



Boldness and innovation as driving forces
2022-2023 Annual report summary



Community Housing
Transformation Centre
Centre de transformation
du logement communautaire

Boldness and innovation as driving forces

After four years in operation, the Community Housing Transformation Centre has become a prominent player in the community housing landscape across Canada. This year has been marked by transitions, including a reduction in federal funding in accordance with the National Housing Strategy, which expires in 2028. Despite this, the Centre has chosen to focus on resilience, innovation, and growth, rather than on downsizing. To this end, we are working to establish funding agreements with provincial and territorial governments.

We aspire for community housing to embrace a radical transformation its culture so it can play a leadership role in Canadian society. To this end, we encourage bold, innovative initiatives that enhance the sector's capacity for action. Our goal is to make community housing a desirable housing model for all.

We also reassessed our approach to allocating funds to prioritize initiatives that significantly impact the sector. In 2022-2023, we have focused on catalytic and propositional projects that promote growth and stability in the sector. We have also encouraged innovative partnerships, capacity building and the sharing of knowledge and tools to empower sector stakeholders.

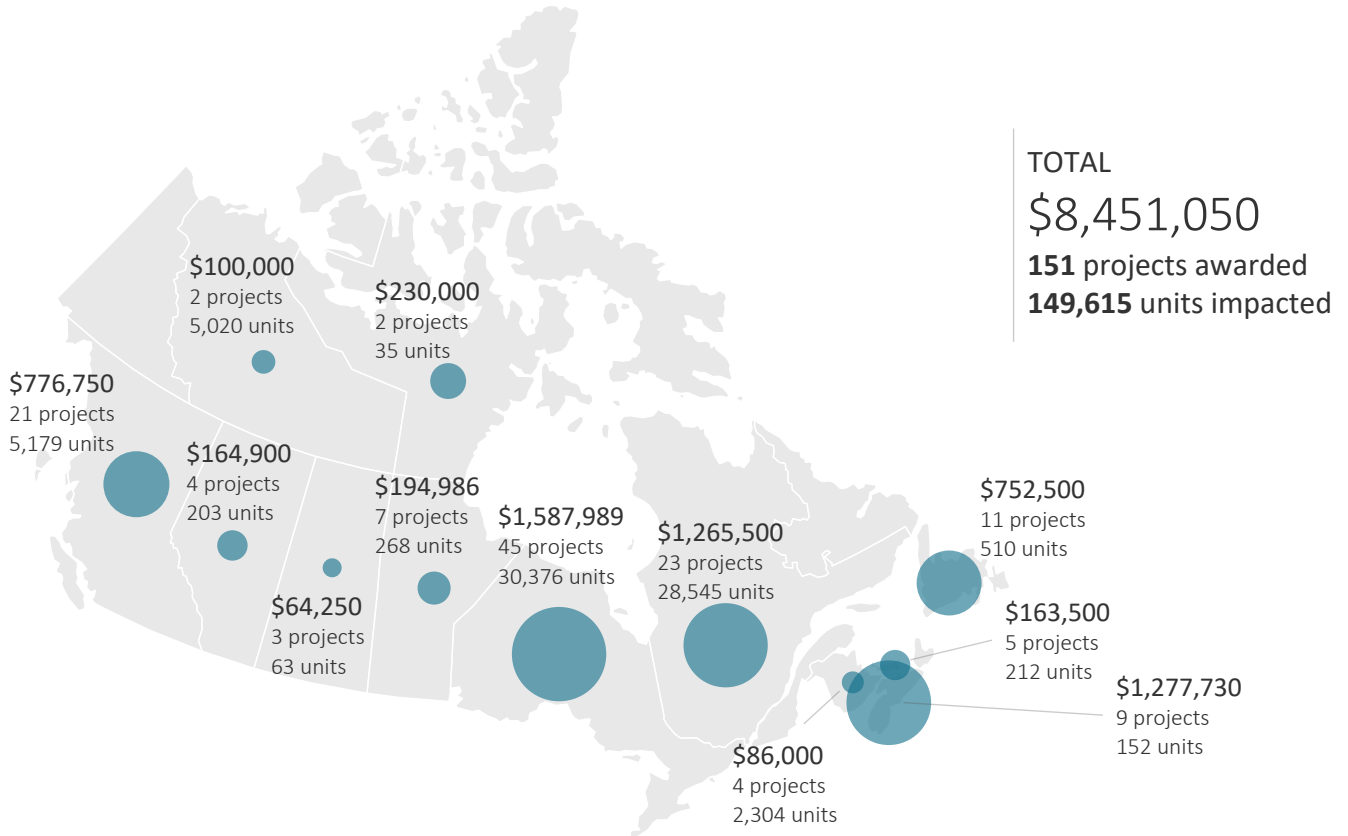
Simply put, the Community Housing Transformation Centre aims to catalyze the growth, resilience, sustainability, and inclusiveness of Canada's Community Housing sector by embracing boldness and innovation.

Three initiatives stand out in 2022-2023:

- The Plancher initiative which can revolutionize the community housing sector in Quebec through the pooling of assets.
- The Community Housing Growth Fund (CHGF), which offers an agile, collaborative funding model to support the community housing sector in Nova Scotia and Nunavut.
- The Resource Inventory, which contains close to 1,000 resources for housing providers and aims to encourage the sharing of knowledge and expertise in the sector.



