

2023-2024

BUILDING BRIDGES

ANNUAL REPORT



ONPhA

ONTARIO NON-PROFIT
HOUSING ASSOCIATION

WHO WE ARE

ONPHA is the leading voice of non-profit housing in Ontario and has been championing affordable housing for over 30 years. Our member-funded and directed association represents non-profit housing providers that offer affordable homes, including specialized housing and support services, to nearly half a million Ontarians.

Our members cover the full spectrum of housing corporations, including Ontario's largest public, private and independent organizations. Collectively, they are one of the largest developers in the province, with built assets amounting to around \$30 billion.

WHAT WE PROVIDE



Advocacy &
Government
Relations



Education &
Research



Knowledge
Transfer & Events



Professional Services &
Operations Support





MESSAGE FROM THE BOARD CHAIR

Last year, ONPHA completed our three-year strategy, Opening Doors Through Housing, which laid the foundation for significant progress in our sector. This strategy guided us through extraordinary challenges and resulted in a major achievement — changing legislation that allows housing providers to transition away from outdated funding agreements.

As we move forward, our new strategy, Building Bridges: A Collaborative Vision for Housing, builds on that progress by continuing our advocacy efforts and focusing on practical, partnership-driven solutions. Community housing providers are under immense pressure — rising inflation, aging housing stock, affordability issues, and labour and supply chain constraints. At the same time, concerns around homelessness, staffing shortages, and increasingly complex tenant needs are growing. These challenges touch every part of our sector, from managing assets and operations to governance and adapting to new legislative frameworks. Now, more than ever, bold leadership and collaboration are critical.

Our goal is ambitious: to build 99,000 affordable homes over ten years. But we cannot achieve this alone. Success will require strong partnerships with government, non-profits, private industry, and community networks.

Over the past year, our work with members and partners has focused on building these bridges — forging a stronger, more collaborative future for housing. Together, we can create a lasting impact that addresses the housing needs of today and lays a foundation for the future.

Sincerely,

alain cadieux

BOARD CHAIR

COHESIVE SECTOR LEADERSHIP



EXPANDING & SAFEGUARDING OUR FUTURE: BUILD, PROTECT, SUPPORT

ONPHA's Build, Protect & Support strategy is a plan to expand and preserve affordable housing. Over the past year, a major focus has been advocating for acquisition funding and demonstrating how the non-profit housing sector can play a key role in the supply solution. We've effectively influenced policies to bring more funding and efficiency to our sector.

We're not only working to add new units but also protecting the 300,000 homes already in place to ensure they remain permanently affordable. Our goal is to create at least 99,000 new non-profit units over 10 years, with the potential to add nearly 70,000 units immediately through member partnerships and funding support.

KEY RECOMMENDATIONS

PROVINCIAL

Build at least 99,000 new co-op and non-profit homes that are needed immediately, create at least 30,000 supportive housing homes over 10 years.

FEDERAL

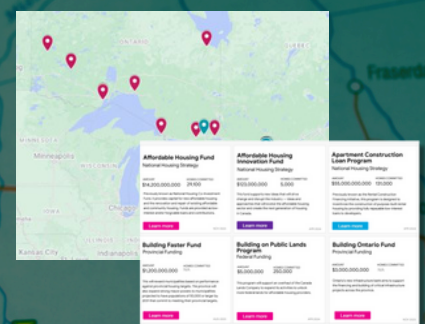
That the Government of Canada support the protection of and increase in community housing supply that meets the needs of Canadians by enhancing the financial incentives and opportunities within the National Housing Strategy.

KEY POLICY WINS

- ★ *The Cutting Red Tape Act will address stalled developments in ready to go projects, streamline approvals in certain types of housing to reduce delays and costs, invest in housing-enabling infrastructure, and remove sale tax on purpose-built rentals.*
- ★ *The Build More Homes Act will fund \$1B for the new Municipal Housing Infrastructure Program and \$625 million more for the Housing-Enabling Water Systems Fund.*
- ★ *The Building on Public Lands program will fund \$5M to support an overhaul of the Canada Lands Company to expand its activities to unlock more federal lands for affordable housing providers.*

NEW FUNDING TRACKER

ONPHA launched an interactive online map to showcase government funding announcements for affordable housing projects in Ontario since June 2018. This tool details available funds and initiatives, making it easier for community housing providers to find the support they need for their projects.



