

Application Package

JOIN ONPHA'S 2026-2027 BOARD

ONPhA

ONTARIO NON-PROFIT
HOUSING ASSOCIATION



STEP INTO SECTOR LEADERSHIP

Are you a bold, future-focused thinker ready to make a real impact in Ontario's affordable housing sector? This is your opportunity to bring your voice to the table and help lead change where it matters most.



HERE'S WHY YOU SHOULD APPLY:

- ✓ Influence policy and strategy for providers managing \$38B in built assets
- ✓ Collaborate with sector leaders and deliver fresh, community-driven ideas
- ✓ Gain real-world board experience in a sector-leading organization
- ✓ Champion equity, inclusion and sustainability in housing
- ✓ Be a part of shaping the new world of community housing

READY TO LEAD?

TAKE THE FIRST STEPS TODAY:

- 1 Review this application package
- 2 Complete and submit the Nomination & Consent Form



Interested in standing for election to ONPHA's Board of Directors?

ONPHA is run by volunteers—regular Member organization staff and Board members—who make up our Board of Directors and committees. This year, **five (5)** vacancies will be filled by digital voting before the Annual General Meeting (AGM) on **Friday, October 30, 2026**.

We're looking for people who want to contribute to ONPHA's vision to lead the housing sector and are interested in running for election for a three-year term.

Based on ONPHA's Governance and Membership Committee's recommendations, we're looking for candidates with the following skill sets and experience.

ONPHA Board of Directors Skillset Matrix and Descriptions	
Core	
STRATEGIC LEADERSHIP	▪ Experienced in strategic thinking/planning, change management and leadership. ▪ Skilled at navigating successful organizational change initiatives/transitions to meet evolving market dynamics and stakeholder needs. ▪ Utilizes a strategic approach to align organizational objectives with long-term goals and market trends. ▪ Proficient in understanding current and potential future policies, practices, and industry developments, with a commitment to diversity, equity, and inclusion. ▪ Engages strong leadership abilities to inspire organizations to achieve objectives while fostering a culture of innovation and collaboration. ▪ Proactively identifies opportunities and mitigates risks ensuring organizational resilience and sustainable growth.
MARKETING STRATEGY AND BUSINESS DEVELOPMENT	▪ Utilizing expertise in marketing and business development initiatives. ▪ Employs informed housing market insights for strategic decision-making, driving innovative approaches to member engagement and service offerings. ▪ Develops and executes targeted marketing campaigns focused on inclusivity, to boost brand visibility and attract diverse audiences. ▪ Proactively embracing calculated risks and maintaining an entrepreneurial mindset to explore new opportunities, products, and revenue streams, while ensuring equitable access and representation.

	▪ Proficient in navigating regulatory environments and industry dynamics with sensitivity to diversity, promoting fairness and inclusion in sustainable growth efforts. ▪ Experienced in continuous evaluation and refinement of marketing strategies and business development efforts to ensure accountability and transparency for long-term success.
FINANCIAL ACUMEN	▪ Experienced in applying financial principles for complex financial management, including analysis, budgeting, monitoring against budgets, and strategizing for financial sustainability in line with corporate goals and evolving internal and external conditions. ▪ Proactively managing resources and driving organizational financial performance. ▪ Proficient in diverse skills crucial for navigating complex financial landscapes, including: ➤ <u>asset management</u>: demonstrated experience in identifying and critically assessing strategies for the optimization of assets. ➤ <u>risk management</u>: identifying, assessing, and mitigating financial risks to safeguard assets, optimize returns, and implement effective risk management strategies. ➤ <u>investment management</u>: evaluating investment opportunities, analyzing risk-return profiles, and making well-informed investment decisions. ➤ <u>financial modeling</u>: building and analyzing models to forecast future financial performance and assess impacts, supporting informed decision-making processes. ➤ <u>financial communication</u>: articulating financial information clearly and concisely to various stakeholders, ensuring effective understanding and alignment.
POLITICAL SAVVINESS	▪ Expertise in understanding current political landscape and government relations. ▪ Comprehension of housing sector dynamics, adept at navigating policy intricacies and advocating effectively. ▪ Proficiently maneuvers political landscapes to advance ONPHA's strategic goals and effectively advocate for the sector. ▪ Cultivates relationships with key government decision-makers, leveraging these connections to impact policy decisions and shape legislative agendas to benefit the sector. ▪ Proactively adapts strategies and messaging to align with evolving political dynamics and emerging issues, ensuring ONPHA maintains credibility and influence in the political sphere.

