, since many take place over two, three or even four years.

In short, the balancing work that the Allocation Committee does by studying each project can sometimes seem inconsistent to groups that have submitted applications. However, at the end of the day, we believe that the overall picture reflects a respectable level of balance and produces positive results on the ground.

The maps that follow throughout the report will allow readers to see different perspectives that our allocation process considers.

NOTE: The subsidy and project totals under “funds” and “priorities” are calculated differently. Each project is financed through one of our three funding streams. The figures for the “fund” category therefore represent the precise value and number of projects funded by each stream. We also detail, for information purposes, the amounts allocated based on our priority areas. Most of the projects we subsidize meet more than one priority, however. For example, a carbon-neutral housing project submitted by an Indigenous organization will address three priorities: reconciliation, eco-responsibility and sector growth. The funding allocated to this project (e.g., \$100,000) will be included in each of these priorities. As a result, the sum of the five priorities added together will be higher than the total number of grants and projects.

Centre grants per tenant-household in the provinces and territories



Our priorities and objectives



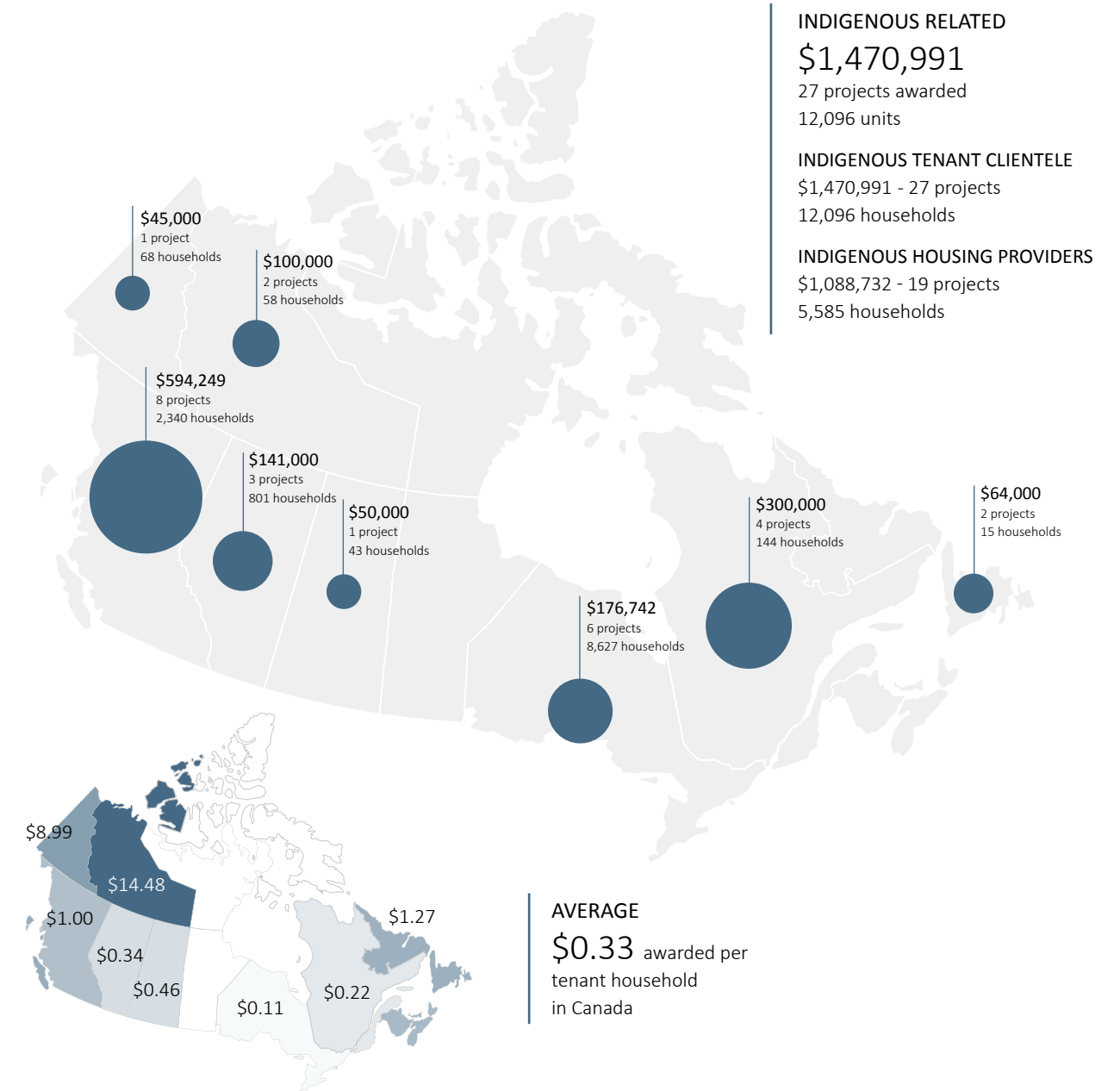
Reconciliation with Indigenous Peoples >>>>

No one in this country can honestly claim to be ignorant of the fate imposed on Indigenous people and their communities for generations and in every sphere. Housing is no exception to this sad rule. Health, education, issues of economic, social and cultural development are all directly related to housing conditions. Our field of action is therefore an essential part of any process to redress injustices and reconcile with Indigenous Peoples.

The Centre is convinced that quality community housing is largely inspired by values and knowledge that reflect Indigenous traditions and understanding of the world. Concretely, this takes the form of housing that is owned and managed collectively to meet the need and the right of all to be housed in an appropriate manner in exchange for a contribution (financial and social) established according to the means of each.

We firmly believe that valorizing community housing is one of the paths to reconciliation with Indigenous Peoples. Through reconciliation, we will build a fairer and more sustainable socio-economic model based on respect, trust, cooperation and collaboration between and with individuals, communities, peoples and the earth. When properly implemented, community housing is a tool that enables the promotion of rights and builds capacity, both for individuals and collectives.

Reconciliation with Indigenous Peoples projects



Funds			Priorities				
CBTIF (tenants)	Local projects	Sectoral impact projects	Reconciliation with Indigenous Peoples	Improving sector eco-responsibility	Resilience and innovative practices	Social inclusion and community engagement	Sector growth
\$375,000 4 projects	\$720,992 20 projects	\$374,999 3 projects	\$1,470,991 27 projects	\$354,500 5 projects	\$750,982 13 projects	\$1,279,999 20 projects	\$1,020,008 20 projects

* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).

That is why we promote within the sector the intrinsic role and values of Indigenous organizations and Peoples. In addition, we help to create tools and training for non-indigenous community-housing providers that help them discover the value of adjusting their practices accordingly.

A total of \$1,470,991 was provided by the Centre this year for 27 projects that touched on this priority.

In addition to the local, regional and national projects we have funded, the Centre is pleased to have established formal collaboration agreements with two new Indigenous organizations. Indigenous Clean Energy (ICE), which is expected to provide new energy-efficiency opportunities for Indigenous housing providers, and the Indigenous Centre for Cumulative Effects (ICCE), an organization studying the impact of “changes to the environment or human well-being from past, present, and future development projects and human activ-

ities.” Collaboration with ICCE aims both to share the Centre’s technical infrastructure and to raise awareness of the impact of our actions on the general population and on Indigenous communities.

After months of working with Indigenous resources, we expect to be able to launch a program in the fall of 2021 for non-Indigenous community-housing providers relating to Indigenous realities and challenges.

The Centre is very committed to continuing and deepening its work with these organizations in support of the recognition of Indigenous rights and reconciliation in the years to come.

SPOTLIGHT PROJECT

Wisdom and vitality at the same address

The Elders-in-Residence Program at Kikékyelc: A Place of Belonging is a 31-unit, affordable-housing complex where Indigenous youths transitioning from the child-welfare system are teamed with elders in Kamloops, B.C. This initiative is important because the support available to youth aging out of foster care is limited, and many exit the system lacking basic skills necessary to live independently, significantly increasing their risk to fall into homelessness. This project ensures young tenants pick up new skills and knowledge, alongside traditional and cultural teachings, that will increase their capacity and readiness to become involved in their new housing and transit to more independent housing.

Sponsor
Lii Michif Otipemisiwak Family and Community Services

Fund
Community-Based Tenant Initiative

Territory
British Columbia

Amount
\$100,000



SPOTLIGHT PROJECT

Mamik Manikan, First Peoples Development Corporation

The Indigenous Friendship Centres of Lac Saint-Jean and Saguenay and the Atikamekw Nation Council joined together to create the First Peoples Development Corporation, known as Mamik Manikan. Their goal is to meet the housing needs of the Atikamekw, including by building affordable housing that reflects the cultural and family realities of urban Indigenous people. To date, very few organizations in Québec have developed housing projects by-and-for Indigenous residents. The Soutien au développement de la Corporation de développement des Premiers peuples project is supported by organizations such as Québec Native Women and La rue des femmes. The real-estate development expertise resulting from the project will benefit other Indigenous communities in Québec.

Sponsor
First Peoples Development Corporation

Fund
Sector Transformation Fund – Sectoral Impact

Territory
Saguenay–Lac-Saint-Jean Region, Québec

Amount
\$125,000



Improving sector eco-responsibility >>>>>

We are working to reduce the environmental footprint of community-housing providers and their tenants. By promoting the use of existing tools and the adoption of best practices, we hope to make a positive contribution to changing the situation.

As such, the \$1,700,391 awarded to 19 initiatives demonstrates our financial commitment in this regard.

Besides funding projects, the Centre has established four partnerships to provide new services and additional funding opportunities for community-housing groups interested in taking meaningful action on this issue.

Alongside the collaboration with Indigenous Clean Energy described in the Reconciliation section of the report, we have reached an important agreement with the Federation of Canadian Municipalities.

This agreement allows us to provide coaching, advice and support to interested groups and makes it easier for community-housing groups to access the \$300 million available through FCM's Sustainable Affordable Housing initiative.

The Centre has also become the main financial partner of the Green Co-op Grants Program. This program has supported 38 housing co-ops that have implemented simple initiatives to improve their environmental performance, such as community gardens or rainwater-barrel collection systems.

Finally, a three-year collaborative agreement to provide more services to community-housing providers was reached between the Centre, the Co-operative Housing Federation of Canada and the British Columbia Non-Profit Housing Association. One of the first benefits of this agreement will be the imminent launch of a self-assessment tool for energy efficiency in community-housing buildings, which will identify the most promising improvements for each building.

As these partnerships come to fruition, we will seek to build on them and establish new ones. The planet can't wait, it's time to accelerate our efforts.

SPOTLIGHT PROJECT

A great place to live

Village Urbain is conducting a study to assess the feasibility of building and operating a co-housing facility in Laval, Québec. Reducing the environmental footprint is one of the cornerstones of the co-housing movement, which aims to reduce the space dedicated to private residences to create larger common areas. But Village Urbain doesn't stop there: the project will be carbon-neutral and its buildings will be LEED (Leadership in Energy and Environmental Design) certified. In addition, Village Urbain will study establishing a car-sharing service, a community garden and other environmental initiatives. The organization received funding through FCM's Sustainable Affordable Housing initiative with support from the Centre's regional energy coaches.