2022-2023 in numbers



TOTAL
\$8,451,050
151 projects awarded
149,615 units impacted



Indigenous
\$1,601,161
 25 projects



Sector Growth
\$6,483,242
 91 projects



Social Inclusion
\$4,174,560
 102 projects



Eco-responsibility
\$1,635,574
 58 projects

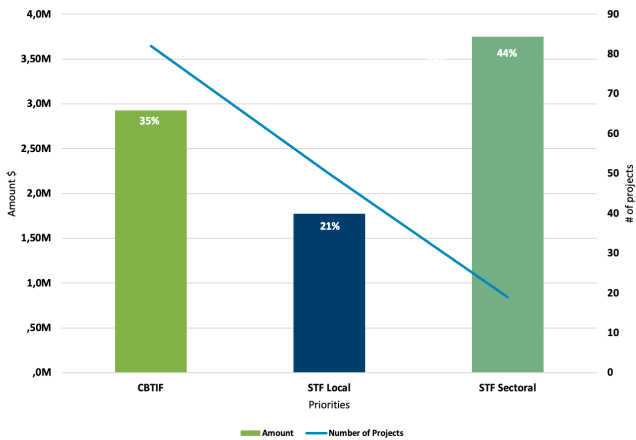


Innovative Practices
\$3,099,642
 61 projects

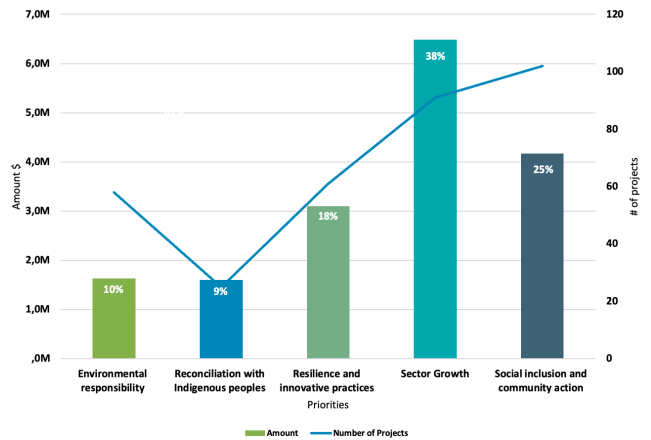


Pan-Canadian projects
\$1,786,945
 15 projects
 76,748 units

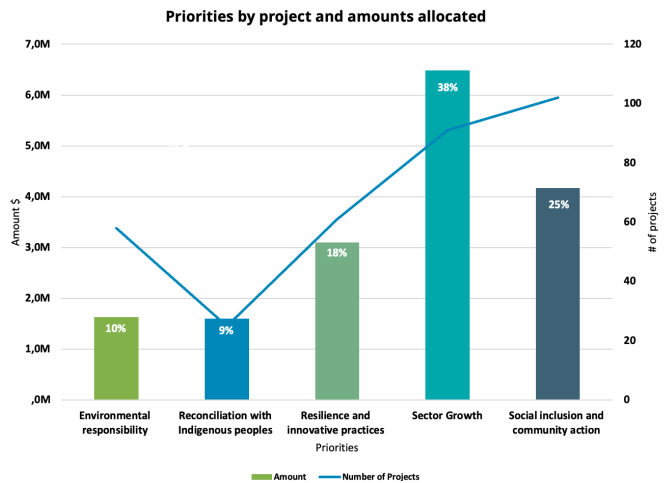
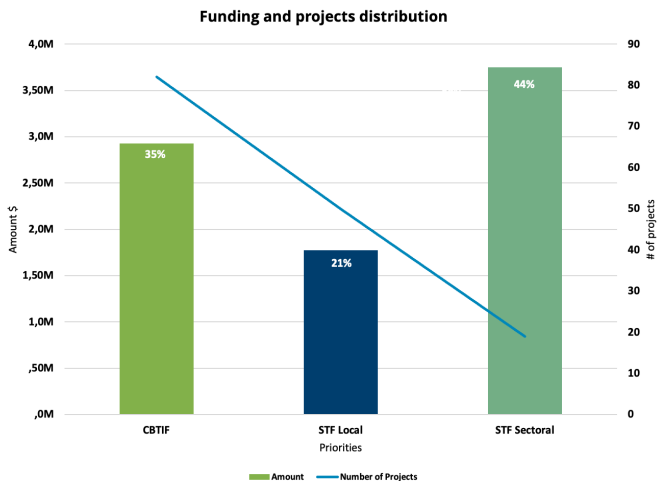
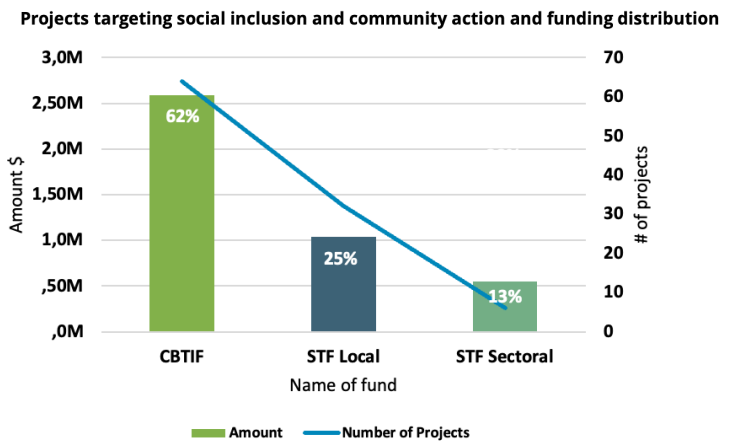
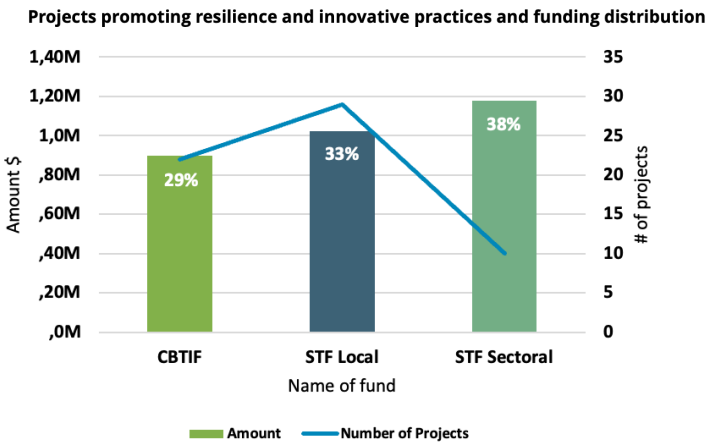
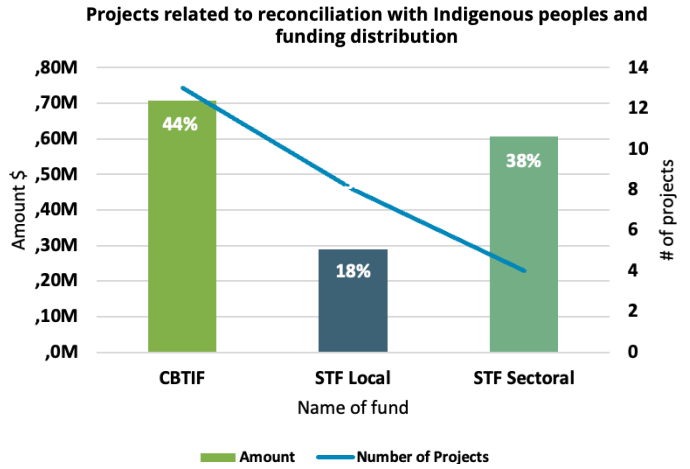
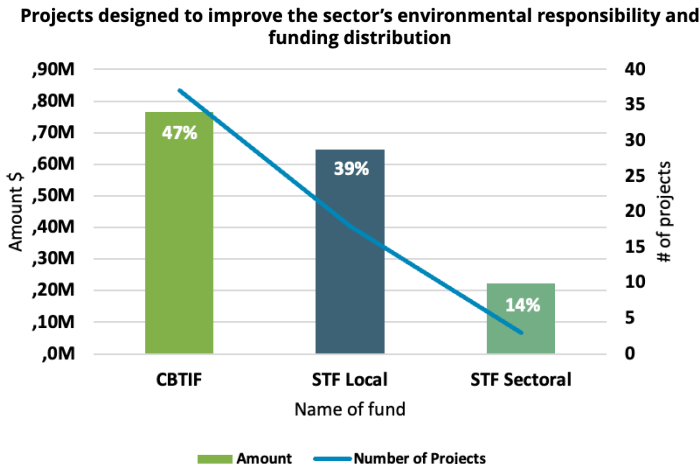
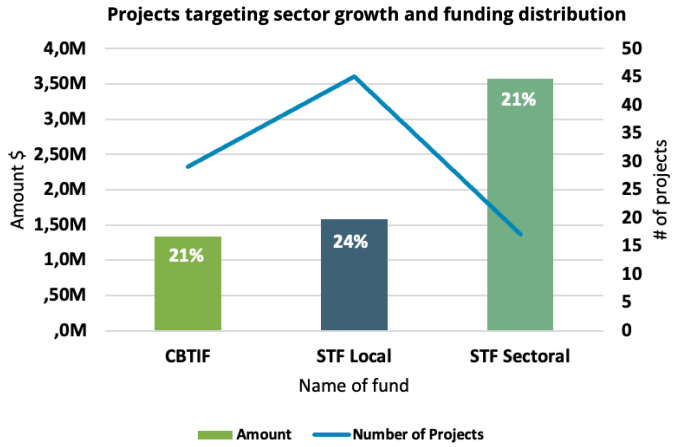
Funding and projects distribution



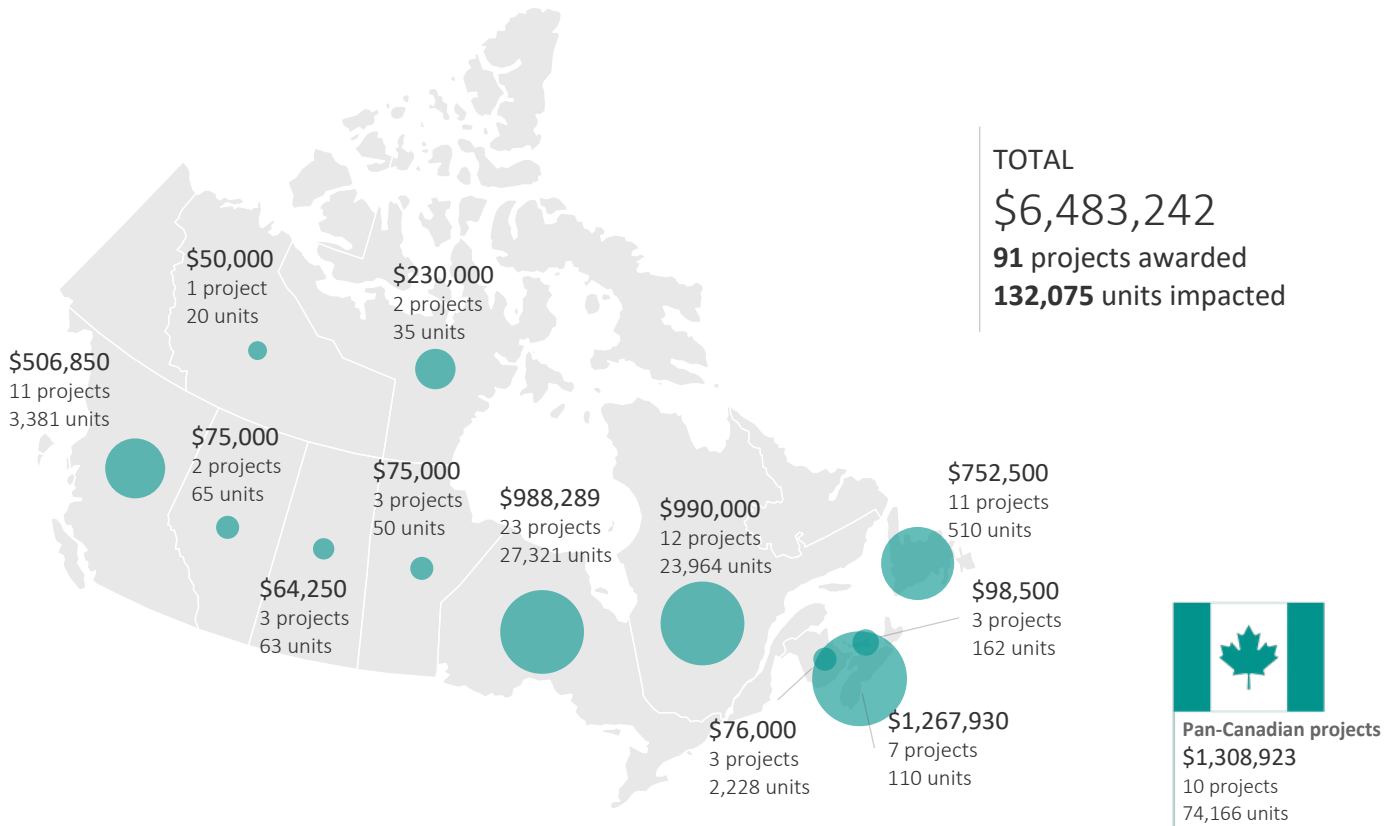
Priorities by project and amounts allocated