TRANSLATING POLICY WINS INTO FUNDING DOLLARS

ONPHA's targeted advocacy efforts have been instrumental in securing over \$24 billion in funding. In 2024, we took time to reflect on our initiatives from recent years and assessed how these efforts have benefited housing providers.

The real impact of this funding is realized only when it reaches those in need. Our ongoing efforts will focus on advocating for the timely and efficient distribution of funds to housing providers, ensuring that they can make a meaningful difference at the community level.



FINANCIAL INCENTIVES & OPPORTUNITIES

TOP PROGRAMS/FUNDS TO RECEIVE FUNDING

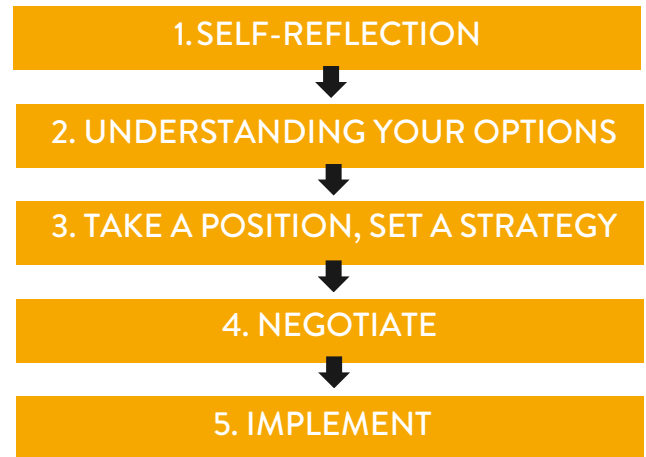


These estimates highlight recent funding announcements in response to ONPHA's recommendations, they do not provide a comprehensive account of outcomes achieved to date. ONPHA continues to advocate for the non-profit housing sector to deliver sustainable, equitable housing and create communities where all people can thrive.

PROTECTING AND SUPPORTING THE SYSTEM

SECTOR TRANSFORMATION ENTERPRISE PROGRAM

ONPHA's Sector Transformation Enterprise Program (STEP) has been a key resource in guiding members through the entire transformation process as they prepare for End of Mortgage (EOM) and End of Operating Agreement (EOA) negotiations with their service managers. From self-reflection and strategic planning to negotiation and implementation, the program supports housing providers at every stage to ensure a strong and resilient sector.



The program offers professional services as well as guides and customizable templates for service and exit agreements, helping housing providers across Ontario prepare effectively. ONPHA has also begun meeting directly with service managers to better understand the negotiation process and where further support is needed.

UNLOCKING NEW RESOURCES: \$1 MILLION STEP GRANT FUNDING!

Announced at the 2023 ONPHA Conference, ONPHA, in collaboration with the Ministry of Municipal Affairs and Housing, is providing funding support for the STEP Grant. This grant aims to assist housing providers in utilizing pre-qualified vendors within the STEP program, offering up to \$15,000 to one community housing provider in each service manager area.