Sponsor

Village Urbain

Fund

Sector Transformation Fund - Local Projects

Territory

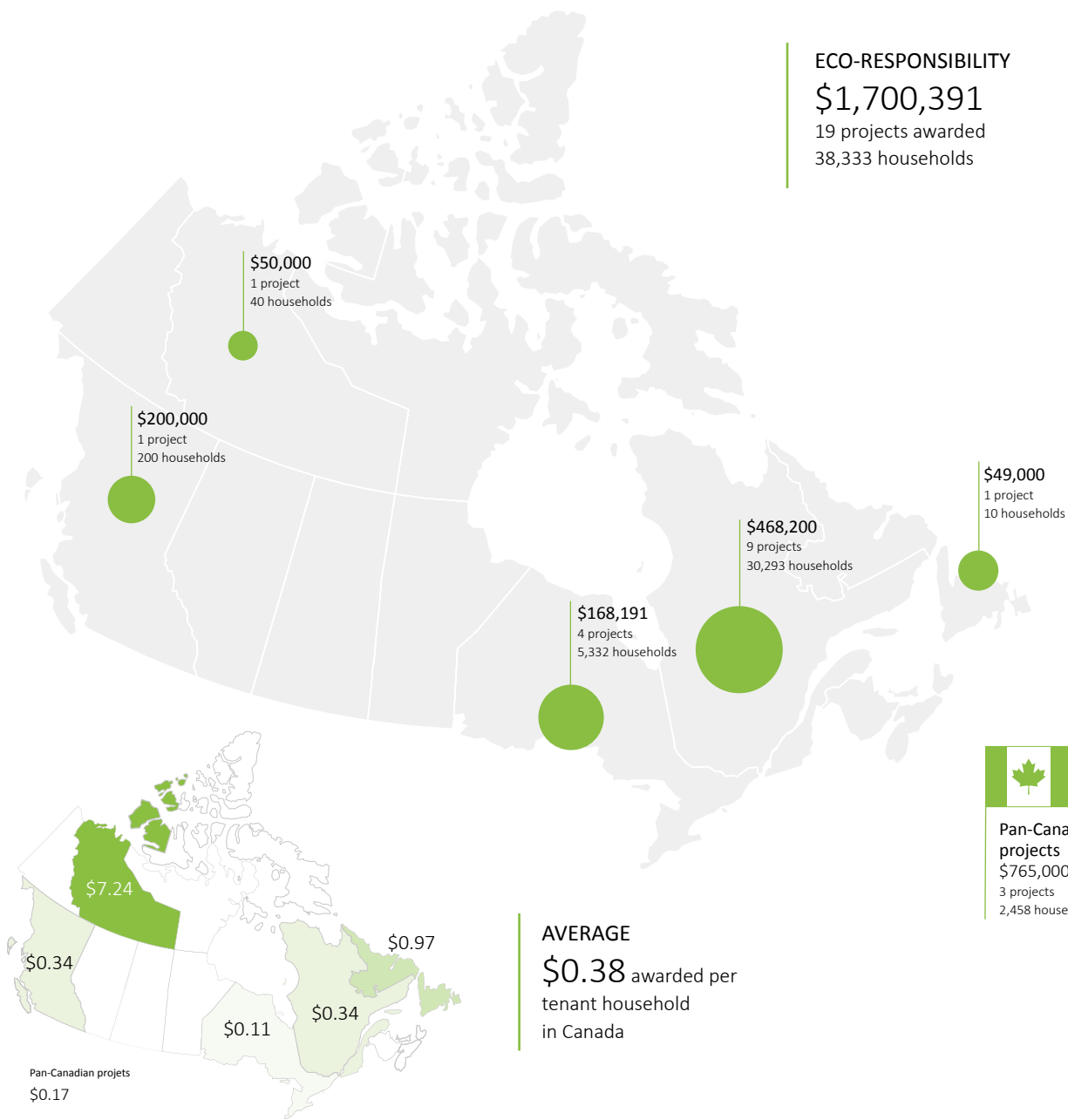
Laval, Québec

Amount

\$50,000

Improving sector eco-responsibility projects

ECO-RESPONSIBILITY
\$1,700,391
19 projects awarded
38,333 households



AVERAGE
\$0.38 awarded per
tenant household
in Canada

Pan-Canadian
projects
\$765,000
3 projects
2,458 households

Funds			Priorities				
CBTIF (tenants)	Local projects	Sectoral impact projects	Reconciliation with Indigenous Peoples	Improving sector eco-responsibility	Resilience and innovative practices	Social inclusion and community engagement	Sector growth
0 projects	\$736,191 15 projects	\$964,200 4 projects	\$354,500 5 projects	\$1,700,391 19 projects	\$951,391 15 projects	\$985,391 16 projects	\$1,386,191 15 projects

* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).



Resilience
and innovative practices >>>>

Government policies are shifting, our buildings are aging, the socio-demographic characteristics of our tenants are changing, new social and economic issues are emerging — the world is transforming!

In this context, it is essential that community-housing providers become fully aware of the financial, environmental and social outcomes of their operations. This awareness is the first step in any process of improvement and adjustment in a changing environment.

Once this exercise in introspection has been completed, groups can benefit from our support in exploring new business models that take advantage of emerging opportunities brought about by new circumstances, whether political, social, economic or technical.

This exercise is not limited to individual providers. Sometimes, a substantial change in circumstance requires a major reorganization for entire parts of the movement.

For example, in Manitoba, Alberta and Nova Scotia, there have been significant administrative and policy reforms to public and community housing. The Centre is therefore working with the groups on the ground to enable them to analyze the situation, to maintain an active and constructive dialogue with the institutions concerned, and to determine how they should collectively evolve to make the best use of the new environment as it takes shape.

And while the situation is very different in these three provinces, calling for different responses, we are optimistic about the ability of groups to influence the course of events and, ultimately, to improve the outcomes.

SPOTLIGHT PROJECT

A divine inspiration to house those in need

Capacity Building Services - Supporting Faith-Based Organizations to Develop Affordable Housing is a project that helps faith-based organizations unlock the affordable housing potential in their existing land assets in Metro Vancouver and Greater Victoria. Many FBOs typically lack the necessary expertise, processes and financial resources to direct redevelopments of this magnitude. The project aims to support the local sector by providing the expert guidance needed to mobilize their visions for social-purpose land redevelopment by developing a business plan, a list of proposed services and a pilot project to help create new and unique affordable-housing options on underutilized land.

Sponsor
Co:Here Foundation

Fund
Sector Transformation Fund - Sectoral Impact

Territory
British Columbia

Amount
\$65,000

Similarly, we are supporting initiatives in British Columbia and Québec exploring new funding mechanisms.

At another level, the Centre has worked very hard this year to significantly improve its IT tools to support the governance and management of community-housing providers. At the end of the 2020-2021 reporting year, only minor adjustments remained to complete a new version of our Self-Assessment Tool for community-housing organizations unfamiliar with this type of essential instrument for sound management. Moreover, this type of documentation is increasingly being requested by funders, including the CMHC's Federal Community Housing Initiative.

As well, we are hopeful that, in the fall of 2021, we will have a new tool available to the sector to facilitate the development of a tailored, multi-year action plan for each group that uses it. Better yet, this new tool will send reminders and facilitate appropriate action plan follow-ups, thereby facilitating good governance and effective administration of a group.

Combining local, regional and national projects, last year some 55,460 tenant households were affected by 51 projects with \$3,206,018 in Centre support aimed at encouraging resilience and the emergence of innovative practices.

In the future, our work will be divided into three areas of resilience and innovative practices. First, we intend to continue to advance our information technology management tools. Secondly, we will continue to explore ways to encourage new initiatives. Lastly, we will closely monitor the progress of the various projects supported to date to raise awareness of the projects that most stand out.

SPOTLIGHT PROJECT

Because unity is strength!

The Collaborative Development Business Case is a partnership between two organizations that will jointly manage a 367-unit affordable rental housing development in Hamilton, Ont. They are experimenting with a new collaborative model that will allow smaller and niche-housing providers to build on their strengths and capacities to better compete with the private sector. The goal is to develop a new way to work collaboratively on affordable-housing developments—without having to merge or create a land trust. The grant covers the fees associated with business consultants, legal professionals and financial and tax consultants needed to find the right corporate structure that meets the project's objective.

Sponsor
Hamilton East Kiwanis Non-profit Homes and Victoria Park Community Homes

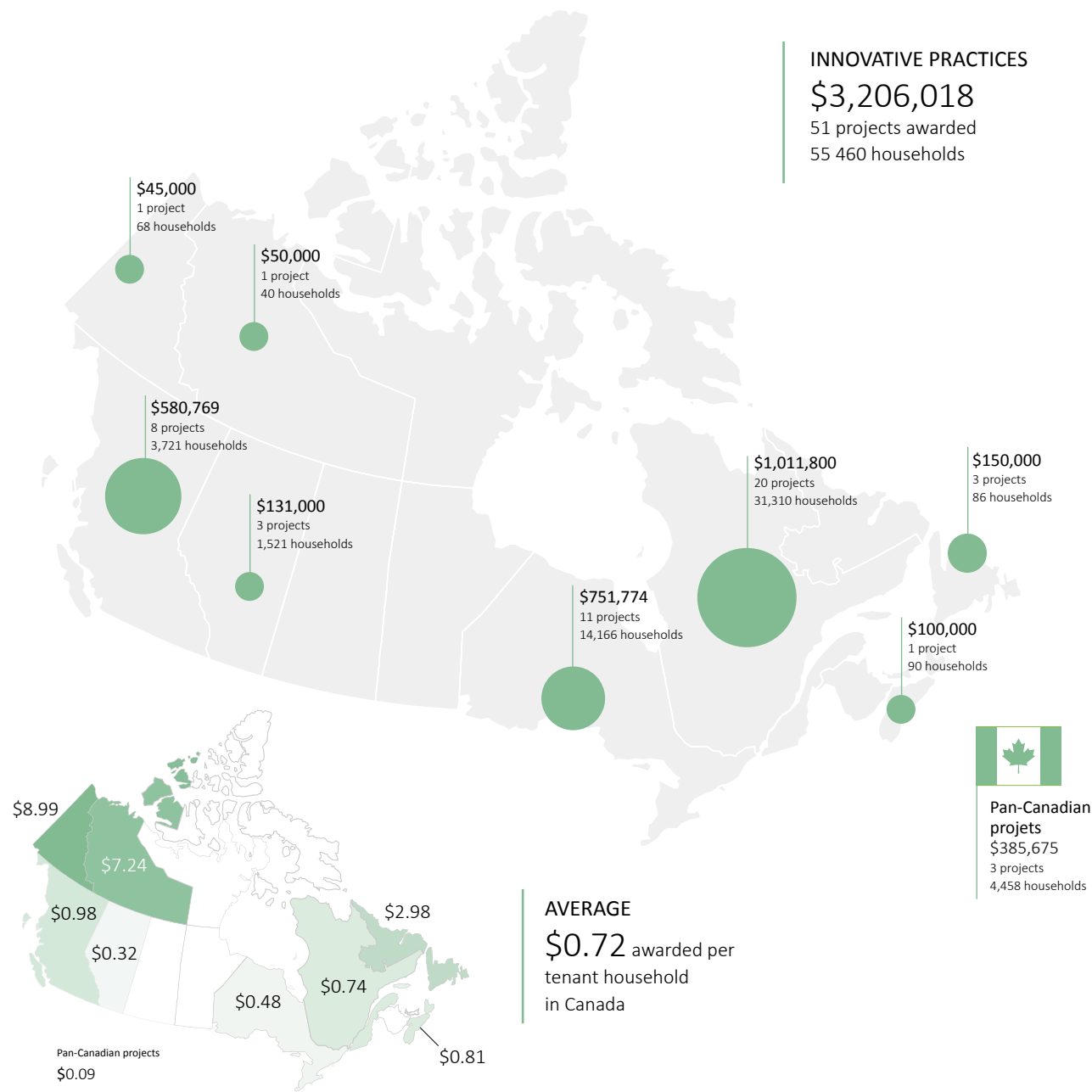
Fund
Sector Transformation Fund - Local Projects

Territory
Ontario

Amount
\$50,000



Resilience and innovative practices projects



Funds			Priorities				
CBTIF (tenants)	Local projects	Sectoral impact projects	Reconciliation with Indigenous Peoples	Improving sector eco-responsibility	Resilience and innovative practices	Social inclusion and community engagement	Sector growth
\$252,200 5 projects	\$1,943,943 40 projects	\$1,009,875 6 projects	\$750,982 13 projects	\$951,391 15 projects	\$3,206,018 51 projects	\$2,425,391 38 projects	\$2,385,035 38 projects

* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).



SPOTLIGHT PROJECT

A strengthened sector in Nova Scotia

In Nova Scotia, there is no federated or collective structure for community-housing stakeholders. This diminishes the potential strength of the sector (low capacity for representation, training, lack of technical support, few economies of scale, etc.). The Centre initiated the Strengthening the Community Housing Sector in Nova Scotia project. It has begun with the creation of an inventory of the many and varied groups that work as providers or allies for Nova Scotians in need of adequate and affordable housing. Using this inventory, the community can be consulted through meetings, written questionnaires, interviews and discussions. This rich and comprehensive information helps determine the capabilities and needs of the sector. This will lead to recommendations, stemming from the priorities identified by the participants, that will strengthen the sector. The Centre has partnered with St. Francis Xavier's University's Extension Department, which is an ideal partner for this activity thanks to its outstanding experience in community-engagement projects in the Maritimes.

Sponsors
Community Housing Transformation Centre, St. Francis Xavier University Extension Department

Fund
Sector Transformation Fund - Sectoral Impact

Territory
Nova Scotia

Amount
\$100,000

SPOTLIGHT PROJECT

Old digs learn new tricks

Birch Housing (formerly known as Inter Faith Homes) owns 592 units in nine buildings in the Greater Toronto area. In the context of the imminent expiry of federal government operating agreements on several of their buildings, the organization wanted to closely examine its assets to ensure that it remained viable while continuing to maintain existing units and develop new ones to serve even more Ontarians in need of affordable housing. With funding from the Centre, it was able to carry out the Capital Financing & Community Revitalization Plan project, which provided it with an informed diagnosis of its assets and capabilities and will guide it in ensuring continued growth on a solid foundation.