The Center's Priorities

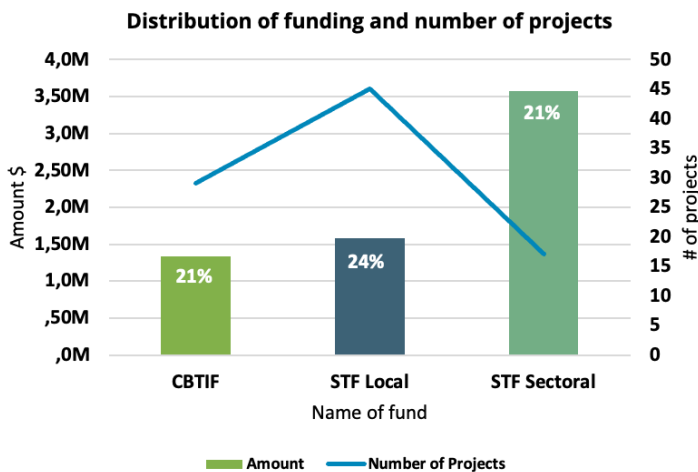


Sector growth

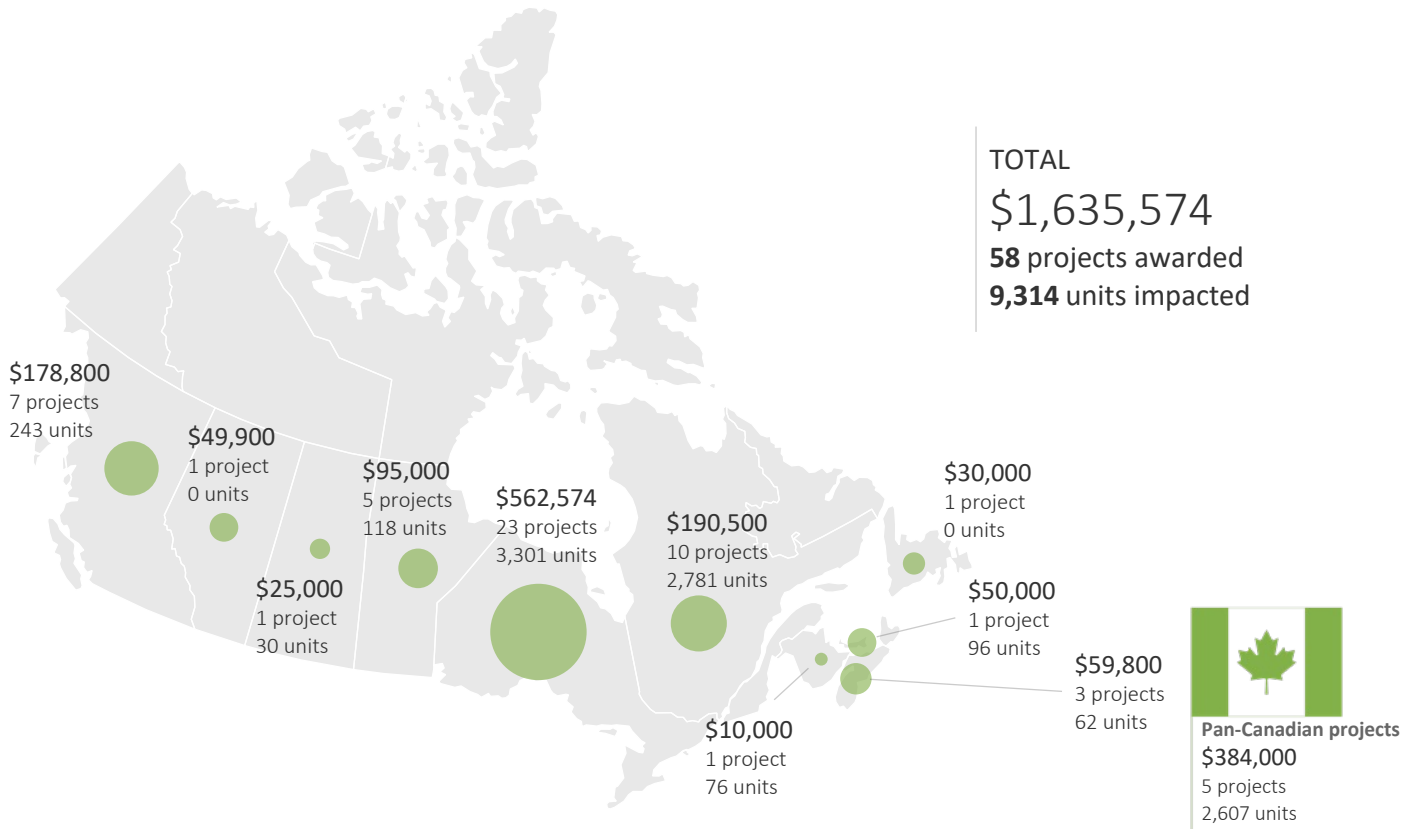


From 2011 to 2021, for every unit developed by the community housing sector, 23 affordable housing units were lost to the for-profit market. These alarming figures demonstrate the need for a change of scale, because far from bringing us closer to a solution to the crisis, our collective choices are taking us further away from it.

We need to take action to accelerate the growth of our sector with large-scale, innovative initiatives. This is why a substantial portion of this year's funding was allocated to projects that supported growth at both sectoral and organizational levels.



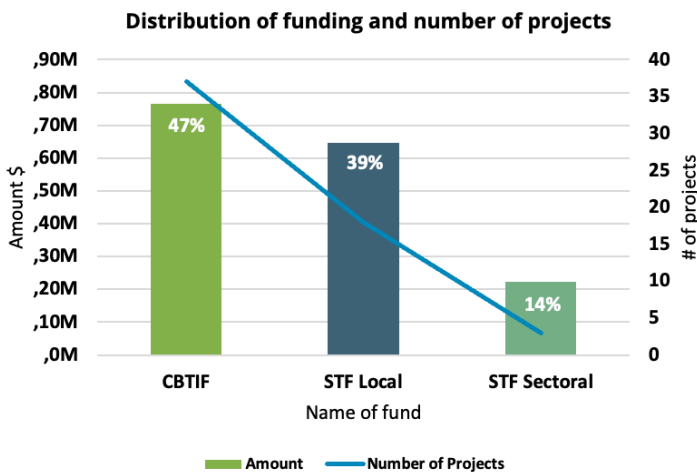
Improving the sector's environmental responsibility