47

Grants of up to \$15,000 each

28

Applications received

13

Housing providers paired with supports

5

Grants approved



FINDING OPPORTUNITY IN EVIDENCE-BASED RESEARCH

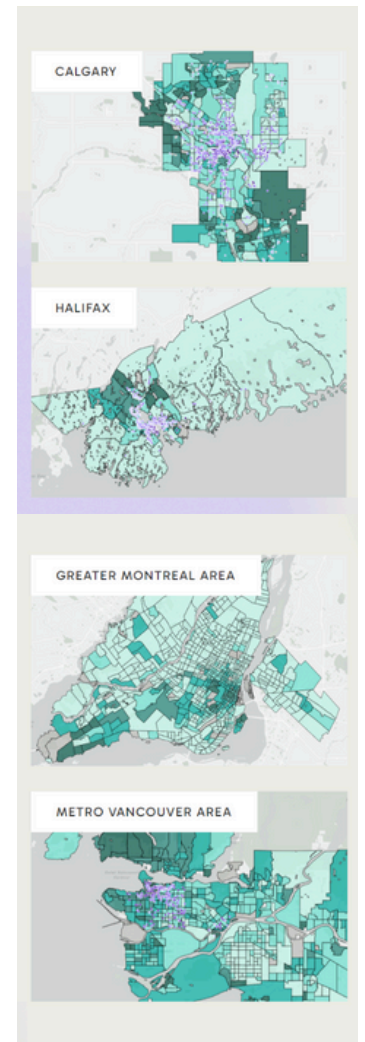
LOW-END OF MARKET RENTAL HOUSING MONITOR

BRIDGING THE DATA GAP

There is still much to learn about deeply affordable rental housing in Canada. Now more than ever, we need access to data that demonstrates our sector's performance and highlights growth opportunities.

To address this, ONPHA partnered with the Canadian Centre for Housing Rights, Purpose Analytics, and Sharla Gelfand to create the Low-End of Market Rental (LEMR) Housing Monitor. This free, user-friendly tool gathers key data on affordable housing across six urban regions, tracking shifts in supply and guiding evidence-based policy decisions. It enables strategic investments at the neighbourhood level, ensuring affordability is protected and expanded where needed most.

As part of our continued advocacy, we aim to expand the tool across Ontario to support initiatives like securing acquisition funding and establishing a Non-Profit Housing Growth Fund, ensuring the sector's central role in Ontario's housing strategy.