Sponsor
Inter Faith Community Homes Corporation

Fund
Sector Transformation Fund - Local Projects

Territory
Greater Toronto Area and London, Ontario

Amount
\$47,691



Social inclusion
and community engagement >>>>>

No energy to waste? Let us help you go greener

The **Community Housing Transformation Centre** provides funding for certain eco-responsible activities of housing providers

Via the **Community-Based Tenant Initiative Fund**

- Tenant training on energy efficiency
- Tenant participation in eco-responsible design workshops
- Setting up tenant-run eco-responsibility committees
- Advocating for eco-responsible housing

Or the **Sector Transformation Fund**

- Sharing eco-responsible support services
- Developing a buying group for energy retrofits
- Establishing eco-responsible incentive programs



For more information, contact:
info@centre.support

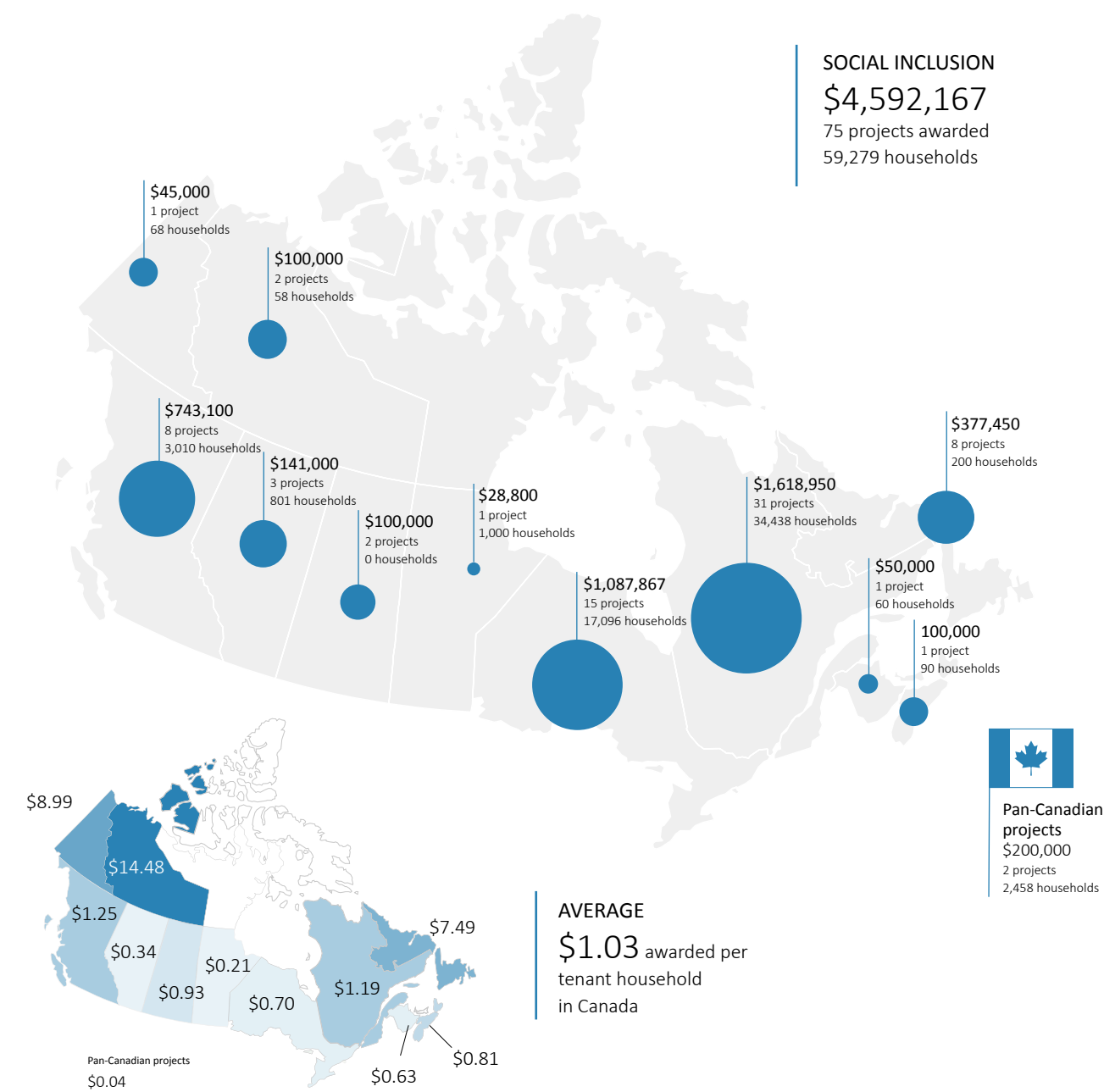
Caring for the vulnerable and promoting social progress are key markers that distinguish community-based housing from housing in the private market. This explains why the people served by our grants—tenants, managers and employees—are often a reflection of those ill-served groups: women, Indigenous people, racialized people, those living with physical or mental health issues, single-parent families, isolated seniors and people at high risk of homelessness.

Both because it is an effective management approach and because it helps to counter social exclusion, the Centre values the participation of tenants in our organizations and in the community in general. This work is done with funding, but also with advisory resources, technical tools and the promotion of best-practices.

Unfortunately, the community action aspect of this important work is too often left unsupported due to a lack of resources and the demands of day-to-day management.

Centre funding is helping to correct this situation. This year, we invested \$4,592,167 in 75 projects.

Social inclusion and community engagement projects



* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).

SPOTLIGHT PROJECT

Social housing's big family

The Projet CLIC: Citoyens-Locataires Impliqués et Concertés en Chaudière-Appalaches aims to create a network of mutual assistance, knowledge-sharing and skills development among tenants living in municipal low-income housing, community non-profits and housing cooperatives. (CLIC is a French acronym for Involved and Allied Citizen-Renters.) It is this cooperation between tenants of different types of housing that makes this project unique. It will consider the realities of the Chaudière-Appalaches region, which includes both rural and urban areas and is a very active community where collaboration is common. One hundred tenants will be directly involved in this pilot project, potentially reaching up to 6000 tenants in that region.

Sponsor

Office municipal d'habitation de Lévis

Fund

Community-Based Tenant Initiative

Territory

Chaudière-Appalaches Region, Québec

Amount

\$49,900

SPOTLIGHT PROJECT

Overcoming stigma

The Lac-Saint-Jean Indigenous Friendship Centre, in Roberval, Québec, is working to improve housing conditions for Indigenous people while initiating a dialogue with non-Indigenous homeowners. More and more Indigenous residents are leaving reserves to settle in urban areas (sometimes for the first time in the private rental market). The Coalition entre les locataires autochtones et les fournisseurs de logements (Coalition of Indigenous Tenants and Housing Providers) addresses a hot-button issue—Indigenous housing challenges—by engaging both tenants and landlords and providing workshops and training (including in cultural safety) on their rights and responsibilities, as well as a peaceful space where they can discuss the issues they have experienced.

Sponsor

Centre d'amitié autochtone du Lac-Saint-Jean

Fund

Community-Based Tenant Initiative

Territory

Roberval, Québec

Amount

\$75,000

Temporary Rental Assistance

In addition to the work being done with the CBTI fund, the Centre was pleased to be mandated by CMHC to participate, in partnership with the Agency for Co-operative Housing, in the implementation of the Temporary Rental Assistance initiative. This one-time program was announced in early 2021 by Cabinet Minister Ahmed Hussen.

As a result, the Centre organized and oversaw the transfer of \$3,156,467, which will help 2,382 low-income tenants. The federal measure specifically targeted housing co-operatives and non-profits whose operating agreement with the CMHC expired before April 2016. Let us hope that this assistance, which will be provided throughout 2021-22, will be renewed next year. If so, the Centre will of course be open to continuing this collaboration with the CMHC.



SPOTLIGHT PROJECT

Because a roof is a right!

The Implementing the Right to Housing through Community Education and Empowerment project aims to educate vulnerable tenants, housing-rights advocates and service providers on the Right to Housing campaign. The campaign is based on the city of Toronto’s 10-year housing plan and the recognition in the National Housing Strategy Act that having a home is “essential to the inherent dignity and well-being of the person and to building sustainable and inclusive communities.” The involvement of precariously housed tenants, and people working alongside them, is essential to ensure the community’s needs and realities are addressed. The Centre’s grant is vital to the development of public education materials, Q&A sessions and webinars as well as the production of an educational video on the Right to Housing campaign.

- Sponsor**
Centre for Equality Rights in Accommodation in Ontario
- Fund**
Community-Based Tenant Initiative
- Territory**
Ontario
- Amount**
\$100,000



Sector growth >>>>>

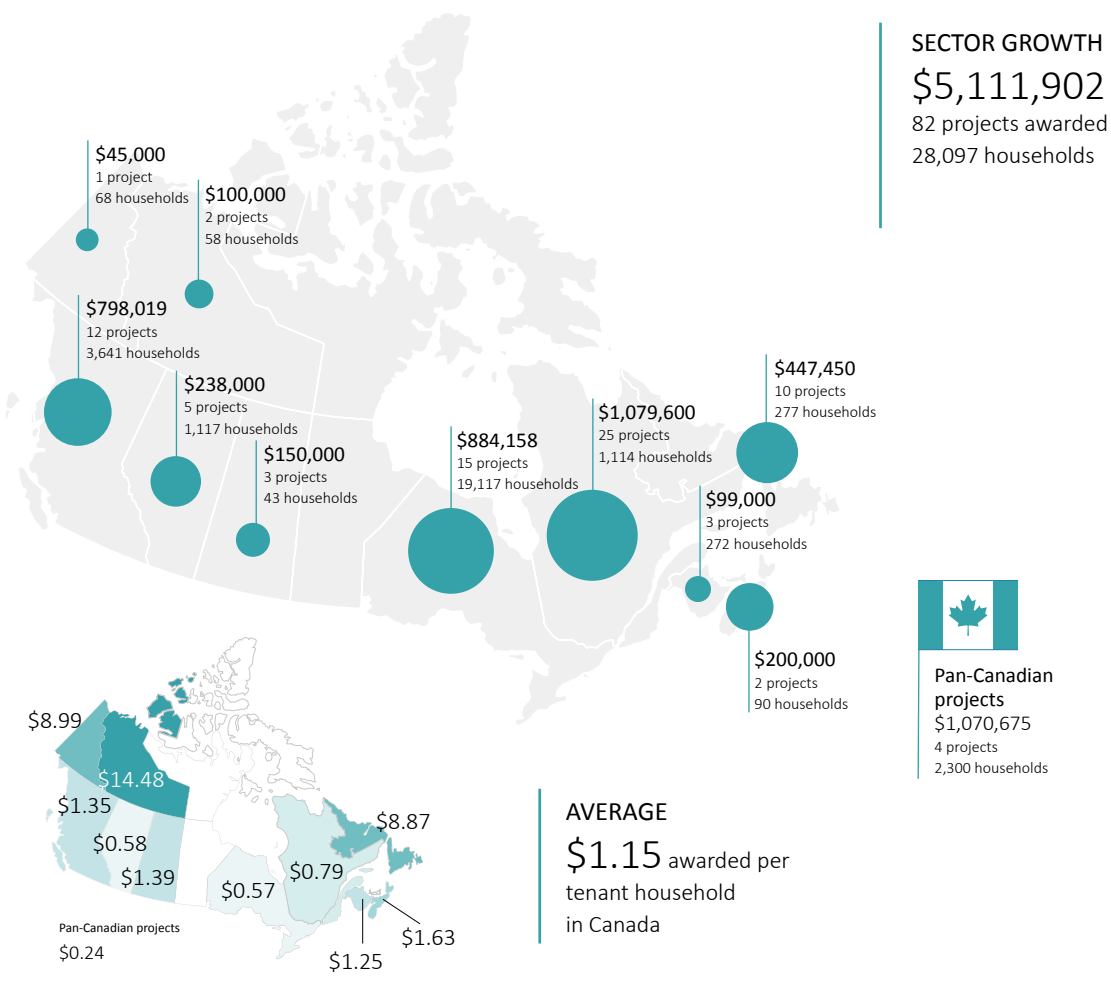
For 25 years now, the supply of social and community housing in Canada has stagnated. For every new home we build, we lose one. That has a direct impact on the housing market. As the population continues to grow, community-housing stock represents an increasingly smaller portion of the overall housing supply. This trend must be reversed.

We encourage and facilitate growth by supporting groups in their funding applications to the CMHC and with other provincial and municipal governments. We support the exploration of new growth strategies (acquisition, land trust, business partnerships, etc.) and promote the dissemination and use of tools that promote community housing as a solution. Lastly, we are

working to identify and address gaps in the sector, such as a lack of awareness of emerging issues or a lack of awareness of the potential offered by new or existing resources.

Our funding efforts to support growth totalled \$5,111,902 and involved 82 projects for the past year. We anticipate that these efforts will assist in the development of 28,907 new housing units in the coming years.

Sector growth projects



Funds			Priorities				
CBTIF (tenants)	Local projects	Sectoral impact projects	Reconciliation with Indigenous Peoples	Improving sector eco-responsibility	Resilience and innovative practices	Social inclusion and community engagement	Sector growth
\$703,308 10 projects	\$2,722,920 64 projects	\$1,685,674 8 projects	\$1,020,008 20 projects	\$1,386,191 15 projects	\$2,385,035 38 projects	\$3,183,248 55 projects	\$5,111,902 82 projects

* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).