	Executes transparent and ethical practices in government relations, reinforcing the Association's integrity and dedication to serving members and diverse communities.
SUPPORTS WITHIN HOUSING EXPERTISE	- Skilled in crafting and managing supportive housing programs that seamlessly connect financial housing assistance (such as RGI, rent supplements, congregate living homes, etc.) with vital support services (including mental health and/or substance use support, life skills training, etc.), in support of the complex and diverse tenants that we house. - Experienced in fostering collaborative partnerships that span various governmental departments or ministries to deliver crucial support services within the non-profit housing sector.
Representational Attributes (By-Laws)	
LARGE HOUSING PROVIDERS	are housing providers managing over 500 units.
NORTHERN HOUSING PROVIDERS	are those non-profit housing providers who are located in the geographic Districts of Algoma, Cochrane, Kenora, Manitoulin, Nipissing, Rainy River, Sudbury, Timiskaming, or Thunder Bay.
INDIGENOUS HOUSING PROVIDERS	are housing providers whose primary mandate is to provide affordable housing to Indigenous peoples living off reserve in Ontario, inclusive of First Nations, Métis, and Inuit, including Status and Non-Status Indigenous peoples.
Board of Directors Strategic Choices for 2026	
STRATEGIC CHOICE 1	Financial Acumen
STRATEGIC CHOICE 2	Supportive Housing provider
STRATEGIC CHOICE 3	Indigenous Housing provider
STRATEGIC CHOICE 4	Northern Housing provider

Board member role and responsibilities:

Board members are responsible for providing overall direction to the Ontario Non-Profit Housing Association, including review and approval of the Association's strategic objectives, policies, annual budget, and expenditures. The Board is supported by ONPHA's Chief Executive Officer and staff.

- Board members will set strategic and service directions for ONPHA positions on housing programs and related issues and be active participants in the development of policies.
- Directors are encouraged to participate actively in ONPHA through membership in one of the Association's committees or other workgroups that are set up to address specific projects.
- Directors are expected to promote and participate in regional activities of ONPHA in their area of the province by attending regional meetings and being involved in local networks.
- Directors are asked to assist ONPHA in recruiting and maintaining members of the Association.

Time commitment and expenses:

- Directors are expected to attend approximately five meetings of the Board of Directors on an annual basis, plus the Annual General Meeting of the Association. Three meetings are one-day, one is extended to include an orientation and annual strategic planning, and one follows the AGM.
- Directors serve for a three-year term and should plan to contribute about twelve days toward ONPHA activities on an annual basis. All ONPHA Board meetings are held virtually and in person in Toronto, except for the one during the Annual Conference.
- Funds are available to reimburse Directors for travel, accommodation, and meal costs associated with attending an ONPHA meeting. For the most part, meetings are held on weekdays, subject to the approval of the Board.

Deadlines and requirements:

September 15: Submit your completed Board of Directors Nomination and Consent Form, attached headshot, **including a one-minute video** stating your name, title, organization, and what you aim to accomplish by joining ONPHA's board.

Please note that we require documented support from your organization's Board to act as their representative while serving on the ONPHA board. This can be either: the portion of your Board

Meeting Minutes where approval is given, or, if there won't be a Board meeting before the September 15 deadline, a short letter from the Chair.

October 12: Participate as a candidate in the election that begins on October 12 and ends on October 23, 2026.