MAPPING OPPORTUNITY

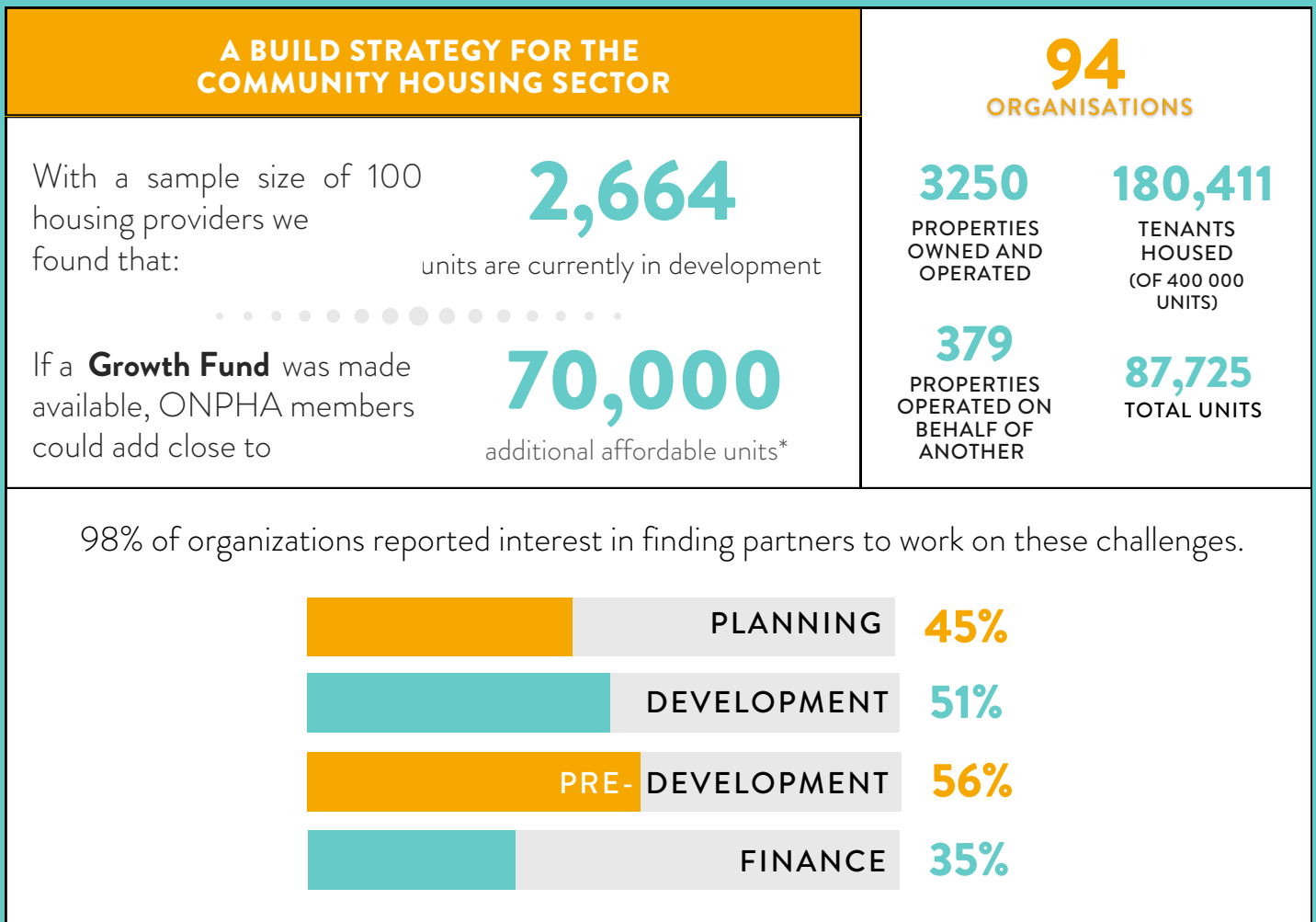
IN THE ONHPA COMMUNITY

ONPHA launched our 2024 Mapping Survey to help us visualize untapped housing opportunities that already exist within the ONPHA community. The data we're collecting will help us map the potential for new housing or redevelopment for intensification.

This is allowing us to provide an updated affordable housing target and growth projections to government in a continued effort to recommend a Non-Profit Housing Growth Fund.

Our preliminary results are encouraging!

Respondents are reporting that if a Non-Profit Housing Growth Fund was made available to support capital and operating costs, non-profits could almost triple the amount of new housing they contribute to the system.



*These results reflect a sample size of nearly 100 ONPHA members from various small, mid-sized, and large housing providers across Ontario. We've ensured accuracy by excluding growth projections in municipalities with limited representation in the survey. Therefore, the projected growth within the ONPHA community over 60 months would likely exceed 70,000 units.

A PEOPLE-CENTRED INTEGRATED SYSTEM



BUILDING BRIDGES THROUGH PARTNERSHIPS & A SHARED VISION

We envision every Ontarian thriving in a home they can afford, and we know that this vision cannot be realized alone. A key focus this year has been on forging and strengthening partnerships with like-minded individuals and organizations that share our commitment to creating a brighter housing future. We are actively seeking new allies who align with our goals and can help drive meaningful change.

LEADERSHIP IN HOUSING SUPPLY SOLUTIONS

ONPHA's CEO, Marlene Coffey, continues to play a critical role on the Housing Supply Action Plan Implementation team. This team, hosted by the Ministry of Municipal Affairs and Housing, brings together sector leaders to provide strategic advice to the government on implementing and evaluating Ontario's housing supply action plans.

Over the past year, we've intentionally expanded our outreach, particularly into the private development space. Building housing requires land, capacity, and funding. Community housing organizations possess two of these key components, making them strong partners to help solve the housing crisis.

We've actively engaged with the development sector and continue to maintain close relationships with all levels of government, consistently providing feedback, recommendations, and solutions through consultations and policy submissions.