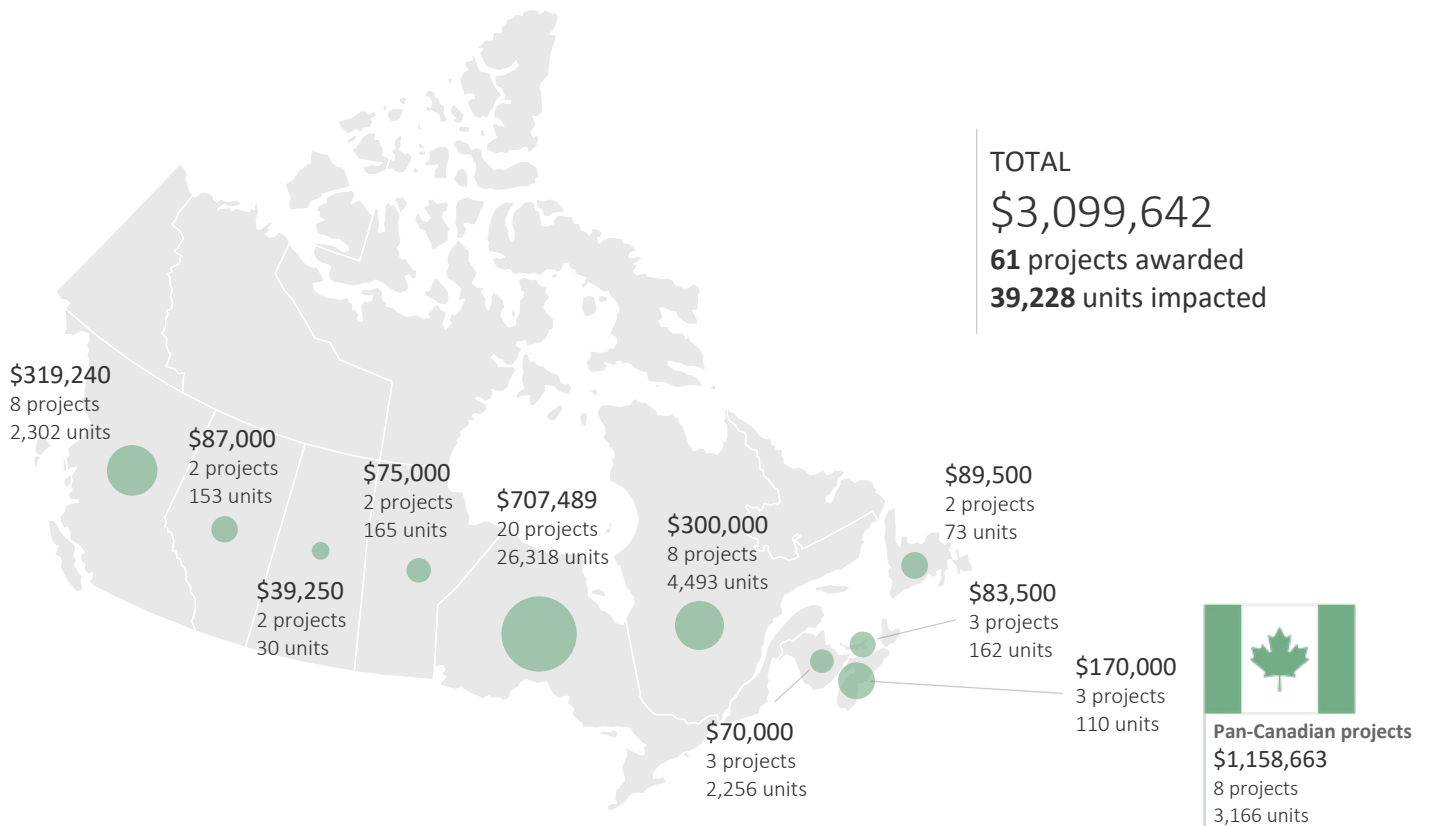
Given that housing contributes significantly to the country's greenhouse gas emissions and energy consumption, it needs to be designed differently.

Important developments for the Centre in this area included the renewal and consolidation of the partnership with the Federation of Canadian Municipalities FCM for the Regional Energy Coaching program.

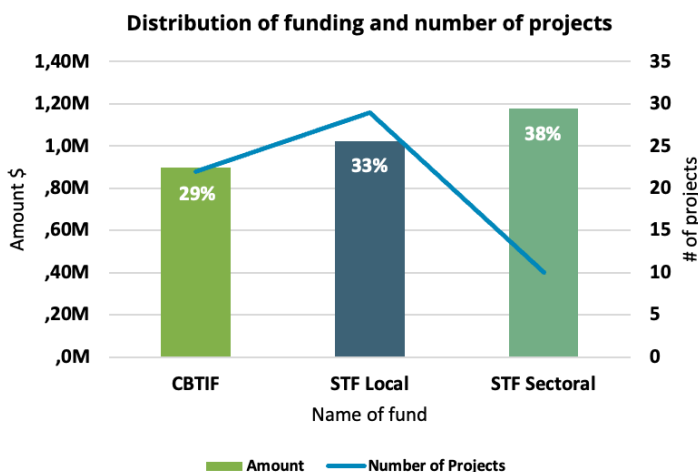
We also launched a new fund for green initiatives, the Green Kickstarter Fund, and a new self-assessment tool for housing providers, the Green Compass.



Resilience and innovative practices



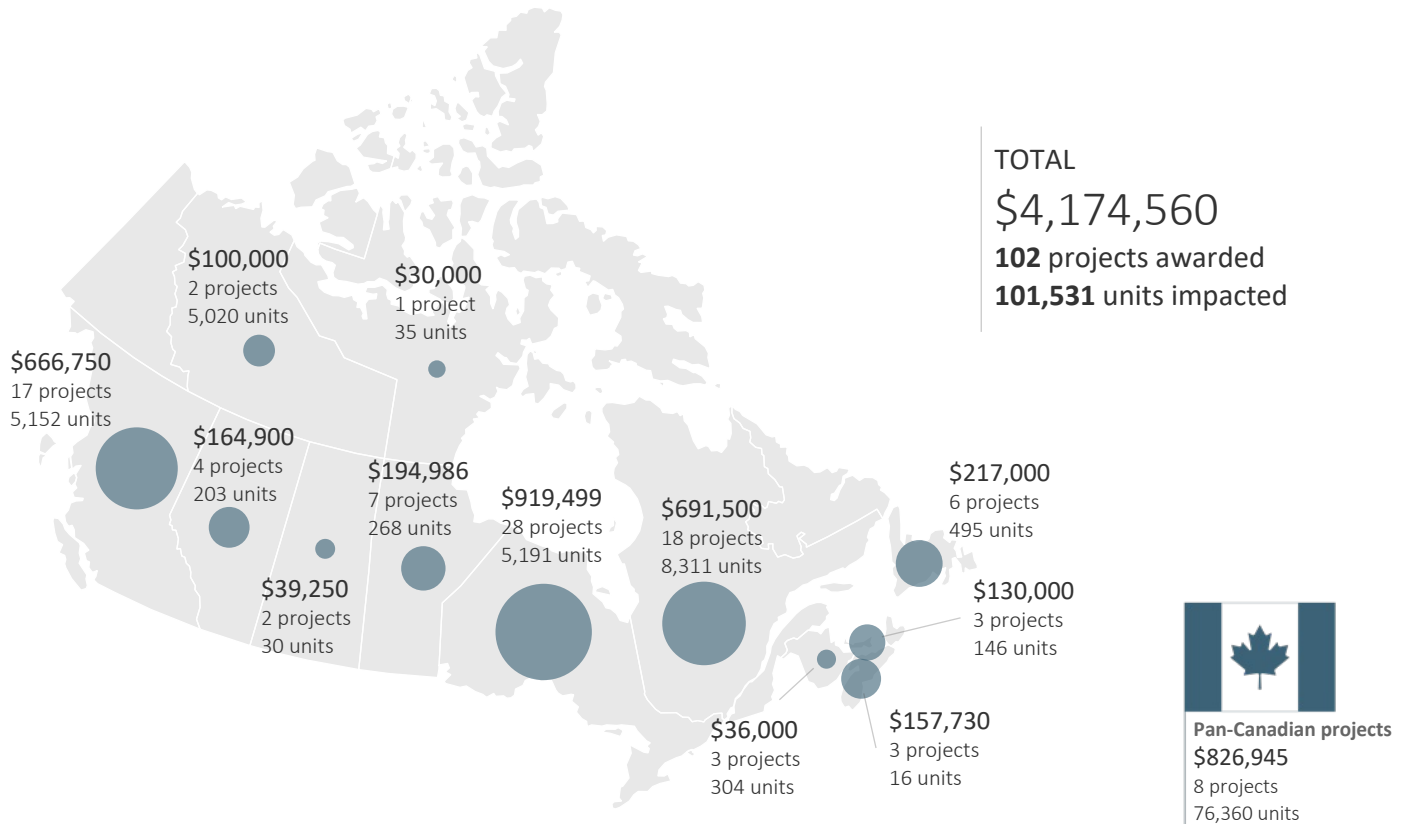
The resilience of the community housing sector requires greater collaboration. Therefore, we have continued to promote partnerships across our ecosystem in order to mobilize more resources and develop common strategies strengthening collective resilience.



The Centre also continues to invest significant efforts in search of innovative approaches that promote adaptation, collaboration, and the exploration of new opportunities. This year, we gave priority to large-scale innovative projects that can contribute to the cultural transformation of the sector.