October 30: Participate in the Annual General Meeting (AGM) on Friday, October 30, 2026, and, if elected, attend the first meeting of the new Board afterward on Saturday, October 31.

If you have questions, please call or email Ijeoma N. Ore, ONPHA's Executive Assistant, at 416-927-9144 ext. 106 or boardelections@onpha.org.



ONTARIO NON-PROFIT
HOUSING ASSOCIATION

Ontario Non-Profit Housing Association

2026 BOARD OF DIRECTORS NOMINATION AND CONSENT FORM

Date: _____

The Governance and Membership Committee will accept nominations until Tuesday, September 15, 2026, 45 days before the Friday, October 30, 2026, Annual General Meeting.

Candidate for the Board of Directors:

Name: _____

Organization: _____

Position in the Organization: _____

Address: _____

Telephone: Bus () _____ Res () _____

E-mail: _____

Region: _____

I, _____, HEREBY CONSENT to my nomination as a candidate for election to the Board of Directors of the Ontario Non-Profit Housing Association, for a three-year term of office, and agree to stand for election and to serve as a Director if elected. I understand that being a member of the Board of Directors will involve attending five Board meetings per year and other ONPHA activities.

Signature: _____

Sponsors – to be signed by two (2) representatives of different member organizations of ONPHA, one of which may be a Board or staff representative of the candidate's own non-profit organization.

1. Name & Position: _____

Non-Profit Organization: _____

Address: _____

Signature: _____

2. Name & Position: _____
Non-Profit Organization: _____
Address: _____
Signature: _____

- A Motion of Resolution is required ONLY for candidates holding positions such as Executive Director (ED), CEO, President, or board director who report directly to the board.
- If a prospective candidate holds a position as an ED, CEO, President, or board director, their application will be considered with a support letter from the Board Chair until the Board officially convenes and passes a resolution before ONPHA's board election.
-- For other positions, the most senior staff members can provide a support letter for the candidate.

ONPHA's Board of Directors represents the interests of ONPHA members. They share their in-depth sector knowledge and expertise to help strengthen the association and advocate for a vital community housing sector.

The Board of Directors governs following the by-laws, provincial legislation, and ONPHA's 2024-2027 Strategic Plan. Directors are elected by ONPHA's housing members and serve a three-year term.

The ONPHA's Board of Directors is skills-based, bringing a diverse range of expertise and experience to their governance role. They are committed to Diversity, Equity, and Inclusion (DEI) principles, ensuring that ONPHA's initiatives and decisions are inclusive and representative of all members and stakeholders.

Self-Identification:

ONPHA is committed to Diversity, Equity, and Inclusion, including representation with a BIPOC (Black, Indigenous and People of Colour) lens, as outlined in ONPHA's Strategic Priorities for 2024 -2027.

Applicants are invited to complete this optional self-identification section if they identify with a historically or currently underrepresented group or identity. Participation is entirely voluntary, and all information provided will be kept confidential, solely used to help us identify representation gaps, and to better reach underrepresented groups.

Please indicate if you identify as:

- ☐ An Indigenous person ☐ A person with a disability
- ☐ A member of a racialized/visible minority group ☐ A person who identifies as 2SLGBTQI+
- ☐ Please specify: _____

The Board's Strategic choices for 2026 are:

1. *Financial Acumen*
2. *Supportive Housing Provider*
3. *Indigenous Housing Provider*
4. *Northern Housing Provider*

Please read each competence and indicate your level of expertise within it.

