

Strategic Plan

2024 to 2028



Community Housing
Transformation Centre

Centre de transformation
du logement communautaire

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Message from the President and management



Jill Atkey
President



Lisa Ker
Deputy Executive
Director

We are very pleased to present the 2024–2028 Strategic Plan for the Community Housing Transformation Centre.

This plan has been created at a time of transition for the Centre. Over the past two years, there has been an unprecedented number of partnerships between the Centre and housing providers, community organizations, governments and government agencies. This has enabled us to leverage our financial contributions and expertise to improve the future of the sector. That said, the sector is evolving and so must the Centre, so the time was right to revisit our strategic plan.

The Centre has reached the halfway mark of its lifespan, as reflected contractually in its relationship with CMHC. This milestone coincides with the impending expiry of the National Housing Strategy in 2028, out of which the Centre was established. So, while there will always be a role for the Federal government in affordable housing, what can we be doing to ensure our own sustainability?

Sector transformation will take more than ten years. As the sun sets on this part of the Centre's journey, it rises with other opportunities.

Much remains to be done to ensure that everyone in Canada has a safe, secure,

and affordable home. The sector is increasingly challenged to meet the housing needs of low and moderate incomes.

There is no doubt that the community housing sector has a role to play in correcting this imbalance. However, more action, and a wider range of strategies will be required to achieve this. The Centre has developed the expertise, the credibility and the network to support the sector in increasing its capacity to tackle the situation.

Our new strategic plan gives us a renewed mission and vision, with clear priorities to guide our activities in the years ahead.

This work would not have been possible without the drive and insight of the Board of Directors. We would like to thank the ad hoc strategic planning committee that steered the initiative, the management team for its involvement in shaping the components of the plan, all the Centre's employees who took part in the process, and FOUNG Councils for their support in preparing and organizing our ideas.

Jill Atkey and Lisa Ker

The context of community housing in Canada

There is a broad understanding that the way housing has been managed in Canada over the past 50 years has led to the current situation. Most government incentives and support have favoured for-profit private ownership, largely leaving the market to its own devices.

To remedy the consequences of this approach, the community housing sector must transform its business model. In the early 1990s, the community housing sector represented 10% of the market. Today, it is less than 4%. Maintaining this would only contribute to worsening the current situation. Growth, revenue generation, mixed tenure are all goals which are attainable and necessary.

Many analysts agree that we need to grow the sector to a threshold of at least 20% of the total housing stock. That's 3,600,000 units that need to be acquired or built in the coming years if we are to have a significant impact on the current situation.

No realistic scenario would lead us to believe that governments will subsidise the construction of all these units.

Instead, we need to come up with more sustainable business models, establish financing mechanisms that don't rely entirely on public funds, and leverage the economic potential of the sector's organizations, and build the administrative and organizational capacity to meet this challenge.

What's more, the climate crisis demands that we do things differently. We cannot carry on building and operating our stock as we have done since the 1960s.

Finally, equity-seeking communities, particularly Indigenous and Black communities, bear a disproportionate burden, as they continue to be disadvantaged in the housing system. This situation must be corrected.

That being said, there is a growing appetite in our ecosystem for innovative solutions:

- Industry players are seeking inspiration from success stories in neighbouring provinces and internationally.
- Governments such as Nova Scotia and British Columbia are implementing innovative programs.
- The private sector, and especially organizations in the financial and philanthropic fields, are exploring ways to support housing through triple-bottom-line models.

Despite the enormous challenges we face, our future is full of promise and prospects for success. A society where housing is truly considered a fundamental human right is within reach. Our actions will help make this vision a reality.

The Community Housing Transformation Centre, a catalyst for the sector



Image: Centre tradeshow booth at ASCHA's annual conference in Calgary, Alberta.



Image: Cornerstone Community Building project in Whitehorse, Yukon, for tenant training and involvement programs for the territories.

The Centre's mission is to help the sector evolve in each of the areas described above. Our goal is to make the community housing sector one of the primary drivers for changing the course of its own history, and that of the entire housing market in Canada.

As broad and ambitious as it is, we are convinced that this vision is achievable. Many arguments support this affirmation, and the key one is a hard fact: These units will be built, one way or another; in fact, a far greater number will be required to match the demographic growth expected in the next decade.

So, the question is not "Should we," "Can we," or "Must we" undertake this challenge? The only real question is: Will we take action or let the speculative for profit market do it all?

The Centre believes that by working together, we will in fact tackle that challenge. As an organization, we want to provide new tools for the sector to do it.

Our aim is to fund, manage, train and build capacity on a scale and in ways never before

imagined in Canada. We want to contribute to the establishment of a new reality.

The Centre has a network of important partners to make this happen: its members, leading associations in the sector and key funders: foundations, financial institutions, government agencies and others.

We also have a proven track record of expertise and credibility: the speed and efficiency of our allocation processes, the development of innovative and bold solutions, our ability to bring together the key players required for the success of large-scale projects.