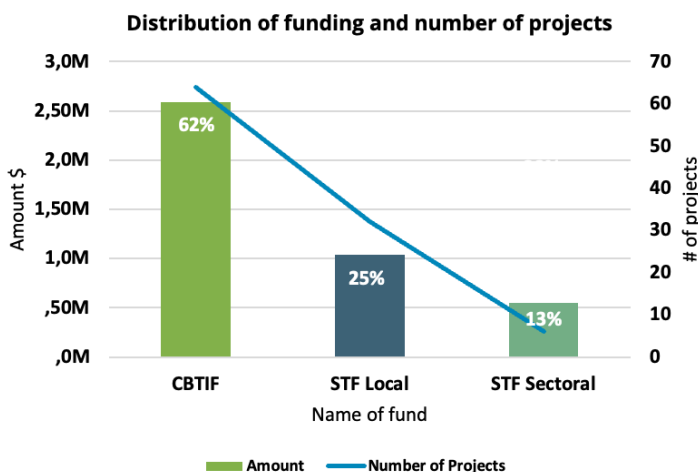


Social inclusion and community action

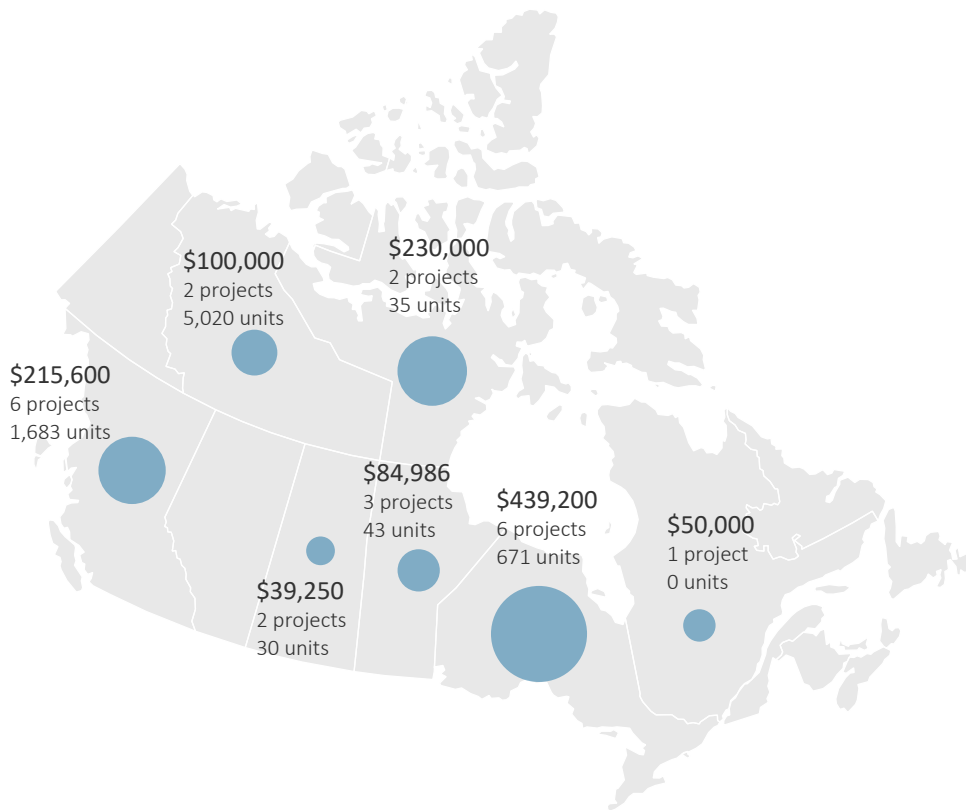


The housing crisis exacerbates the inequalities experienced by marginalized groups. This is particularly true for Indigenous peoples, Black people, racialized groups, women, and members of the LGBTQ2+ community. Community housing is a source of solutions for tackling these issues, but there is still a lot of work to be done.

During 2022-2023, the Centre supported many projects aimed at addressing the persistent historical inequalities faced by Black communities. \$400,000 was allocated to initiatives concerning these communities. In addition, the Centre has signed an agreement with the Nova Scotia government to manage a \$2 million fund for Black communities.



Reconciliation with Indigenous peoples



TOTAL
\$1,601,161
25 projects awarded
81,282 units impacted

INDIGENOUS TENANT FOCUS
 \$1,159,036 – 21 projects

LED BY INDIGENOUS ORGANIZATIONS
 \$544,200 – 9 projects



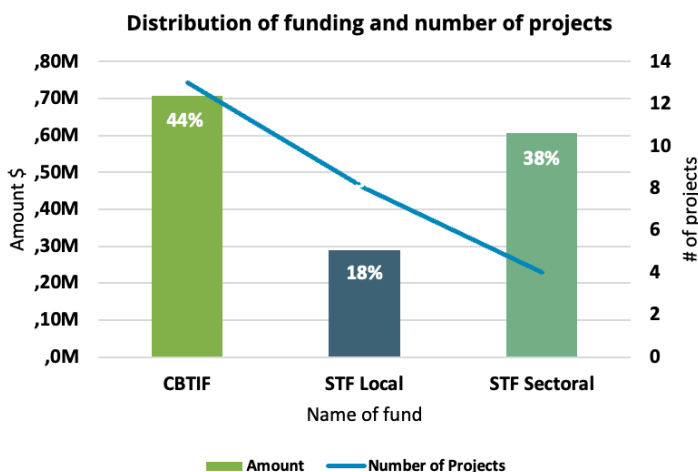
Pan-Canadian projects
\$442,125
 3 projects
 73,800 units



The Centre’s relationships with Indigenous organizations are expanding both in terms of quality and quantity. This is expressed by the growing number of invitations to meetings and events. We also supported the development of a coalition of Indigenous organizations that led to the establishment of National Indigenous Collaborative Housing Inc. (NICHI).

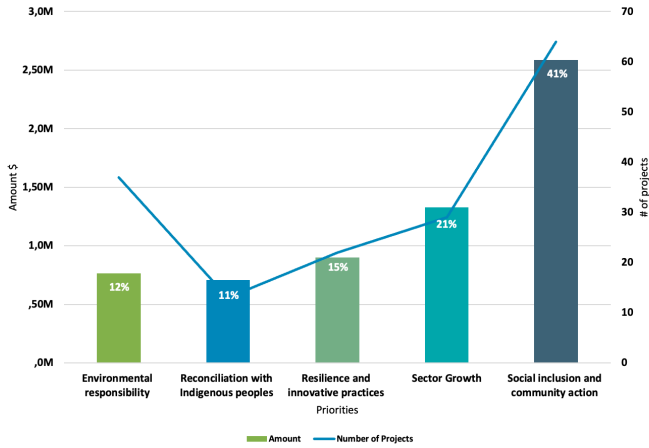
To strengthen the leadership of the next generation, the Centre launched the Indigenous Internship Program, offering paid internships.

Special efforts were also made in the Territories, notably Nunavut, where the Nunalingni Piruqpaalirut Fund was created to address the region’s housing challenges.

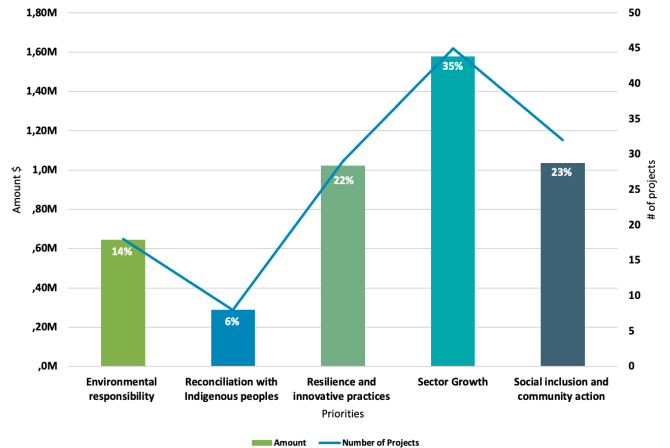


The Center's Funds

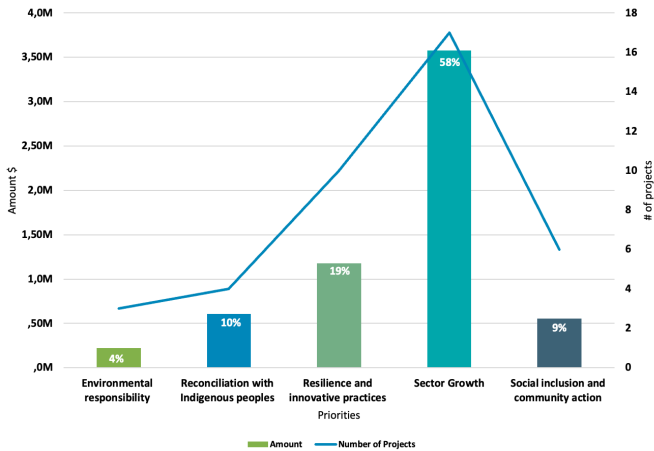
CBTI projects: amount allocated and number projects by priority