In the future, we believe our efforts to help the sector grow will focus on facilitating the emergence of agreements with financial partners that have not yet fully realized the enormous potential of working with the community-housing community. In doing so, we hope to help overcome the main obstacle to the growth of the sector: access to long-term investment capital.

SPOTLIGHT PROJECT

A rising tide lifts all boats

There are roughly 300 people in Moncton who don't have a home: twice as many as in 2019. Rising Tide Community Initiatives was created by various local stakeholders to work on renovating or building housing to address the situation, and to provide support services to the residents of these units. Thanks to the Centre's grant for the Governance framework for Rising Tide Community Initiatives project, Rising Tide was able to establish a solid foundation on which to launch its activities. So even though it is a new player, it is already an important one, as evidenced by the millions in support it has received from the city of Moncton, the province of New Brunswick and from Ottawa (through the Rapid Housing Initiative). The project will have a significant impact in the community, enabling Rising Tide to provide at least 75 new social housing units in 2021.

Sponsor
Rising Tide Community Initiatives Inc.

Fund
Sector Transformation Fund -- Local Projects

Territory
Moncton, New Brunswick

Amount
\$45,000



SPOTLIGHT PROJECT

Reclaiming ancestral land

The Hiýárm ta Skwxwú7mesh Housing Society Organizational Capacity project is part of a strategic plan to house Squamish nation people by developing 1,000 new affordable rental homes in British Columbia in the next 10 years. Since a history of colonization and oppression has kept Squamish people away from their community, the essential purpose is to bring Squamish people home. The Society has used the Centre’s grant to fund additional capacity-building activities, such as engagement sessions, governance and cultural training and consulting services to start to plan and implement its goal to develop affordable rental housing on six potential on-reserve sites.

Sponsor
Hiýárm ta Skwxwú7mesh Housing Society

Fund
Sector Transformation Fund - Local Projects

Territory
British Columbia

Amount
\$49,500

SPOTLIGHT PROJECT

Small communities that see big

The Small Communities Initiative (SCI) is an ambitious project to build and maintain new affordable housing in small, re-remote rural communities in British Columbia and Nova Scotia. ICS envisions the creation of an ecosystem of community organizations in targeted cities that will enable the sharing of capacity and expertise to design, plan, finance, develop and administer affordable housing projects that meet local needs. The goal of the project is to build at least 300 households by 2024, and the grant from the Centre will help cover start-up costs until SCI can be self-sustaining. It is noteworthy that the project also raised over \$820,000 from other granting agencies.

Sponsor
New Commons Development

Fund
Sector Transformation Fund - Sector Impact Projects

Territory
Canada

Amount
\$150,000

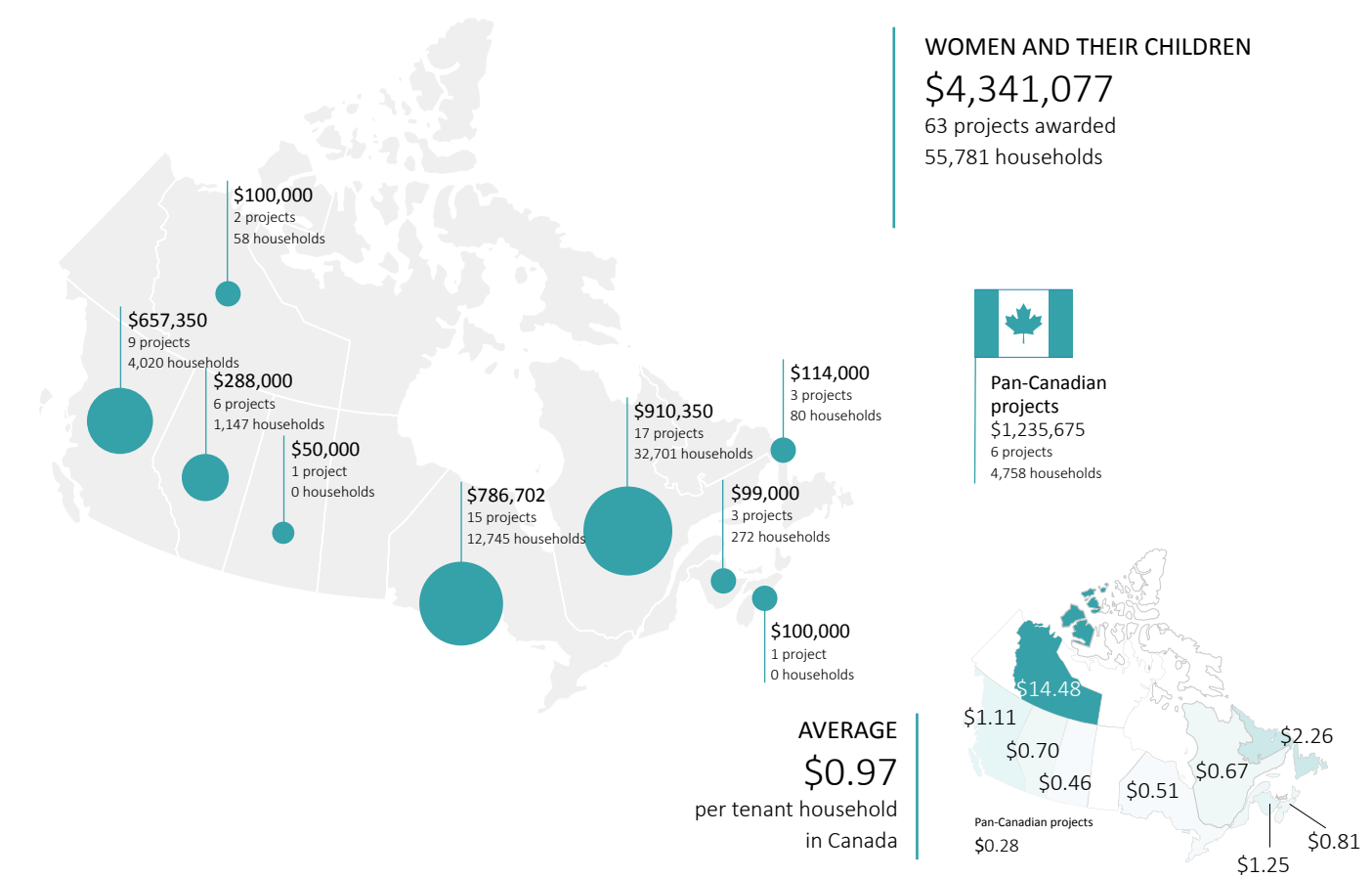
Women

Although women are not one of the priorities identified in our strategic plan, we have nevertheless decided to compile data to measure the impact of our funding activities on women and, where appropriate, their children.

As a result, we have concluded that \$4,341,077 in 63 projects affecting 55,781 households are targeted in one way or another to women.

The analysis of this information will allow us to assess whether a targeted intervention is required, or whether the fact that tenants, volunteers and employees in the sector are mostly women naturally generates a sufficient number of proposals aimed at women and their children.

Projects targeting women and their children



Funds

CBTIF (tenants)	Local projects	Sectoral impact projects
\$1,007,619 15 projects	\$1,783,584 39 projects	\$1,549,874 9 projects

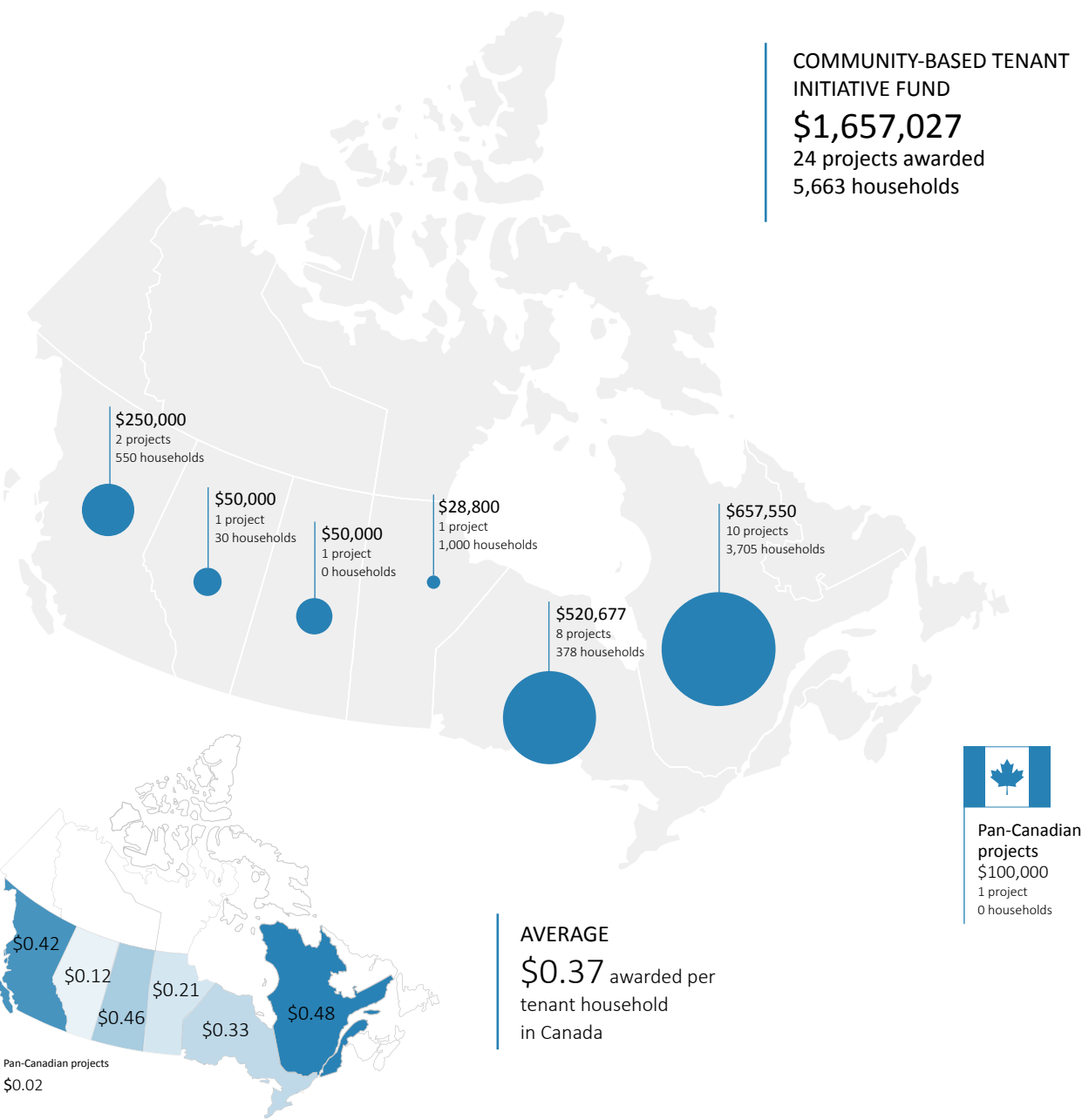
Priorities

Reconciliation with Indigenous Peoples	Improving sector eco-responsibility	Resilience and innovative practices	Social inclusion and community engagement	Sector growth
\$765,992 16 projects	\$1,481,391 14 projects	\$1,808,949 29 projects	\$2,566,109 42 projects	\$3,135,775 45 projects

* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).

Our funds

Community-Based Tenant Initiative funding



* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).

Community-Based Tenant Initiative

Most projects funded by the Centre promote social inclusion and community action. After all, these are fundamental characteristics of community housing. But these elements are the focal point of all projects funded by the Community-Based Tenant Initiative. That is the essential requirement of the mandate the CMHC has given us for this fund, as outlined in the main agreement that binds us.

One of the distinguishing features of this component of our work is the fact that organizations allied with community housing providers (for example, a tenant association) can submit projects that will contribute to the evolution of the private sector and society in general. These include campaigns against discrimination and housing bias against Indigenous people, racialized groups, persons with disabilities or single-parent families. Another example is the establishment of housing committees that seek to bring tenants together and lobby authorities to seek improvements in public-housing policies.

This year, the Community-Based Tenant Initiative provided \$1,657,027 through 24 projects directly affecting 5,663 households.