Competencies	Knowledge Level
Strategic Leadership - Experienced in strategic thinking/planning, change management, and leadership. - Skilled at navigating successful organizational change initiatives/transitions to meet evolving market dynamics and stakeholder needs. - Utilizes a strategic approach to align organizational objectives with long-term goals and market trends. - Proficient in understanding current and potential future policies, practices, and industry developments, with a commitment to diversity, equity, and inclusion. - Engages strong leadership abilities to inspire organizations to achieve objectives while fostering a culture of innovation and collaboration. - Proactively identifies opportunities and mitigates risks ensuring organizational resilience and sustainable growth.	☐ High ☐ Medium ☐ Low
Marketing Strategy & Business Development - Utilizing expertise in marketing and business development initiatives. - Employs informed housing market insights for strategic decision-making, driving innovative approaches to member engagement and service offerings. - Develops and executes targeted marketing campaigns focused on inclusivity, to boost brand visibility and attract diverse audiences. - Proactively embracing calculated risks and maintaining an entrepreneurial mindset to explore new opportunities, products, and revenue streams, while ensuring equitable access and representation. - Proficient in navigating regulatory environments and industry dynamics with sensitivity to diversity, promoting fairness and inclusion in sustainable growth efforts. - Experienced in continuous evaluation and refinement of marketing strategies and business development efforts to ensure accountability and transparency for long-term success.	☐ High ☐ Medium ☐ Low
Financial Acumen - Experienced in applying financial principles for complex financial management, including analysis, budgeting, monitoring against budgets, and strategizing for financial sustainability in line with corporate goals and evolving internal and external conditions. - Proactively managing resources and driving organizational financial performance. - Proficient in diverse skills crucial for navigating complex financial landscapes, including: <u><i>asset management</i></u>: <i>demonstrated experience in identifying and critically assessing strategies for the optimization of assets.</i> <u><i>risk management</i></u>: <i>identifying, assessing, and mitigating financial risks to safeguard assets, optimizing returns, and implementing effective risk management strategies.</i> <u><i>investment management</i></u>: <i>evaluating investment opportunities, analyzing</i>	☐ High ☐ Medium ☐ Low

<i>risk-return profiles, and making well-informed investment decisions.</i> ○ <i><u>financial modeling</u>: building and analyzing models to forecast future financial performance and assess impacts, supporting informed decision-making processes.</i> ○ <i><u>financial communication</u>: articulating financial information clearly and concisely to various stakeholders, ensuring effective understanding and alignment</i>	
Political Savviness • Expertise in understanding the current political landscape and government relations. • Comprehension of housing sector dynamics, adept at navigating policy intricacies and advocating effectively. • Proficiently maneuvers political landscapes to advance ONPHA's strategic goals and effectively advocates for the sector. • Cultivates relationships with key government decision-makers, leveraging these connections to impact policy decisions and shape legislative agendas to benefit the sector. • Proactively adapts strategies and messaging to align with evolving political dynamics and emerging issues, ensuring ONPHA maintains credibility and influence in the political sphere. • Executes transparent and ethical practices in government relations, reinforcing the Association's integrity and dedication to serving members and diverse communities.	☐ High ☐ Medium ☐ Low
Supports within Housing Expertise • Skilled in crafting and managing supportive housing programs that seamlessly connect financial housing assistance (such as RGI, rent supplements, congregate living homes, etc.) with vital support services (including mental health and/or substance use support, life skills training, etc.), in support of the complex and diverse tenants that we house. • Experienced in fostering collaborative partnerships that span various governmental departments or ministries to deliver crucial support services within the non-profit housing sector.	☐ High ☐ Medium ☐ Low

Representation Attributes:

- ☐ **Large Housing Provider:** is a housing provider managing over 500 units.
- ☐ **Northern Housing Provider:** is a non-profit housing provider located in the geographic Districts of Algoma, Cochrane, Kenora, Manitoulin, Nipissing, Rainy River, Sudbury, Timiskaming, or Thunder Bay.
- ☐ **Indigenous Housing Provider:** is a housing provider whose primary mandate is to provide affordable housing to Indigenous peoples living off reserve in Ontario, inclusive of First Nations, Métis, and Inuit, including Status and Non-Status Indigenous peoples.

Please provide the following to be circulated to the membership:

Elaborate on up to 3 competencies from above that demonstrate your skills and expertise in that area.

Explain why you are interested in serving on the ONPHA Board of Directors.

Please return your completed form and statement by Tuesday, September 15, 2026, via email to: boardelections@onpha.org.