ONPhA OPENING DOORS PODCAST



HARNESSING TECHNOLOGY FOR GREATER IMPACT

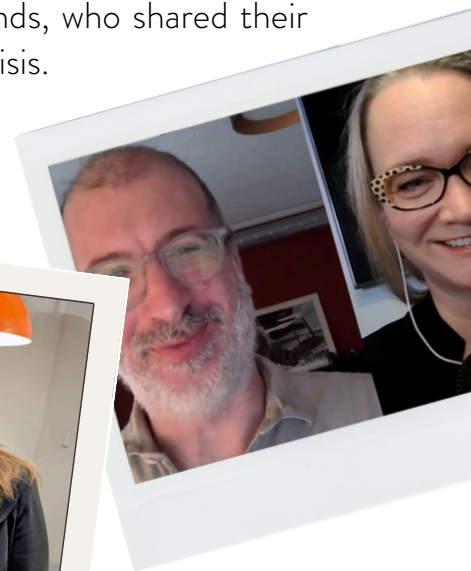
In 2023, ONPHA continued to harness technology to expand our reach, raise awareness, and challenge the broader community to see our sector as a key part of solving Ontario's housing crisis.

INTRODUCING THE ONPHA OPENING DOORS PODCAST

The launch of the ONPHA Opening Doors podcast pilot was a major step in these efforts. The podcast shines a light on Ontario's housing affordability challenges and highlights the community housing sector's ability to drive meaningful solutions. Through in-depth discussions on current issues, member spotlights, and real-life stories, the podcast offers a platform for sharing impactful voices and ideas.

SPOTLIGHTING DIVERSE VOICES

We welcomed a wide range of guests, from sector thought leaders and practitioners to data scientists, and even an international expert from the Netherlands, who shared their insights and challenged our perspectives on addressing the housing crisis.



INVESTING IN DIVERSITY, EQUITY AND INCLUSION

REDI COMMITTEE UPDATE

The Reaching Diversity, Equity and Inclusion (REDI) Committee, supported by the ONPHA Board, has been working to gather insights from member organizations to understand the various stages that our members are at in their DEI journeys and how ONPHA can offer support. This work will allow the Committee to explore the creation of supports to enhance DEI and address systemic racism and inequalities in our sector.

HELPING INDIGENOUS STUDENTS WITH POST- SECONDARY EDUCATION COSTS

ONPHA's Kathleen Blinkhorn Indigenous Student Scholarship supports Indigenous students living in non-profit housing in Ontario. In 2023, scholarship winners received \$2,000 for use towards their post-secondary education costs, like tuition, books, technology and transportation.



2023 INDIGENOUS HOUSING PROVIDER GATHERING

Every year, ONPHA brings together Indigenous housing providers at the Indigenous Housing Provider Gathering, part of our pre-Conference programming. In 2023, providers met in Toronto to discuss our shared priorities around affordable housing solutions for Ontario's Indigenous communities. The event included presentations from NICH and the federal and provincial housing ministries.



CELEBRATING EXCELLENCE

2023 ONPHA AWARDS



SYBIL FRENETTE

OUTSTANDING LEADERSHIP AWARD

JENNIFER SULLY-FERRARO



ONPHA INNOVATION AWARD

WOODGREEN COMMUNITY HOUSING

AWARD FOR EXCELLENCE

STREET HAVEN

YOUNG CHANGEMAKER AWARD

PAIGE WALDOCK



TENANT ACHIEVEMENT INDIVIDUAL AWARD

SYLVAIN ROCK

TENANT ACHIEVEMENT GROUP AWARD

BELLWOODS' COMMUNITY ADVISORY COUNCIL



LIFETIME OF SERVICE AWARD

WAYNE BUSHEY

GWEN MALONEY

WAYNE HILL

BREDA QUINLIVAN

CLAUDE LOUISSEIZE

EMIL REMARK

A SUSTAINABLE HOUSING MODEL



RESPONDING TO THE EVOLVING NEEDS OF MEMBERS

ONPHA is constantly evolving our roster of services and supports to serve our members through sector transformation. These are a few ways we delivered professional development and supports to our members over the past year.

543

ONPHA members registered for our live webinars on topics like policy, energy efficiency and net-zero projects, understanding retrofits for non-profit housing, and learnings from abroad.