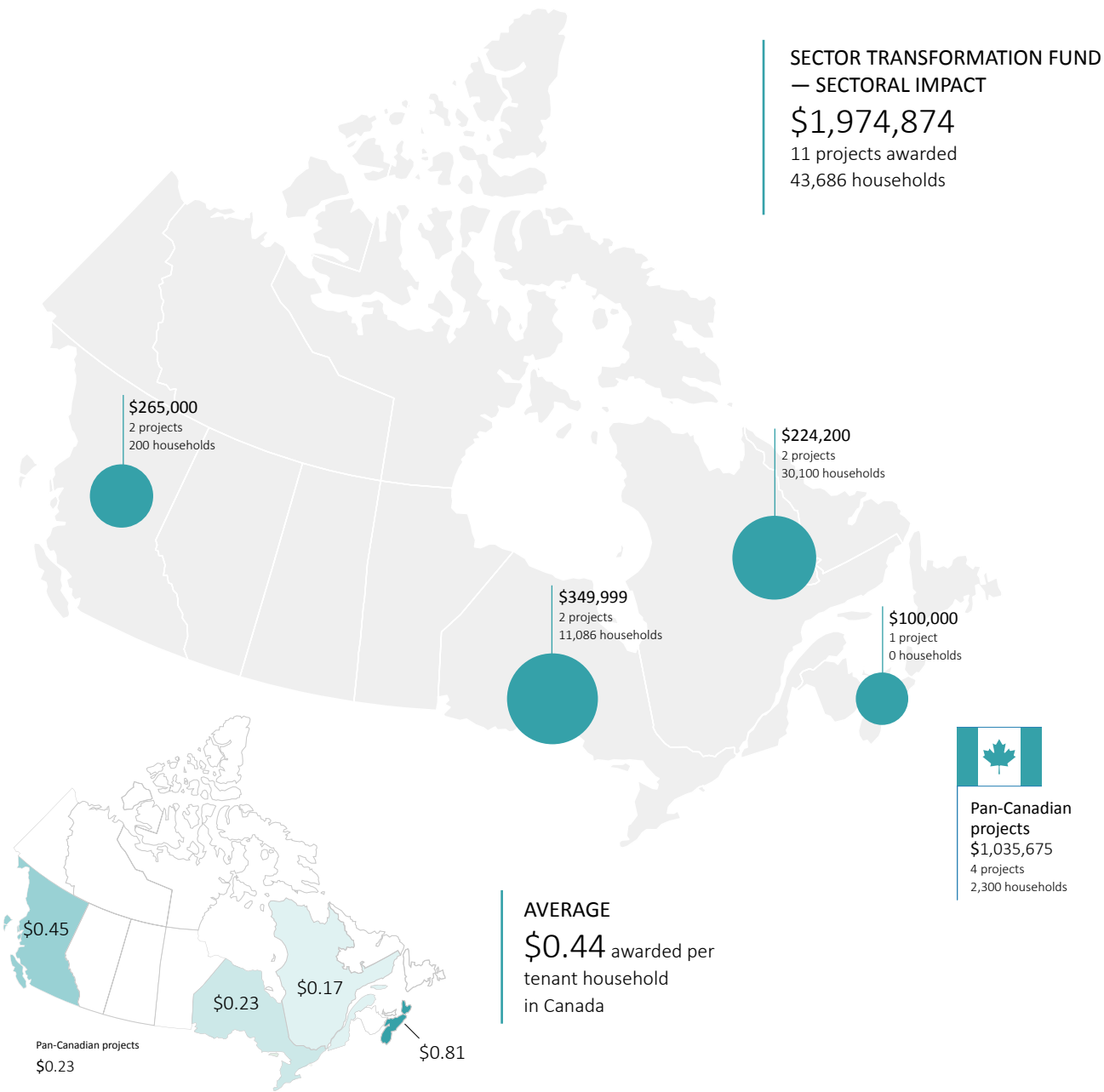
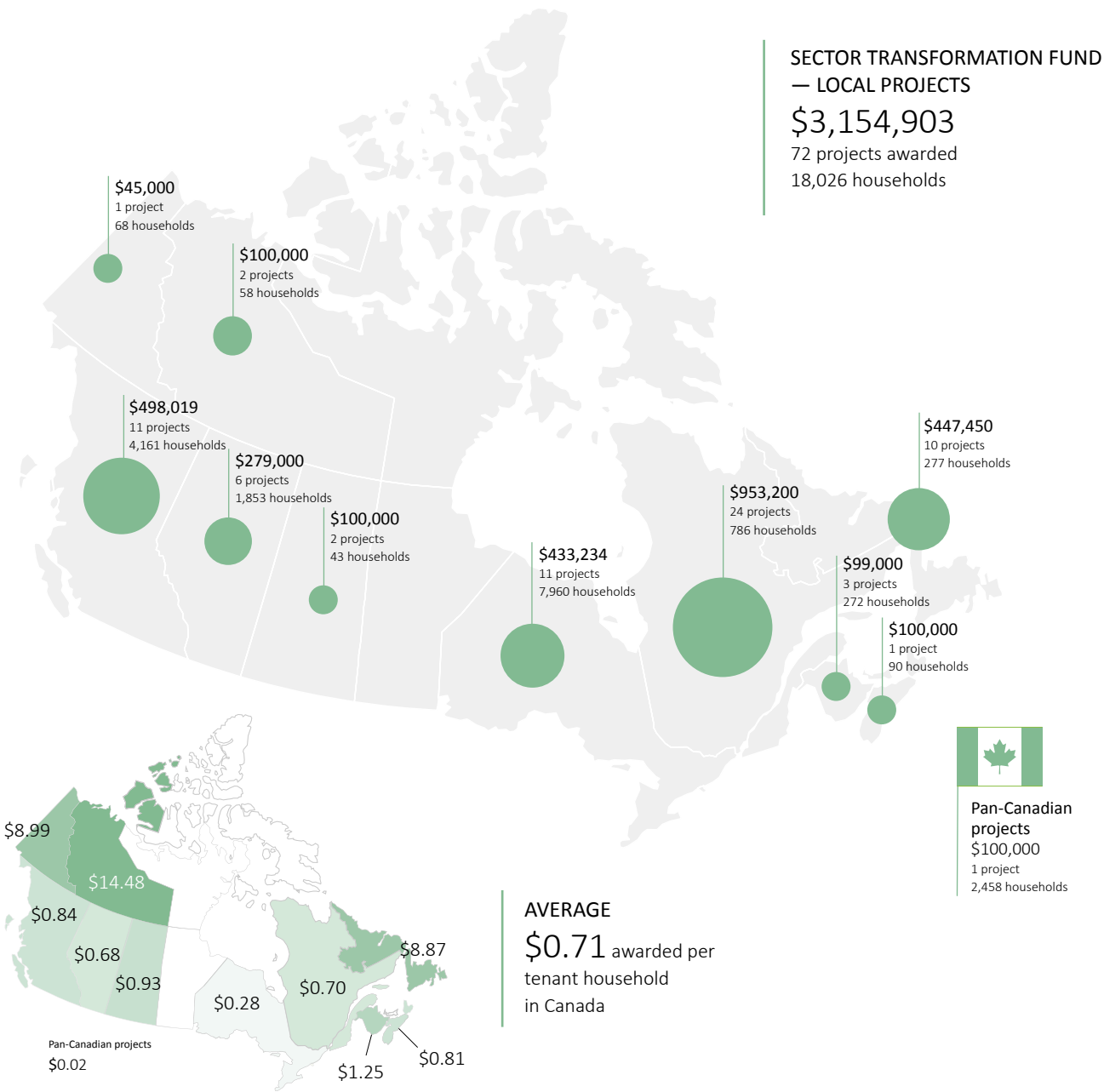
Next year, the CBTI fund will make significantly more money available to the sector to support this priority.

Unfortunately, in the medium term, the picture is more nebulous. Under the main agreement between the Centre and CMHC, the funds available for this work will expire in March 2023. Representations have already been made to make the federal government aware of the importance of maintaining this funding until at least until the end of the current National Housing Strategy, which expires in 2028. We fully intend to continue this lobbying until we receive a favourable response.



Sector Transformation Fund grants – local projects

Sector Transformation Fund grants – sectoral impact projects



Priorities

Reconciliation with Indigenous Peoples	Improving sector eco-responsibility	Resilience and innovative practices	Social inclusion and community engagement	Sector growth
\$720,992 20 projects	\$736,191 15 projects	\$1,943,943 40 projects	\$2,095,941 45 projects	\$2,722,920 64 projects

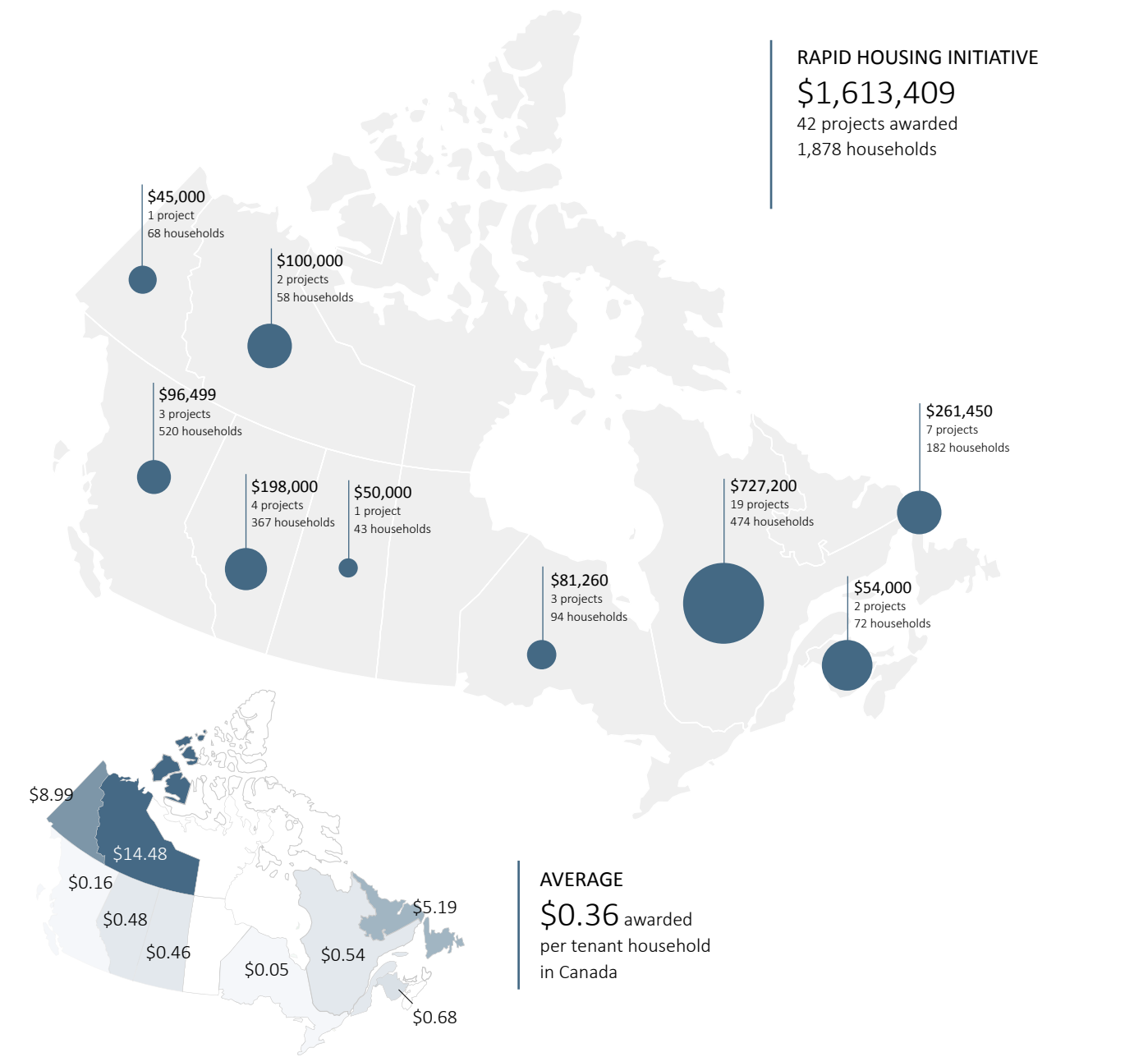
* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).

Priorities

Reconciliation with Indigenous Peoples	Improving sector eco-responsibility	Resilience and innovative practices	Social inclusion and community engagement	Sector growth
\$374,999 3 projects	\$964,200 4 projects	\$1,009,875 6 projects	\$839,199 6 projects	\$1,685,674 8 projects

* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).

Grants in support of proposals to the Rapid Housing Initiative



Funds

Local projects

\$1,613,409
42 projects

Priorities

<p>Reconciliation with Indigenous Peoples \$490,259 13 projects</p>	<p>Improving sector eco-responsibility \$418,000 9 projects</p>	<p>Resilience and innovative practices \$769,199 18 projects</p>	<p>Social inclusion and community engagement \$1,115,150 28 projects</p>	<p>Sector growth \$1,613,409 42 projects</p>
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* The sum of the priorities listed here will exceed total funding. See explanatory note, [page 15](#).

The Rapid Housing Initiative

In the fall of 2020, the Centre responded quickly to the federal government’s wonderful announcement of a new Rapid Housing Initiative. With \$1 billion to build at least 3,000 affordable households in less than 12 months, the RHI represented a major innovation in the federal approach. But it was also a significant challenge for stakeholder groups with insufficient internal capacity to complete a quality project proposal meeting CMHC’s 60-day deadline.

For this campaign, the Centre streamlined its allocation process and prioritized any RHI applications submitted. On average, our decisions we rendered less than seven days after a file was submitted.