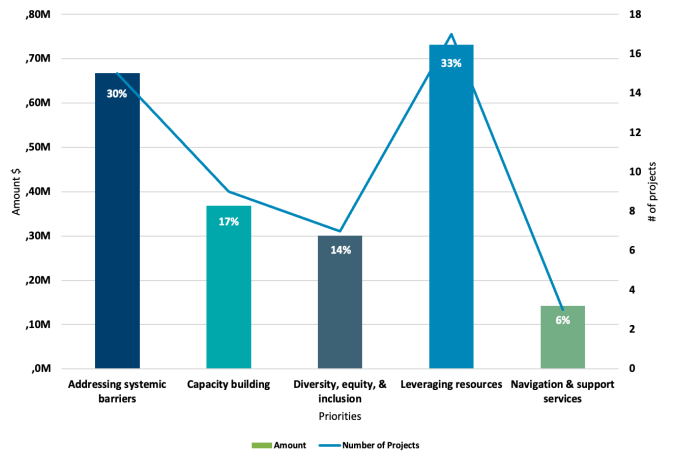
STF Local projects: amount allocated and number projects by priority



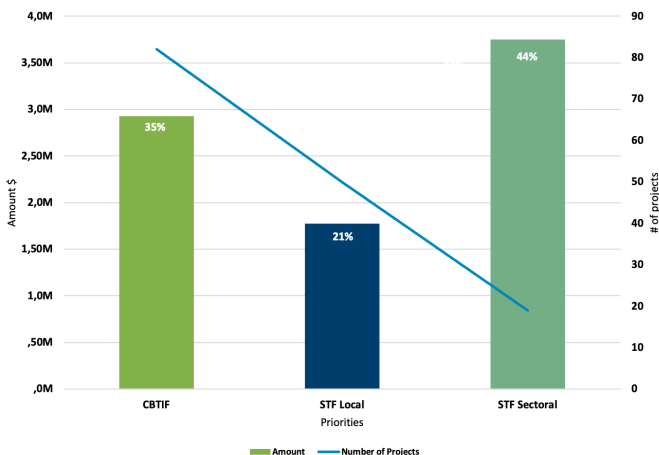
STF Sectoral projects: amount allocated and number projects by priority



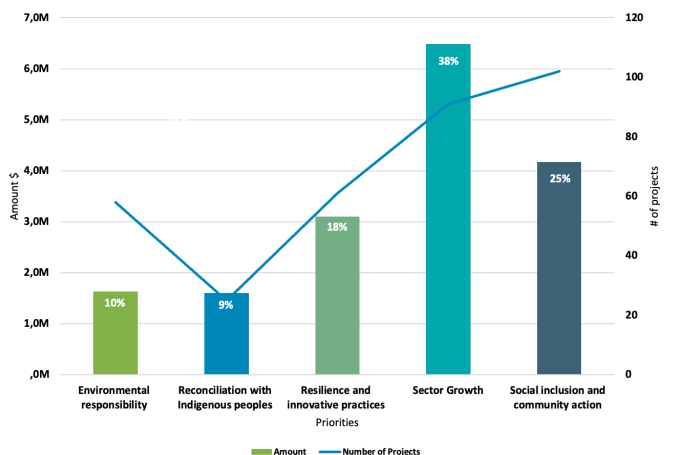
CHGF: amount allocated and number projects by priority