477

Professionals built up their skills with ONPHA's suite of online courses. Topics included: rent-gear-to-income administration, supportive housing, governance, development and leadership.

365

ONPHA members were brought together at the annual Sector Summit to stay informed about the latest community housing news and hear updates from the Canada Mortgage and Housing Corporation and the Ministry of Municipal Affairs and Housing.



SAVING MEMBERS TIME & FRUSTRATION MEMBER SUPPORT HELPLINE

ONPHA's team helps members simplify even the most complicated housing questions. In the past year, we responded to more than 255 inquiries, assisting with rent-gear-to-income administration, navigating the Residential Tenancies Act and End-of-Mortgages, and addressing questions on governance, legal matters, and more.

DELIVERING COST SAVINGS AND TAILORED OPERATIONS SUPPORT

ONPHA ENTERPRISE PROGRAM

The ONPHA Enterprise program provides significant savings and customized operational solutions to our members, in partnership with Round Table Procurement Services. The program continues to grow with more members signing on and an expanding supplier base. Through ONPHA Enterprise, members not only save on their bottom lines, but they can receive hands-on support in revising or creating procurement policies that align with their organization's specific needs, ensuring a smooth transition amidst legislative changes.

NEW!

EXPERTISE TO NAVIGATE POST-EOA/EOM SUCCESS

This year, we introduced four pre-qualified consultants to guide members through the complexities of sector transformation and ensure their success post-EOA/EOM. The new STEP grant supports members in accessing and paying for these supports.



NAVIGATING LEGISLATIVE CHANGES WITH CONFIDENCE

Round Table Procurement Services has been helping members understand the latest procurement regulations, including the Broader Public Sector (BPS) Procurement Directive and the Building Ontario Businesses initiative. Members are leveraging ONPHA Enterprise to adapt their procurement policies and stay compliant with these updates.

"THANKS TO ROUND TABLE PROCUREMENT, WHAT WAS ONCE A SOURCE OF FRUSTRATION HAS BECOME A STRATEGIC ADVANTAGE FOR OUR ORGANIZATION."



Maryse Martin, Centretown Citizens Ottawa Corporation



“I loved the energy and interactions... I felt as though I was welcomed even though it was my first time attending!”



2023 delegate

BUILDING FOR BELONGING

2023 ONPHA CONFERENCE

Last fall, ONPHA brought together more than 730 housing professionals and partners in Toronto for three days of learning, networking, and planning for the future. We were pleased to welcome representatives from all levels of government and deliver over 30 sessions to expand our sector’s knowledge and deepen our understanding of how to work together to sustain a people-centered integrated housing system.

NEW IN 2023: ONPHA U

As the sector emerged from the challenges of the global pandemic, ONPHA recognized the importance of prioritizing personal wellness for housing professionals.

In response, we launched ONPHA U, a dedicated event designed to provide members with practical learning experiences while also fostering a space for relaxation and holistic health. Through engaging sessions and our Wellness Fair, participants were able to unwind and explore valuable insights into overall wellbeing.



THANK YOU BOARD MEMBERS

MANAGING COMMITTEE

BOARD CHAIR

ALAIN CADIEUX

Ottawa Community Housing Corp.

VICE-CHAIR

KAREN HENZE

Canadian Mental Health Association-
Sudbury/Manitoulin

TREASURER

VERONICA FOWLER

Victoria Park Community Homes

SECRETARY

KATE BIRD

Ecuhome Corp.

PAST-PRESIDENT

LORI TRUMPER

Kitchener Housing Inc.

DIRECTORS

JENNIFER CARRIERE

Castle Arms Non-Profit Seniors Apartment

SIU MEE CHENG

Street Haven at the Crossroads

PAUL CHISHOLM

London Middlesex Community Housing

LEE ANN HUNDT

K-W Urban Native Wigwam Project

TOM HUNTER

Toronto Seniors Housing Corp.

EMMY KELLY

Blue Door Support Services

LISA KEYS

Satellite Community Homes

ALA'A SHADID

Centretown Citizens Ottawa Corp.