The Centre offered grants to organizations that had a project on the drawing board but lacked the resources to get it to the finish line on time.

At the end of the day, we supported 42 RHI proposals. Nine of these proposals were selected by the CMHC, which committed \$45,141,490, or an average of \$5,015,721 per project. This money will build at least 235 units. In addition, 2020-21 ended with great news on this file. Overwhelmed by the quality and quantity of applications submitted in winter 2020—many rejected only due to a lack of funds—the CMHC received an additional \$1.5 billion in early spring 2021. This money will mostly be distributed among the projects already submitted, bringing the total anticipated outcome of the two phases of the RHI to over 9,000 households. As soon as the data becomes available, we will follow up to see the final status of our contribution to the RHI.



Projects funded by the Centre in 2020-2021

Group	Project	Region	Amount	Fund
Aboriginal Friendship Centre of Calgary	Prairie Grass, Elders in Residence Healing Lodge - Housing Success through Natural Law Teachings/ Rent Smart	Alta.	\$50,000	CBTIF
AIDS Committee of Newfoundland and Labrador	Business Plan for Restructured Housing Program	N.L.	\$35,000	STF-Local
Alliance MH2	Programme de formation « Droits et responsabilités des locataires »: Vers l'empowerment des femmes en MH2	Que.	\$50,000	CBTIF
Association of Community Organisations for Reform Now, Canada Peel	Realising tenant power in Mississauga	Ont.	\$48,000	CBTIF
Brightside Community Homes Foundation	Brightside Capacity Development	B.C.	\$107,100	STF-Local
Centre d'amitié Autochtone du Lac-Saint-Jean	Coalition entre les locataires autochtones et les fournisseurs de logements	Que.	\$75,000	CBTIF
Centre de Jour St. James	Habitations St. James	Que.	\$19,000	STF-Local/RHI
Centretown Ottawa Citizens Corporation	CCOC-Taiga Merger	Ont.	\$44,800	STF-Local
Centretown Ottawa Citizens Corporation	Tenant Led Governance: Strengthening and Sharing Participant Resources in Community Housing	Ont.	\$146,970	CBTIF
CERACentre for Equality Rights in Accommodation in Ontario	Implementing the Right to Housing through Community Education and Empowerment	Can.	\$100,000	CBTIF
Chez Doris	Maison Shetty	Que.	\$50,000	STF-Local/RHI
Co-operative Housing Federation of Canada	Greener Co-op Microgrant 2020	Can.	\$100,000	STF-Local
Co:Here Foundation	Capacity Building Services - Supporting Faith-Based Organizations to Develop Affordable Housing	B.C.	\$65,000	STF-Sectoral
Comité d'action des personnes vivant des situations de handicap	Le logement inclusif au service de la communauté	Que.	\$50,000	CBTIF
Community Housing Transformation Centre	Strengthening the Community Housing Sector in Nova Scotia	N.S.	\$100,000	STF-Sectoral
Community Housing Transformation Centre2	Greener Together - A Community Housing High-Impact Environmental Pilot Program	Can.	\$600,000	STF-Sectoral
Confédération québécoise des coopératives d'habitation	Modernisation du guide de pratique de gestion des coopératives d'habitation et de ses outils	Que.	\$99,200	STF-Sectoral
Corporation de développement des Premiers Peuples	Soutien au développement de la Corporation de développement des Premiers Peuples	Que.	\$125,000	STF-Sectoral
Coverdale Center For Women	Coverdale Transition Housing-V2	N.B.	\$4,000	STF-Local/RHI
Downtown Eastside SRO Collaborative Society	Uya'am Gaak Indigenous Elder & Tenant Organizer Program	B.C.	\$150,000	CBTIF
End Homelessness St. John's	HomeConnect model transformation	N.L.	\$101,000	STF-Local
Fédération des coopératives d'habitation de l'Estrie	Mes voisins coopérateurs: mon milieu d'entraide et d'épanouissement	Que.	\$125,000	CBTIF
Fédération des coopératives d'habitation de l'Estrie	S'outiller pour s'auto-développer (partie 1)	Que.	\$45,250	CBTIF
Fédération Intercoopérative en Habitation de l'Outaouais	La coop de ma mère	Que.	\$5,000	CBTIF
Fédération Régionale des OSBL d'habitation de la Montérégie et de l'Estrie	Ajout rapide de 31 unités résidentielles à Châteauguay	Que.	\$47,500	STF-Local/RHI
Fédération Régionale des OSBL d'habitation de la Montérégie et de l'Estrie	Baladodiffusion « Un toit, un droit »	Que.	\$110,000	CBTIF

Fédération Régionale des OSBL-H Mauricie/Centre du Québec	Corporation de logements Communautaires Mauricie et Centre du Québec (COLOCMCQ)	Que.	\$20,000	STF-Local/RHI
First Light St. John's Friendship Centre	First Light Indigenous Housing Project	N.L.	\$49,000	STF-Local/RHI
Groupe de ressources techniques Bâtir son quartier	GRT Bâtir son quartier	Que.	\$40,000	STF-Local
Guelph (M.O.G.) Welcome In Drop In Centre Corporation	Grace Gardens Guelph	Ont.	\$12,260	STF-Local/RHI
Habitations communautaires pour aînés du Québec	Habitations communautaires pour aînés du Québec - Phase II pour les aîné.e.s-locataires	Que.	\$97,400	CBTIF
Habitations Populaires Vincent Massey (Les)	Logements avec soutien pour personnes a risque d'itinérance vieillissantes et/ou en perte d'autonomie	Que.	\$20,000	STF-Local/RHI
Hamilton East Kiwanis Non-Profit Homes Inc.	Collaborative Development Business Case	Ont.	\$50,000	STF-Local
HAPOPEX	HB3	Que.	\$50,000	STF-Local/RHI
Hébergement jeunesse le Tournant	Agir en amont rue Sherbrooke	Que.	\$43,000	STF-Local/RHI
Hiyáám̓ ta Sᑭwxwú7mesh Housing Society	Hiyáám̓ ta Sᑭwxwú7mesh Housing Society Organizational Capacity	B.C.	\$49,500	STF-Local
Homeless Connect Toronto	Journeys to home: discovering pathways out of homelessness	Ont.	\$85,000	CBTIF
Horizon Housing Society	Appropriate Housing for Indigenous Communities	Alta.	\$41,000	STF-Local
Horizon Housing Society	Feasibility Assessments to Support RHI Application	Alta.	\$49,000	STF-Local/RHI
Horizon Housing Society	Feasibility Assessments to Support RHI Application	Alta.	\$49,500	STF-Local/RHI
Horizon Housing Society	RHI - Skyview, Southwood & Beltline	Alta.	\$49,500	STF-Local/RHI
Horizon Housing Society	Strategic Partners Real Estate Needs Assessment	Alta.	\$40,000	STF-Local
Houselink and Mainstay Community Housing	Creating a Resource Centre to Increase Development Capacity in Toronto's Supportive Housing Sector	Ont.	\$300,000	STF-Sectoral
Houselink and Mainstay Community Housing	Mainstay/Houselink Integration Project Towards Amalgamation	Ont.	\$65,000	STF-Local
Houselink and Mainstay Community Housing	RHI - Selected Site Due Diligence and Acquisition Support	Ont.	\$50,000	STF-Local/RHI
Housing Alternatives	St. Vincent's Apartments (RHI Application Support)	N.B.	\$50,000	STF-Local/RHI
Inter Faith Homes (Centenary) Corporation	Capital Financing and Community Revitalization Plan	Ont.	\$47,691	STF-Local
Jean Tweed Treatment Centre	Women's Supportive Housing Engagement Project	Ont.	\$45,000	CBTIF
L'Anonyme	L'Anonyme - 3359 Ste Catherine Est	Que.	\$50,000	STF-Local/RHI
La Maison L'Échelon	Les habitations Broadway	Que.	\$50,000	STF-Local/RHI
Labrador West Pioneer Living Inc.	Labrador West Region (Labrador City and Wabush) Seniors Housing Project	N.L.	\$50,000	STF-Local/RHI
Le Gite Ami	Hébergement de transition	Que.	\$50,000	STF-Local
Le hameau des cultures	Le hameau des cultures	Que.	\$40,000	STF-Local
Le PAS de la rue	Studios Mercier	Que.	\$35,000	STF-Local/RHI
Les habitations l'Équerre	Maison de chambres pour femmes	Que.	\$20,000	STF-Local/RHI
Les Habitations Paul Pratt	Co-construction d'une intervention multicomposante afin de contrer la maltraitance en résidences pour aînés	Que.	\$50,000	CBTIF
Lii Michif Otipemisiwak Community and Family Services	Elders-In-Residence Program at Kikekyelc: A Place of Belonging	B.C.	\$100,000	CBTIF

Lookout Housing and Health Society	Capacity Building for RHI	B.C.	\$46,500	STF-Local/RHI
Mamele'awt Qweesome Housing Society	Capacity Building for Success in Meeting Community Needs	B.C.	\$24,750	STF-Local
Manitoba Non-Profit Housing Association Inc.	Life Lease Tenant Representation Training	Man.	\$28,800	CBTIF
Metis Calgary Family Services	Rainbow Lodge Phase 2	Alta.	\$50,000	STF-Local/RHI
Mission Old Brewery	Projet Avenue du Parc	Que.	\$50,000	STF-Local/RHI
Mission Old Brewery	Projet Sherbrooke - St. André	Que.	\$41,000	STF-Local/RHI
Namerind Housing Corporation	Namerind Single Room Occupancy RHI Project	Sask.	\$50,000	STF-Local/RHI
National Affordable Housing Corporation	Real Life Rental Guide for Empowering Inclusion in Affordable Housing	Sask.	\$50,000	CBTIF
Native Inter-Tribal Housing Co-op	Native Inter-Tribal Housing Co-operative Feasibility Study	Ont.	\$39,983	STF-Local
New Commons Development	Small Communities Initiative - Growing the Community Housing Sector in Canada's Small, Rural and Remote Communities	Can.	\$150,000	STF-Sectoral
New Market Funds Society	Community Housing Acquisition Fund	Can.	\$220,675	STF-Sectoral
New View Society	Asset Management Program Enhancement and Pathway to Sustainable Expansion	B.C.	\$34,670	STF-Local
NIHTAT GWICH'IN COUNCIL	RHI - Inuvik, NT	NWT.	\$50,000	STF-Local/RHI
Oakwood Vaughan Community Organization	Eglinton Oakwood Tenant Solidarity Program	Ont.	\$49,999	CBTIF
Office municipal d'habitation de Lévis	Projet CLIC : Citoyens-Locataires Impliqués et Concertés en Chaudière-Appalaches	Que.	\$49,900	CBTIF
Ontario Aboriginal Housing Support Services Corporation	Governance - Board Strategic Planning Retreat	Ont.	\$31,500	STF-Local
Ontario Non-Profit Housing Association	ONPHA's Urban and Rural Indigenous Housing Implementation Plan for Ontario	Ont.	\$49,999	STF-Sectoral
Oonuhseh Niagara Native Homes Inc.	Oonuhseh Strategic Plan	Ont.	\$24,000	STF-Local
Pacifica Housing Advisory Association	Streamlining Internal Operational Systems	B.C.	\$95,000	STF-Local
Pavillon Patricia McKenzie	Pavillon Patricia McKenzie – Les voisines de Lartigu	Que.	\$20,000	STF-Local/RHI
Places for People Haliburton Highlands Inc	Minden Tenant Inclusion Research Project	Ont.	\$47,500	CBTIF
Projet Autochtones du Québec - PAQ	Les habitations PAQ	Que.	\$50,000	STF-Local/RHI
Réseau Habitation femmes de Montréal	RHF - 18e Avenue	Que.	\$50,000	STF-Local/RHI
Rising Tide Community Initiatives Inc.	Governance framework for Rising Tide Community Initiatives Inc.	N.B.	\$45,000	STF-Local
ROHSCO	Main dans la main pour l'habitation communautaire!	Que.	\$46,000	STF-Local
Safe at Home Society	Safe at Home Society RHI Application Seed Funding - Whitehorse, Yukon	Yukon	\$45,000	STF-Local/RHI
SaltWater Community Association Inc.	RHI	N.L.	\$20,000	STF-Local/RHI
SaltWater Community Association Inc.	RHI Application Consultant	N.L.	\$27,450	STF-Local/RHI
Serviloge	Demande ICRL- Requalification de la maison-mère des soeurs du Saint-Rosaire (aile est)	Que.	\$50,000	STF-Local/RHI
Society for the Involvement of Good Neighbours	Yorkton Housing Needs Assessment	Sask.	\$50,000	STF-Local
St. John's Status of Women Council	Marguerite's Place Expansion Development: Women's Supportive Housing	N.L.	\$15,000	STF-Local/RHI
Stella's Circle Community Services inc.	Increase in Housing Stock - Assistance with Drawings & Specifications for New Acquisition	N.L.	\$50,000	STF-Local/RHI