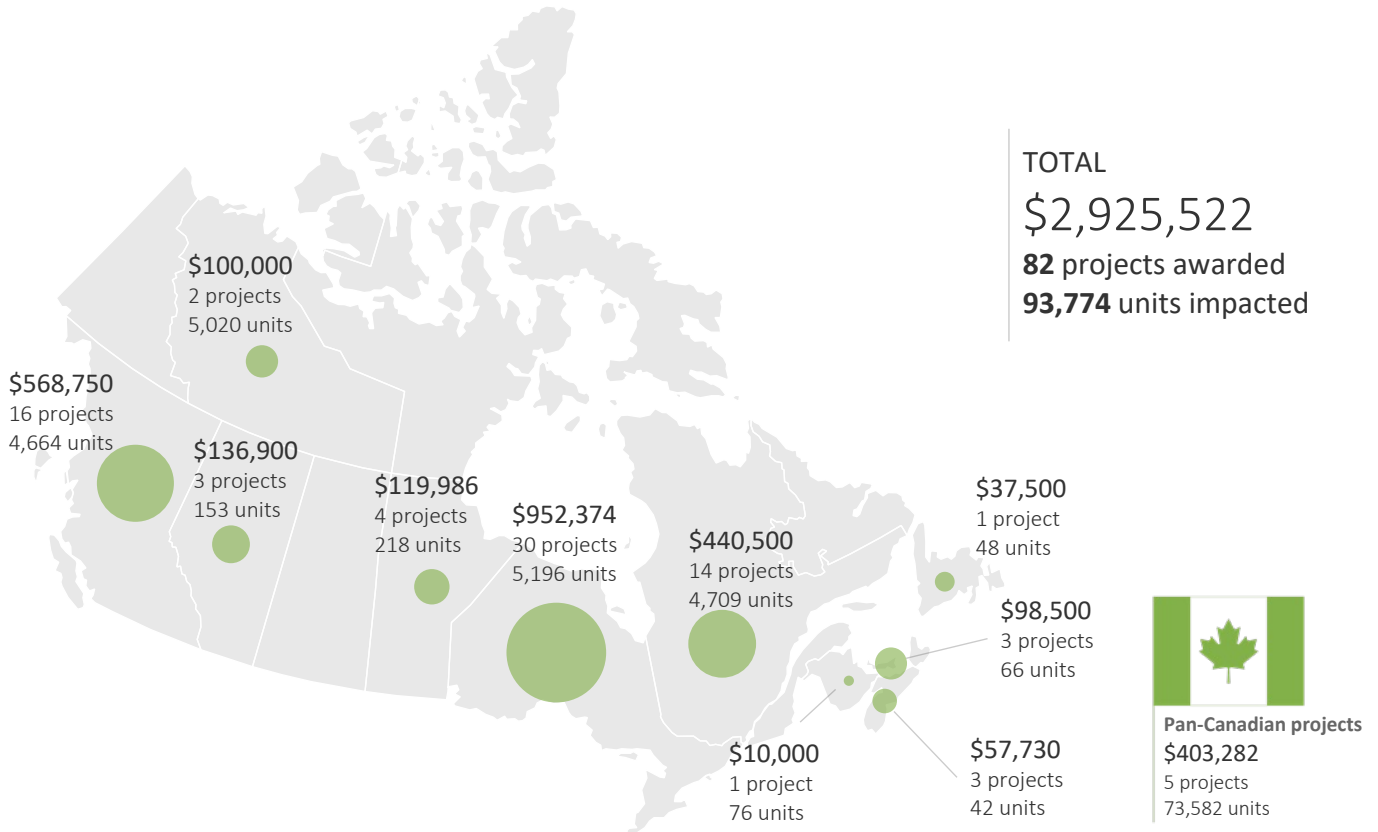
Funding and projects distribution



Priorities by project and amounts allocated

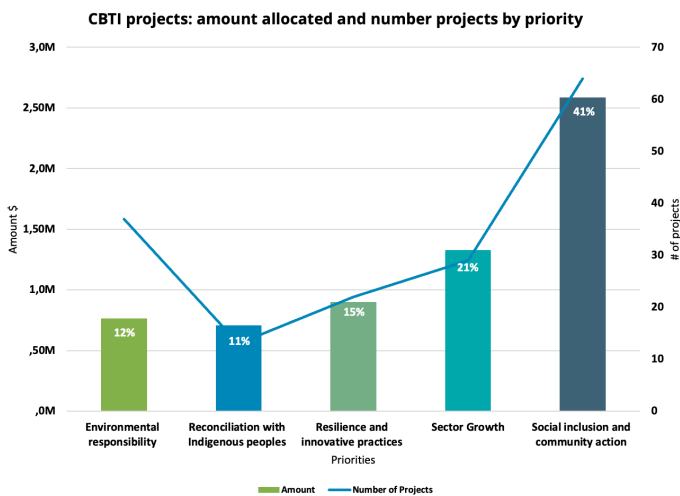


Community-Based Tenant Initiative Fund

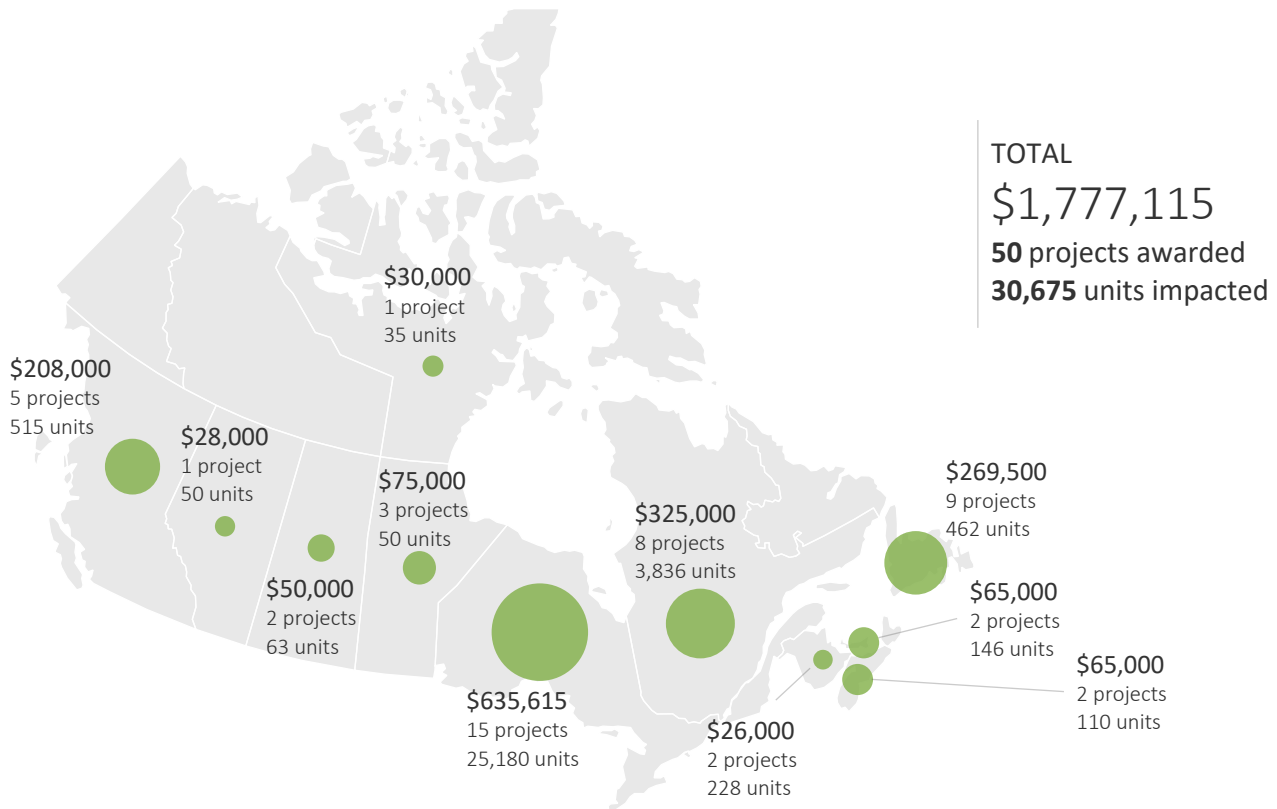


The request to renew the funding of the Community-Based Tenant Initiative Fund (CBTIF) until 2028 was rejected by the Treasury Board, despite the interest it generated and its positive reputation. This fund was the only fund in the National Housing Strategy dedicated to social inclusion and community action, and it supported projects aimed at meeting the essential needs of inclusion, advocacy, education, and civic organization of precarious populations, particularly in Black and Indigenous communities. This decision will therefore have a negative impact on the Centre’s financial capacity to promote social inclusion and work towards reconciliation with Indigenous peoples.

The CBTIF fund serves as the main source of funding for three of the Centre’s priorities: social inclusion and community action, improving the sector’s eco-responsibility, and reconciliation with Indigenous peoples.

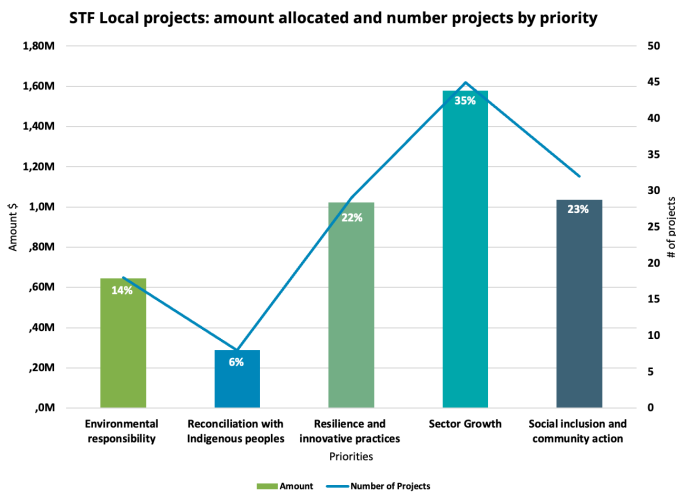


Sector Transformation Fund—Local Projects

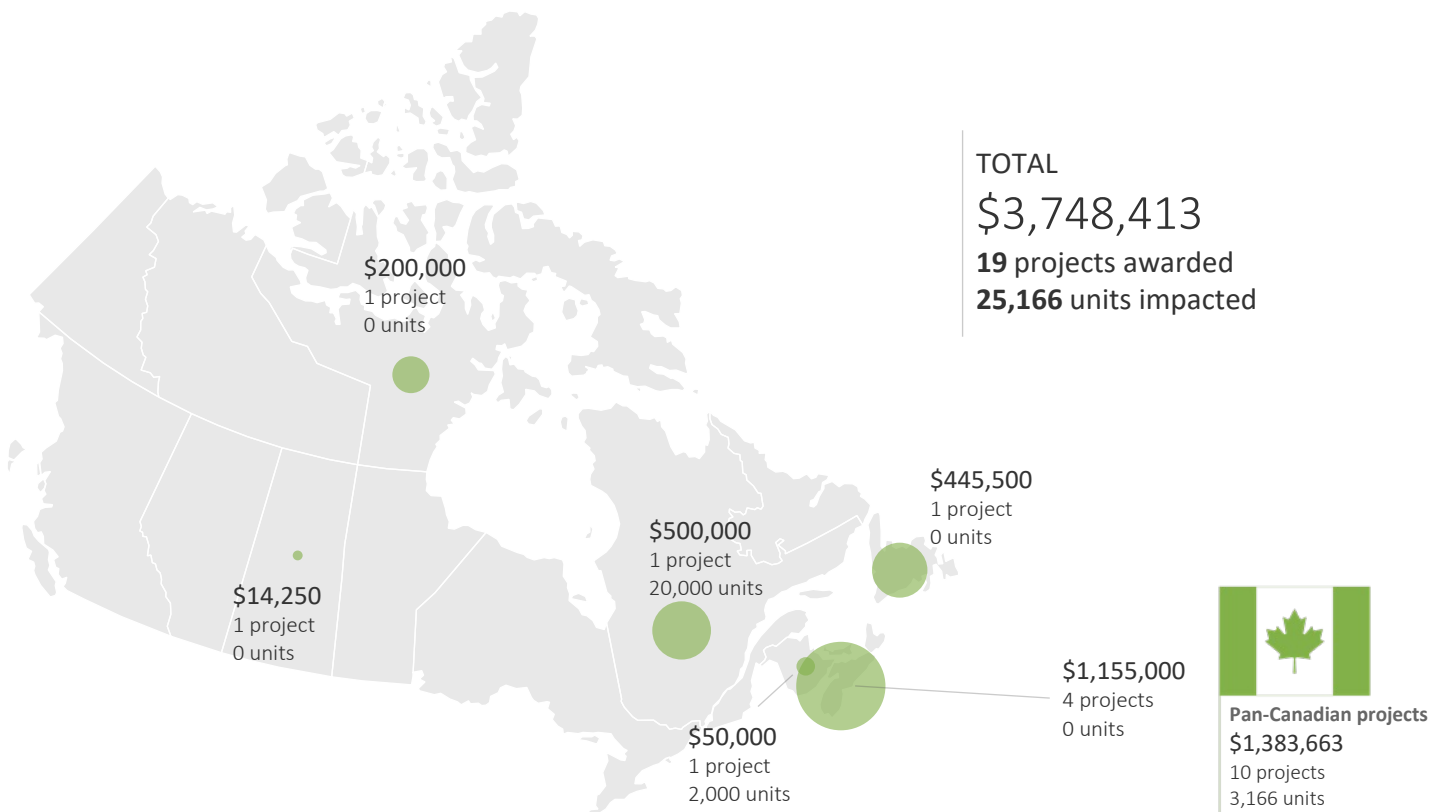


During 2022-2023, this fund financed initiatives focused on growth, innovation, and inclusion, with a high proportion of projects linked to strategic planning.