An updated mission and vision

Aspiration

Everyone in Canada has a home they can afford.

The Centre aspires for all Canadians to have a roof over their heads. But it's also important that this place is affordable, safe, comfortable and nurtures a sense of belonging. We want people to have not just a shelter, but a place to call home.

Vision

Unite the sector around a 20% housing market share by leveraging its strengths.

The Centre's vision is for the sector to achieve a transformation by expanding the model as widely as possible across the country. To achieve this, the sector must:

- Embrace a significant cultural transformation.
- Nurture its appetite for boldness and innovation.
- Promote the idea that community housing is more than a safety net and more than a transitional situation.

Mission

Transforming Canada's community housing sector by catalyzing partnerships, new ideas and resources.

The Centre's ambitions are for the sector to play a leadership role within the Canadian society. The levers around which the Centre's action crystallizes are to:

- Build innovative and daring partnerships.
- Strengthen capacity, through grants, support and training activities.
- Empower through knowledge and resource sharing.

Part of the solution to the housing situation in Canada lies in enabling us to act by leveraging our resources. That's why the Centre wants to promote, contribute to and foster initiatives that increase our sector's power to act, exponentially.

We believe that these initiatives will ensure the sector's growth and stability. They will also enable us to deploy the large-scale interventions we need to tackle the unprecedented need for housing which is affordable.

Priorities for 2024–2028

The Centre's activities over the coming years will focus on three new priorities.



Image: Meeting with the Société d'habitation des communautés noires, created with the support of the Centre, in Montreal, Quebec.

01

Be a catalyst to preserve and increase the number of homes within a thriving community housing sector.

The Centre will maintain its efforts to establish strategic and positive partnerships across the country. We expect this will result in a greater distribution of funds managed by the Centre to create new projects or grow existing ones.

This work will be carried out with the aim of enabling the community housing sector to benefit from greater access to both government capital as well as private capital—through partnerships with financial, charitable and other institutions.

Ultimately, our involvement will increase the number of community housing units in Canada.

Priorities for 2024–2028

The Centre's activities over the coming years will focus on three new priorities.



Image: Indigenous Interns networking at CHRA's annual conference in Winnipeg, Manitoba.

02

Develop resources, people and processes to diversify leadership and improve sector viability.

To meet this priority, the Centre will focus on projects that contribute to the viability of the sector:

- Promoting a leadership that is representative of the Canadian population and the sector's vested parties.
- Strengthening professional skills and abilities.
- Professional growth.
- Sharing knowledge and best practices.

Three initiatives supported by the Centre will be at the core of our focus in the short and medium term: the Housing School, the Resource Inventory and the Indigenous Internship Program.

Priorities for 2024–2028

The Centre's activities over the coming years will focus on three new priorities.



Image: Working session held by the Centre's Board of Directors and management to discuss the 2024–2028 Strategic Plan.

03

Improve the economic and social sustainability of the Centre.

As anticipated from the outset, the Centre's funding from the federal government is declining. We will increase and diversify our sources of revenue to ensure our financial stability and growth.

This sustainability will also depend on the Centre's ability to demonstrate:

- The relevance of its work in the sector.
- The extent to which its actions complement and support those of its partners and vested parties in the sector.

To ensure its success, the Centre will work to maintain a high level of trust and commitment with its partners. It will also promote strong employee engagement and retention through training programs, fostering their well-being and satisfaction, and creating an environment in which they feel safe to take initiatives and contribute to shape the Centre's culture.

Guiding principles

Our priorities will be guided by six principles:

Convene and partner



Image: Founding meeting of NSNPHA in Antigonish, Nova Scotia, following two years of work with the Centre through the Building Together project.

Be an accountable and sustainable Centre



Image: Working session to review the Centre's growth plan.

Support communities in their pursuit of equity



Image: Launch of the Mon logement accessible universellement campaign, supported by the Centre, to promote universal accessibility in housing.

Guiding principles

Support reconciliation with Indigenous peoples



Image: Indigenous interns during their placement at CAHDCO in Ottawa, Ontario.

Improve eco-responsibility



Image: Energy efficient retrofit project at Passmore Lodge in Passmore, British Columbia.

Respect and recognize the role of vested sector parties



Image: Fonds PLANCHER co-creation workshop bringing together stakeholders from the community housing sector in Quebec.

The way forward

Now in its fifth year, the Centre has become an established player in the Canadian community housing landscape. The team has seized opportunities as they arose. The expansion we've achieved, the resources we've shared and the partnerships we've forged bear witness to this. The sector has changed a great deal over the past few years, and the Centre is proud to have made a positive contribution to that change.

Today, with the support of our partners in the sector and the direction provided by this strategic plan, we enter the next cycle of our existence with confidence. Driven by boldness, innovation and collaboration, we are ready for more challenges.

We will continue to build a sector that is more sustainable, united, inclusive, environmentally responsible and ever more capable of contributing to the enrichment of Canadian society.





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