Stella's Circle Community Services inc.	Increasing Housing Units for Marginalized Population Groups	N.L.	\$50,000	STF-Local
The Agency for Co-operative Housing	Benchmarking Feasibility Study (Sector Tranformation Fund)	Can.	\$65,000	STF-Sectoral
The Housing Help Centre	Building tenant capacity among Syrian refugees through social inclusion and community engagement	Ont.	\$49,800	CBTIF
The Neighbourhood Land Trust	A Community Action Research Project on Tower Rentals in Parkdale	Ont.	\$48,408	CBTIF
The Public Good Society of Dartmouth	Affordable Housing Development Navigator	N.S.	\$100,000	STF-Local
Toronto Artscape Inc.	Scaling Social Purpose Real Estate Enterprise - Part 1: Business Planning	Ont.	\$49,000	STF-Local
Vancouver Native Housing Society	Business Planning for RHI	B.C.	\$24,999	STF-Local/RHI
Vancouver Native Housing Society	Creating a Non-Profit Housing Development Corporation	B.C.	\$200,000	STF-Sectoral
Vancouver Native Housing Society	RHI proposal - preliminary funding	B.C.	\$25,000	STF-Local/RHI
Vilavi	Vilavi - 1610 St-André	Que.	\$19,000	STF-Local/RHI
Villa de l'Amitié	Ajout de 10 logements pour aîné-es à la Villa de l'Amitié	Que.	\$42,700	STF-Local/RHI
Village Urbain	Étude de faisabilité d'un cohabitat abordable dans la Communauté Métropolitaine de Montréal	Que.	\$50,000	STF-Local
Weledeh Building Society	Our Dene Land, Our Dene Home: RHI Application	NWT.	\$50,000	STF-Local/RHI
Wesley Community Homes Inc.	Wesley Community Homes Inc.	Ont.	\$19,000	STF-Local/RHI
Whistler Valley Housing Society	Whistler Valley Housing Society- Strategic Planning Initiative	B.C.	\$21,000	STF-Local
Xolhemet Society	Strategic Planning for Indigenous Community Housing Initiative	B.C.	\$20,000	STF-Local
YMCA of Northeast Avalon Inc.	YMCA NL Affordable Housing Capacity Building Project	N.L.	\$50,000	STF-Local/RHI
Young Women's Christian Association, located in Vancouver	Enabling YWCA business practices to enhance its housing sector capacity	B.C.	\$49,500	STF-Local



Community Housing
Transformation Centre
Centre de transformation
du logement communautaire

We don't build homes



we build community!

by funding innovative, inspiring
and ground-breaking projects
proposed by organizations
just like yours

talk to us about your hopes

WWW.CENTRE.SUPPORT



Effective Centre organizational stewardship >>>>

While the Centre is making great strides, like any new organization, it is still looking to create benchmarks and practices to achieve maximum efficiency, respect for the rules of governance and to create the ambiance necessary to maintain a good level of internal engagement and the appreciation of allied partners and groups.

To that end, we are working on several fronts. One of them, of course, is to foster staff expertise and buy-in through professional development and accountability. Effective and functional governance and management structures are also essential. The use of the best available technology to support our operations is indispensable for an organization that is both small and

decentralized, but which is responsible for managing significant amounts of money across Canada through hundreds, potentially thousands of funding agreements. Finally, none of our organizational ambitions would be possible without robust and effective communication capabilities, both internally and externally.

Governance

The governance of the Centre rests on two foundations. One brings together the individuals who sit on the board of directors and on our various committees. The other brings together the member organizations of the Centre. These voices are heard at board elections and during the annual general meeting.

It is important to note that individuals who participate in any of these bodies all have significant experience in community housing and do so on a volunteer basis.

The board of directors

The board meets every eight weeks and receives and analyzes reports submitted by the executive director and board committees. It then determines broad directions for the organization, including the adoption of policies. This approach maintains control over the Centre while providing management with the flexibility to seize emerging opportunities and manage day-to-day operations.

In October 2020, the board, along with Centre staff, held a two-day meeting dedicated to a strategic-thinking exercise. It was a complement to a process that began in June with a consultant. In preparation, interviews were held with a series of key stakeholders, such as members of the Centre, government organizations, coalitions and industry groups. These allowed us to document their perception of the Centre while confirming the choice of key issues (reconciliation, environment, resilience, growth) leading to the transformation of the sector. The purpose of this exercise was to validate and further develop the strategic plan developed in October 2019, when the Centre had not yet established its infrastructures, completed its team, or begun its public activities.

In essence, the strategic-thinking exercise confirmed and further defined the organizational interpretation to be given to the Centre’s strategic plan. Building on this effort, the Centre was able to achieve the many accomplishments outlined in this report.

During its regular meetings, the board adopted or amended several policies, the most significant of which were:

- Follow-up and compliance of allocated grants
- Management of capital and intangible fixed assets
- Working conditions
- Disaster prevention and recovery plan

In January 2021, two board members left their positions for personal reasons. In accordance with our operating rules, this led to a selection and recruitment process that concluded with the arrival of two new board members in late spring 2021.

Most board meetings were attended by all members and all achieved quorum.

Board and committee members in 2020-2021



Tim Ross
President
Ex officio member of all committees

Executive director,
Co-operative Housing
Federation of Canada



Jill Atkey
Vice president
Ethics and governance
committee

Executive director,
BC Non-profit Housing
Association



Martina Jileckova
Treasurer
Finance and audit committee
Allocation committee

Executive director,
Horizon Housing, Alberta



Jeff Morrison
Secretary
Allocation committee

Managing director,
Canadian Housing and
Renewal Association



Jacques Beaudoin
Administrator
Ethics and governance
committee

Director of public
and legal affairs,
Réseau québécois des OSBL
d'habitation



Daniel Godin
Administrator
Allocation committee

Collaborator,
Confédération québécoise
des coopératives d'habitation



Kit Hickey
Administrator
Finance and audit committee

Executive director,
Housing Alternatives Inc.
(New Brunswick)



Margaret Pfoh
Administrator
Allocation committee

Executive director,
Aboriginal Housing
Management Association
(British Columbia)

Board and committee members in 2020-2021



Sandra Turner
Administrator
Nomination committee
Ethics and governance committee
Appointments committee

Retired from CMHC and active with several non-profit housing organizations in the Northwest Territories



Lisa M. Oliveira
(starting June 2021)
Administrator

Senior housing advisor and consultant, Housing Services Corporation (Ontario)



Michelle Cooper-Iversen
(starting June 2021)
Administrator

Director of operations, Co-operative Housing Federation of British Columbia



Ami Patel
(until January 25, 2021)
Administrator

Chief financial officer, Windsor Essex Community Housing Corporation, Ontario



Alexandra Wilson
(until January 28, 2021)
Treasurer
Finance and audit committee

Executive director, The Agency for Co-operative Housing



Karen Hemmingson
Nomination committee

Retired, BC Housing Administrator, Rooftops Canada



Hugh Lawson
Nomination committee

Retired, Toronto Community Housing
Director, Birch Housing, Ontario

The committees

Finance and audit

In addition to the usual topics on the committee’s agenda, members devoted a great deal of time to develop a proposal for a policy on the management of capital and intangible assets that was submitted to and approved by the board. The year 2020-21 started with an oversight of the audit process of the previous budget cycle. Because this was the first audit process in our history, additional work was required to establish excellent collaboration with the external auditor. Martina Jileckova took over as chair of the committee when Alexandra Wilson retired. Marie Brouillette, our director of operations, and Lisa Ker, deputy executive director, ensure that pertinent documentation is complete and available and provide administrative follow-up.

Ethics and governance

Jacques Beaudoin is the chairperson of this group which, among other things, reviewed and commented on the Employee Handbook.

Much of the committee’s work has been devoted to defining and analyzing the results of an integrity audit of the allocation processes conducted by the Marcil Lavallée firm. The primary objective of this precautionary approach was to ensure that rules and measures to ensure allocation process integrity were applied in full. In addition, the firm was directed to identify potential gaps in the processes established by management, the allocation committee or the board.

The final report did not identify any major faults, but did highlight a few breaches of protocol, mainly related to weaknesses in the IT infrastructure in our first few months of operation. Most of these deficiencies had been previously identified by the administrative team and appropriate corrective actions were already in place at the time of the integrity audit. The minor issues still present were promptly rectified following the tabling of the report. Executive director Stéphan Corriveau and deputy executive director Lisa Ker ensure that the committee has all the resources it needs to properly operate and implement its decisions.

Allocation

Under the direction of Jeff Morrison, the Allocation Committee meets monthly and sometimes more frequently. In addition to reviewing the files requiring its approval, the committee reviews the overall results of the Centre’s funding work, including the processes leading to the allocation. It adjusts the allocation between funds, regions and priorities. At each meeting, a region or theme is given a special presentation where staff members outline the work accomplished and invite committee members to contribute to our understanding of and reflection on the subject.

In the coming year, the committee intends to reflect on the most effective approach for the Sectoral Impact Projects fund. Marie Brouillette is responsible for ensuring the committee run smoothly.

Nominations

Since January 2021, the appointments committee, chaired by Sandra Turner, has been made permanent. The committee’s first task was to replace Alexandra Wilson and Ami Patel. This initial intervention launches a board-renewal cycle that will end in August 2022 with the expiry of the terms of all its members. In the meantime, the committee is conducting an assessment and analysis to identify the strengths and challenges of the current board and to develop a recruitment strategy that will be both respectful of the board in place, be representative of the sector and be aware of the need for the efficiency and skills required for a quality governing board. Centre executive director Stéphan Corriveau assists this committee.

The administration

We continued to work on organizational structuring all year as we improved our administrative capacity, both from a technical and human perspective. These adjustments, normal for an organization that had had only four months of public activities by April 2020, were guided by three factors that interact to establish a balance that we judge most likely to contribute to the achievement of the Centre’s mission.

The first factor is the policies and objectives established by the governance structure. The second is defined by the financial, human and technical means at our disposal. The last is related to the terms and conditions associated with the funding provided by our sponsors.

Management is thus constantly trying to interpret the first and third of these forces in a dialectical exercise with the second dynamic. The results generated by any given combination indicate whether we have in fact found the best combination — or whether there is a need to review our interpretation of the mandates, the means deployed or both.

To achieve this, the four members of the management team meet regularly to conduct this analysis and act accordingly. Management is highly cohesive and brings together experienced people in their respective areas of expertise.

As management expanded from two to four over the course of the year, we saw an improvement in the support and coaching offered to employees, as well as a marked change in our internal and external achievements.

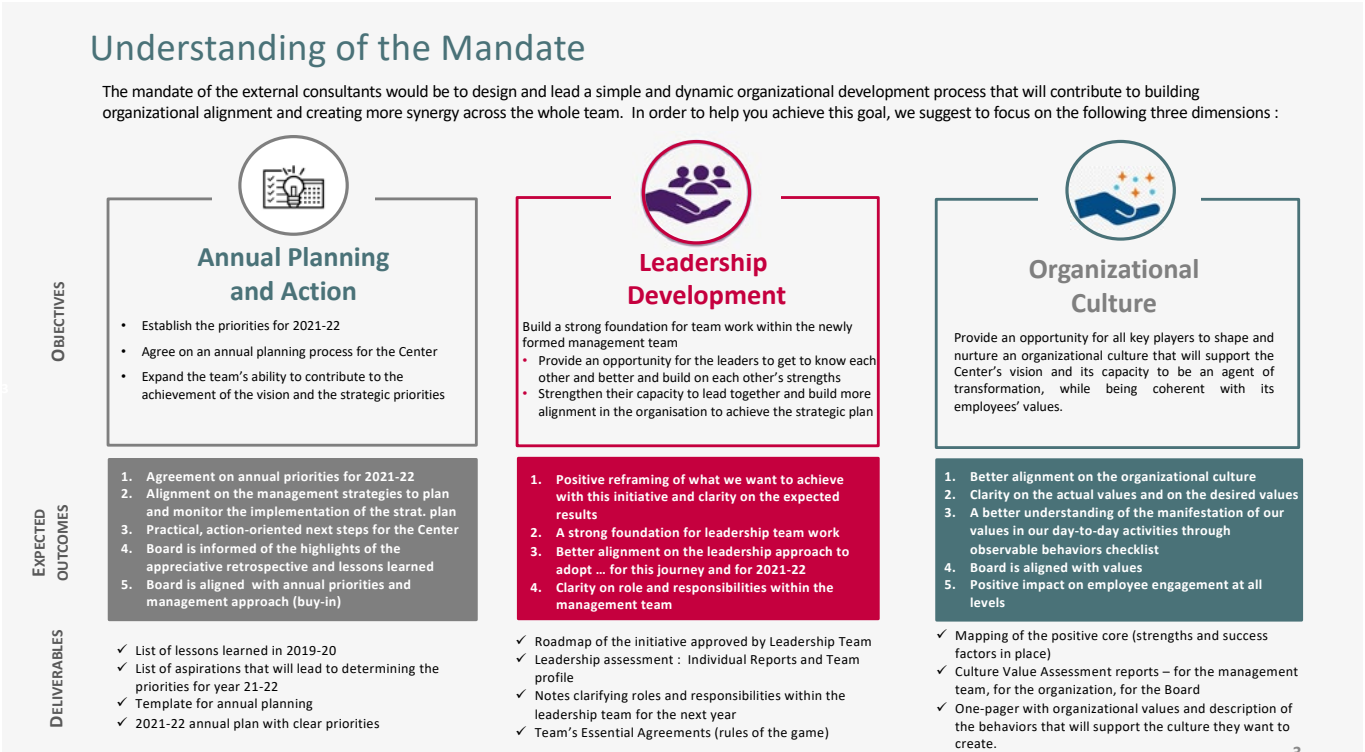
From a financial perspective, the audited financial statements of March 31, 2021, reflect the quality of the work performed, since neither the external auditor’s opinion nor notes identified any anomalies. Moreover, the same report reveals a healthy financial status.