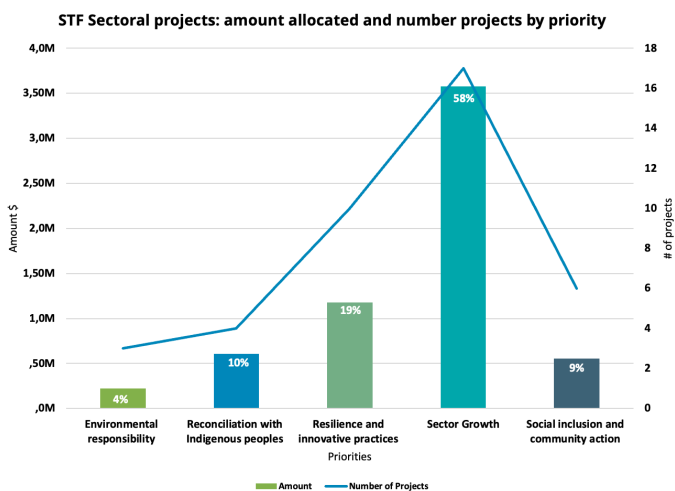
Grants were also awarded for the creation of land trusts, acquisition projects and pooling projects.



Sector Transformation Fund—Sectoral Impact Projects



The impact of this fund is significantly higher than in previous years. The Centre is committed to bring about a change of scale at all levels of action in the sector. It is largely through this fund that we intend to achieve this.

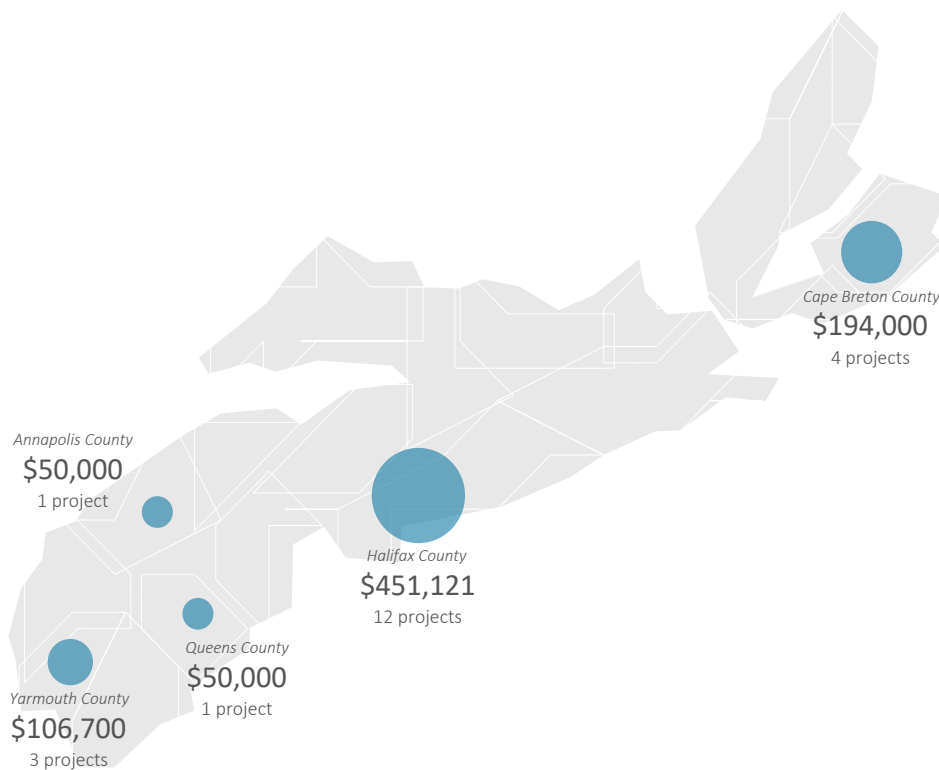


In 2022-2023, we have decided to prioritize the funding of large-scale projects carried out through the coordinated action of several stakeholders. We have continued to support ideas that seek to transform the approach to financing, and projects that empowers the sector.

This fund has been the main source of funding for 2 of the Centre's priorities: sector growth, resilience, and innovative practices.



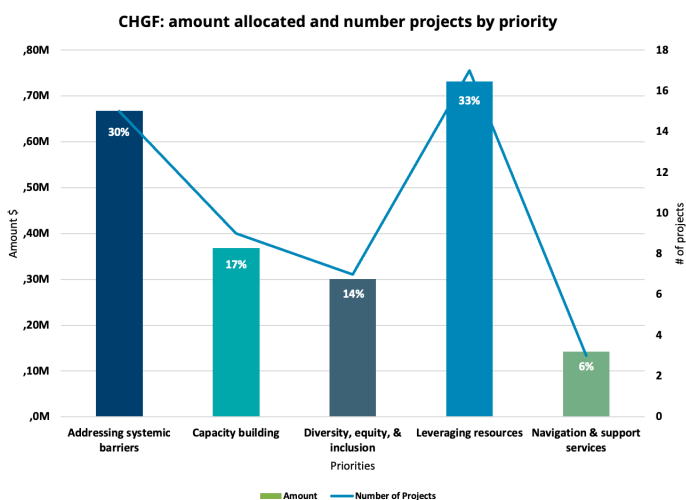
Nova Scotia's Community Housing Growth Fund



TOTAL
\$851,821
 21 projects awarded
 0 declined



The Centre's participation in this fund has significantly enhanced its intervention capacity in the province. In addition to expanding the sector's opportunities in Nova Scotia, this agreement facilitated several advancements for the Centre as an organization, both with our IT infrastructure and the diversification of our funding sources.



Effective Centre organizational stewardship

The Centre is growing and evolving

During 2022-2023, the Centre experienced a period of growth and transformation. The team seized the opportunities that came their way and succeeded in expanding. The resources we have shared, and the partnerships we have forged all bear witness to this.

Strategic planning a priority addressed with ongoing work in collaboration with the consulting firm FOUG. Our focus areas include clarifying our transformation objectives for both the Centre and the sector, identifying the means to achieve them, and consolidating a strong and stimulating organizational culture.

Governance

The Centre's governance has been marked by the active participation of committed members, both within the organization and on the Board of Directors and its committees. These volunteers contributed their experience and expertise to discussions and strategic decision-making. Quarterly Board of Directors meetings provided a chance to review the Centre's work from a strategic perspective.

The cultural transformation underway!

The Centre's team was involved in numerous outreach activities across the country, participating in panels, roundtables, workshops, seminars, and other meetings. These activities were opportunities to promote the cultural transformation of the housing sector, highlighting Centre initiatives such as Plancher, the Growth Fund, and the Organizational Compass.

Particular attention was given to communications, with a redesign of the Centre's website to reflect its transition to the role of catalyst for the growth of Community Housing. A structured communications plan was developed, highlighting the initiatives and expertise of the Centre's team.

A successful investment for community housing

The Centre continued to invest in its IT structure, adapting to its growth and reviewing its platforms from the perspectives of user interface and internal systems. Collaborations have been established for the creation of a national lease register, with Vivre en Ville, and the implementation of an interactive online course with Housing Assessment Resource Tool (HART). The Centre is keeping its promise to put its IT system at the service of community housing.

The team

At the heart of the Centre's success is the expertise of its team. Over the years, the energetic and committed work of each of its members has become the Centre's hallmark in the housing sector.

Thanks to its agility, the Centre can seize many of the opportunities that arise. This has contributed to a significant increase in the number of employees, from 17 to 27, in just one year.



Closing words

It will take time and perseverance to transform the housing sector. The Centre is committed to playing a catalytic role in the growth of the community housing sector, with a view toward extending this model across the country. Our resources, our expertise, our team, our partners and allies, and our strategic plan create an exceptional context for achieving this goal. It is essential that we proactively use these assets to release their full potential.

Our ambition is clear: we want to establish the community housing sector as a leader in Canadian society. To achieve this, a radical cultural transformation is required. Community housing must become a desirable housing model for all, not just the disadvantaged.

The challenge facing the Centre in the years ahead lies in strengthening its leadership as a facilitator, an inspirer, and an enabler of the sector's capacity for action. This is particularly important at a time when housing is a major concern for both the public and the political sphere.

Boldness and innovation will continue to drive our action throughout 2023–2024, because without them, our vision cannot be achieved. And in our commitment to succeed, we reassert our will to progress by continually evolving our practices!