APRIL SZPARA

Columbus Place for Seniors of Fort Frances Inc.

CATHARINE VANDELINDE

Options Housing Inc.



“This experience has enriched my perspective on the critical issues facing the affordable housing sector and has reinforced my dedication to supporting meaningful change.”

Lisa Keys, Satellite Community Homes

THANK YOU COMMITTEE MEMBERS

REACHING EQUITY, DIVERSITY AND INCLUSION ADVISORY COMMITTEE

Sahada A. Alolo | Multifaith Housing Initiative
Alain Cadieux | Ottawa Community Housing Corp.
Lily Chen | Toronto Community Housing Corp.
Rochelle Desouza | CityHousing Hamilton
Eric Hill | Can-Am Urban Native Non-Profit Homes
Shaun Simms | Ottawa Community Housing Corp.
Lori Trumper | Kitchener Housing Inc.
Catharine Vandelinde | Options Housing Inc.
Leanne Ward | CityHousing Hamilton

URBAN AND RURAL INDIGENOUS HOUSING PROVIDER COMMITTEE

Chelsea Combot | Ontario Aboriginal Housing Services (OAHS)
Eric Hill | Can-Am Urban Native Homes
Lee Ann Hundt | K-W Urban Native Wigwam Project
Lorna Lawrence | Miziwe Biik Development Corporation (MBDC)
Sally Ledger | Ontario Aboriginal Housing Services (OAHS)
Linda Martin | Miziwe Biik Development Corporation (MBDC)
Angus Palmer | Wigwamen Inc.
Frances Sanderson | Nishnawbe Homes Inc.

AWARDS SELECTION COMMITTEE

Kate Bird | Ecuhome Corp.
Alain Cadieux | Ottawa Community Housing Corp.
Jennifer Carriere | Castle Arms Non-Profit Seniors Apartment
Eric Cohen | Ridgford Charitable Foundation
Lori-Anne Gagne | Victoria Park Community Homes
Lisa Horrocks | Houses Opening Today Toronto Inc. (HOTT)
Sheldon Leong | Multifaith Housing Initiative
Rebecca Roy | Satellite Community Homes
April Szpara | Columbus Place for Seniors of Fort Frances Inc.

KATHLEEN BLINKHORN INDIGENOUS SCHOLARSHIP COMMITTEE

Casey Cooper | Kathleen Blinkhorn's son
Quinn Cooper | Kathleen Blinkhorn's daughter
Eric Hill | Can-Am Urban Native Non-Profit Homes
Julie Rice | Wigwamen Inc. Board member
Lee Ann Hundt | K-W Urban Native Wigwam Project

FINANCE & AUDIT COMMITTEE

Kate Bird | Ecuhome Corp.
Alain Cadieux | Ottawa Community Housing Corp.
Eric Cohen | Ridgford Charitable Foundation
Rochelle Desouza | City Housing Hamilton
Veronica Fowler | Victoria Park community Homes Inc.
Maryse Martin | Centretown Citizens Ottawa Corp.
Tetyana Nozina | Ottawa Community Housing Corp.

GOVERNANCE & MEMBERSHIP COMMITTEE

TracyAnn Bethune | Nipissing District Housing Corp.
Alain Cadieux | Ottawa Community Housing Corp.
Keith Hambly | Fred Victor Centre
Karen Henze | Canadian Mental Health Association – Sudbury/Manitoulin
Tom Hunter | Toronto Seniors Housing
Lisa Keys | Satellite Community Homes
Suzanne Le | Multifaith Housing Initiative
Ala'a Shadid | Centretown Citizens Ottawa Corp.
Lori Trumper | Kitchener Housing Inc.
Keith Ward | Jasinski Legacy Non-Profit Residences Inc.



ONTARIO NON-PROFIT
HOUSING ASSOCIATION

ADDRESS

500 – 100 University Avenue
Toronto, Ontario, Canada | M5J 1V6

CONTACT

416-927-9144 | T.F. 1-800-297-6660
mail@onpha.org



www.onpha.on.ca