Now that all staff positions in the organization are filled and sound administrative foundations have been established, we intend to devote much of 2021-2022 to a broad exercise aimed at achieving better organizational alignment. We believe this is a key to the success of the Centre in the coming years. This means an alignment of leadership, organizational

culture and, lastly, an alignment of strategy and operations.

Management and employees will be brought together in this process. It will allow us to pause and complete a retrospective assessment of the Centre’s achievements since its inception, to recognize and celebrate our strengths and to identify lessons learned. This process, facilitated by a specialized external firm, should lead to the identification of future administrative priorities, the optimization of resources and the encouragement of staff engagement.

The organizational alignment plan



The team

In April 2020, the Centre had five salaried employees. By the end of March 2021, this number had grown to a dozen and there were three positions being filled, for a total of 15. Staff are divided into three sub-teams (communications, allocation, and administrative and technical support). They reside in several regions of the country, facilitating direct and ongoing links with the sector and a good understanding of regional dynamics.

In addition to the regular staff, we recruited a dozen or so contractual workers in British Columbia, Alberta, Québec and Nova Scotia to assist the Temporary Rental Assistance mandate given to us by the CMHC in January 2021. Their ability in just a few weeks to master the nuances of the program and to carry out the mission that CMHC had given us is to be commended.

The work performed by employees is a key factor in the suc-

cess of the organization and we would like to acknowledge it here.

The organization takes the training of employees seriously. To do this, we use a combination of approaches, including mentoring, formal education resources, in-house presentations featuring specific expertise of a staff member or consultant. For example, team members were given comprehensive training on the history, impact and evolution of housing policies from the post-war years to the present by Steve Pomeroy, one of the country’s most respected housing experts.

Lastly, we ensure that all employees have the necessary support to master both official languages.

Centre staff on March 31, 2021

>>>>> Management



Stéphan Corriveau
Executive director



Lisa Ker
Deputy executive director



Marie Brouillette
Operations director



Peter Wheeland
Communications director

>>>>> Communications



Jeanne Lemba
Communications manager



Andréanne Chevalier
Communications manager –
French content



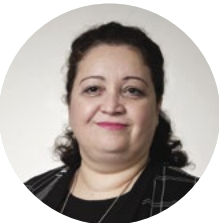
>>>>> Administrative and technical support



Solange Garçon
Executive assistant
(on maternity leave)



Françoise Ngan-Pouge
Executive assistant
(interim)



Souad Boudjemline
Administrative assistant



Lou Seltz
Data manager

>>>>> Programs



Amy Bolt
Program manager



Chrissy Diavatopoulos
Program manager



Renée Hébert
Program manager



Hope Jamieson
Program manager



Luc Labelle
Program manager



Chris Rootsart
Program manager

Computer platform and online tools

Our IT platform is evolving, improving and sometimes challenging, but at the end of the day it is an indispensable tool for the Centre's action. It is at the heart of our activities and will be more and more so going forward.

The platform is where groups write grant applications and reports. It is used by program managers for their evaluation and monitoring work. The data it contains provide the statistical reports to evaluate the work that has been done and the work that remains to be done.

The platform is also where groups are invited to complete their self-assessment and action plan, where surveys are conducted, and where contact and mailing lists are managed. All of this, and more, depends on our platform.

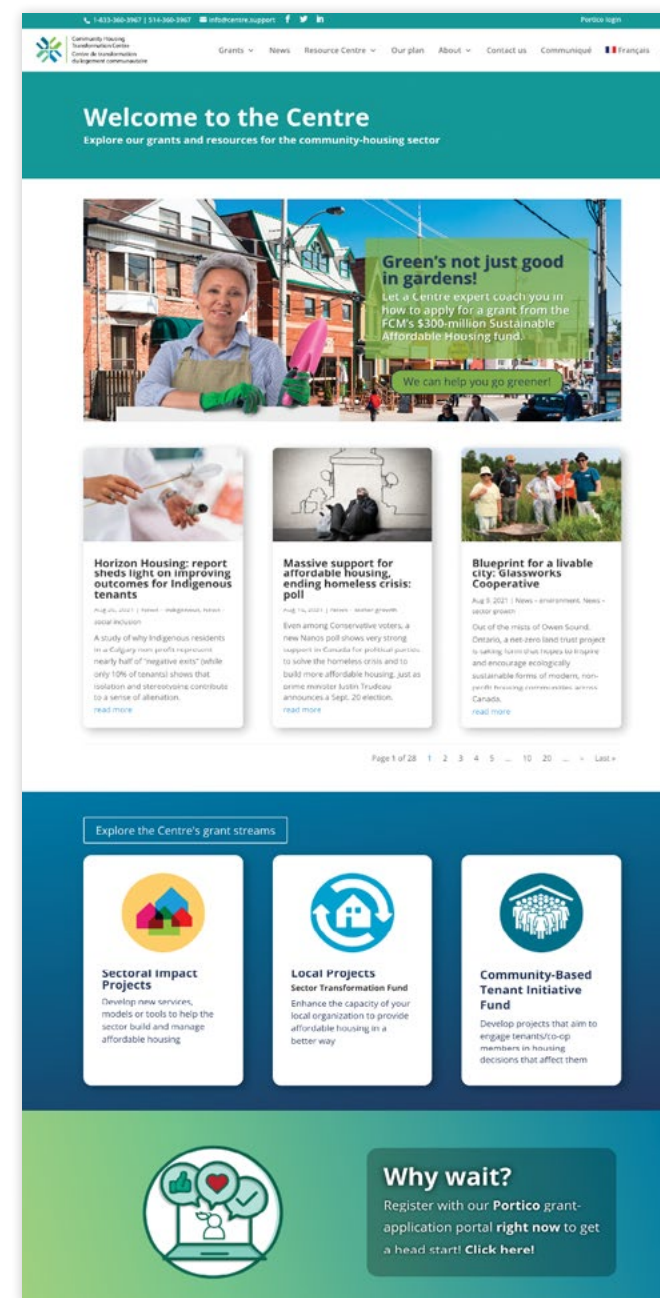
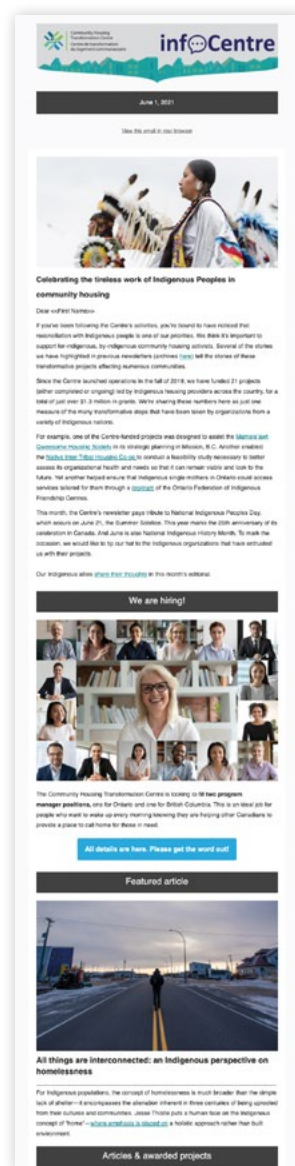
Looking back over the past 12 months, we can now say the platform is mature enough to allow us to showcase it in our communications. By more consistently encouraging the use of our tools, more groups will benefit by using the Centre's work to improve their own performances. In addition, the increased use of these tools will allow us to improve our in-depth knowledge of the operational realities of the groups. In turn, we can offer services that are more tailored to the needs of the sector.

This approach is stimulating and appropriate. At the same time, we are aware of the ever-changing dynamics affecting work. Our needs are constantly being redefined and the computing world is constantly changing. We need to learn to manage this situation as productively as possible, and to move forward knowing that the aspiration of creating an ideal platform is itself evolving.

Communications

Our approach, tools and methods of communications have steadily advanced over the year. After only four months of public activity in April 2020, the Centre was to become (re) acquainted with many local community-housing groups, and it had to do so with very basic tools. Things have changed since then!

In April 2020, the Centre's newsletter had approximately 200 francophone and 750 anglophone subscribers. Publication frequency was irregular, and the presentation was not very sophisticated. After a few months, we managed to establish monthly publications of the newsletter in addition to producing special editions in support of targeted campaigns. The distribution for the newsletter has also improved significantly. These changes have paid off, as at the end of March 2021 subscriptions increased to 270 in French and surpassed the 1,000 mark in English. The success of a newsletter is measured in large part by its "open" rate, that is, the percentage of subscribers who open it after reception. We can be pleased that the "open" rates for our newsletter ranges between 29% and 35% in English and between 36% and 46% in French. According to Mailchimp, the average opening rate of a newsletter for the non-profit sector is 25%.



Our site, www.centre.support, has also undergone a major upgrade of its graphics and content during our first half year. Visitors to the site benefited from more comprehensive and clear information about our grant programs, priorities, mission, governance and staff. The creation of original stories about the projects we have funded and on sectoral issues has also increased. We now publish several stories in both languages each week, in addition to showcasing partner and ally activities. While still lower than we'd like, the number

of visitors has been steadily increasing. Not surprisingly, the most popular section of the site is dedicated to our funding programs. Building on our experiences, and with the support of a specialized firm, we will be undertaking a major site redesign in the coming months, which is expected to be completed in late 2021 or early 2022. We hope that this operation will significantly increase traffic to the site.

Our social media presence, primarily on Facebook and Twitter, has grown as our production of original and shareable content has grown. Subscribers and interactions almost tripled on Twitter, from an average of 7,000 interactions in March 2020 to 19,000 a year later.

Our Facebook page reached 13,561 people, an increase of 43.5% in one year. A new Facebook group created by the Centre at the end of the fiscal year was also popular. The interaction of the 200 active members of [Community and Social Housing](#)  [Logement communautaire et social](#) reached 3,646 viewers in its first months of existence.

The communications team has also been busy updating, translating and editing a wide range of Centre materials — from the Self-Assessment Tool to the greeting card sent to thousands of industry groups, partners and allies — to the production of several videos.



Last word

This report puts the work accomplished in 2020-21 into perspective. This exercise in retrospection allows all of the stakeholders involved in the Centre’s activities a way to measure to what extent we have stuck to the path. Have our actions been equal to our objectives? On reflection, keeping in mind the long road ahead of us, we are confident we are on the right path.

It is important to stress that, for us, the right path is one of collaboration, partnership, and the sharing of resource, experiences and ideas. When most of the actors in our sector are following that same this path, only then will it be possible to achieve the fundamental goal of our movement: to ensure a roof over every head.

Covid-19 has forced challenges on us—and the entire planet—that we could have done without. But the energy and creativity of the Centre team and the board of directors has helped overcome most of the obstacles with brio.

In terms of our priorities, the coming year should be marked by particular attention to reconciliation with Indigenous Peoples and efforts to increase the sustainability of the sector.

In concluding this report, we note that if 2020-21 was the year of daring and determination, the year to come will be one of consolidation and innovation. Building on the foundation established this year, we must continue to move forward by adopting new ways to contribute to the health, growth and positive impact of community housing.

The goal of a home for all is not utopic, it is a fundamental human right that we can achieve together. The Centre remains committed to working with all those who embrace this belief.

Community-Based
Tenant Initiative fund



Would you like to:

- ☒ boost participation of your tenants/co-op members?
- ☒ get more resident input on future builds, programs and services?
- ☒ recruit more tenants for your board or committees?
- ☒ integrate an Indigenous perspective within your initiatives?
- ☒ encourage tenants to advocate for more community housing?
- ☒ spread more tenancy information in the community?
- ☒ offer training for and by tenants?

Project-based funding of up to \$150,000 for tenant engagement and tenant rights initiatives



Community Housing
Transformation Centre
Centre de transformation
du logement communautaire

Contact us for more info
or to pitch your project ideas!

1-833-360-3967 (ext. 104)
info@centre.support - www.centre.support

