



CANADIAN HOUSING AND  
RENEWAL ASSOCIATION  
**ANNUAL REPORT 2017**







As we enter our 50th year, we're proud to reflect on our successes and celebrate the results we've achieved since our founding in 1968.



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# MESSAGE FROM THE CHRA BOARD PRESIDENT

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2017 was a year in which CHRA demonstrated the value of a national association to advance the interests of its members. As the national voice for the social, affordable, and non-profit housing sector, CHRA in 2017 was vocal and forceful in promoting the interests and concerns of social housing providers across Canada, and those efforts paid off. For instance, the over \$15 billion in investments in social and affordable housing contained in the 2017 federal Budget were the largest single investment in the Budget, and the specific funded measures mirrored almost identically, the recommendations put forth by CHRA. The Budget was followed up in November with the release of the National Housing Strategy, which more appropriately could have been labelled the “National Social Housing Strategy”, marking the culmination of years of effort on the part of CHRA and its members. In addition to further investments, the National Strategy contained a commitment to bring forth a legislated right to housing, a key demand of CHRA over the past year.

However, there is much more to do. There will be a great deal of implementation and communication work required on the part of the federal government; CHRA will be working closely with CMHC and its partners to reflect the concerns of our members during this implementation phase, and to communicate with our members on the Strategy’s progress. There will be no resting on our laurels.

Clearly, the most important piece of unfinished business is the development of a parallel Indigenous Housing Strategy, particularly focused on the needs of urban and rural Indigenous peoples. We should accept nothing less as an objective than to raise the standard of housing for Indigenous peoples to that of the non-Indigenous population. As the federal government finalizes the development of an Indigenous Housing Strategy in 2018, the CHRA Indigenous Caucus will continue to aggressively advocate and speak out for our Indigenous members, and in 2018, every CHRA member will be solicited to support that advocacy effort.

And it’s important to note that if we do not want to go back to the pre-National Housing Strategy era, one cannot miss the disproportion of means and goals one finds in it. The homelessness crisis endured by the most disenfranchised people in Canada is directly linked to the lack of government support for social, affordable and non-profit housing for the last 25 years. Clearly, as a society, we will need to commit many more resources to achieve the objective set by Prime Minister

Trudeau and Minister Duclos, that “All Canadians need and deserve housing that is safe and affordable”.

Of course, the Strategy was not the only highlight of the year. CHRA once again organized an excellent Annual Congress, and our thanks to the organizers and sponsors of Congress 2017 for a successful event. CHRA produced a number of important reports, organized key events and webinars, provided multiple presentations to external stakeholders, and worked closely with our partners to advance our interests. CHRA also took the lead in bringing together our provincial counterpart organizations in order to work more closely and collaboratively; we expect those efforts to realize greater value for housing providers across the country.

I have once again been fortunate to work with a group of professional and dedicated colleagues on the CHRA Board of Directors, and I want to acknowledge their efforts and hard work. CHRA is also fortunate to have a staff team in Ottawa who are dedicated to advancing the cause of social and affordable housing, and although small in number, are big in impact. I look forward to working with them and all our members to keep our momentum moving forward.

**Stephan Corriveau**  
CHRA Board President



# MESSAGE FROM THE EXECUTIVE DIRECTOR

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I've been fortunate to serve in an advocacy role for a number of national and local associations throughout my working and volunteer career, and to effect policy change in those roles. However, I can't recall a year in which an organization had a more influential role in shaping public policy than CHRA had in 2017. The federal Budget released in March 2017 read like a carbon copy of the ideas and recommendations that CHRA had submitted to the National Housing Strategy consultation process in October 2016. Furthermore, the National Strategy unveiled in November 2017 by the Prime Minister and Minister Jean-Yves Duclos built on those programs already advocated for by CHRA, and added new components and programs of benefit to the social and affordable housing sector. It is rare that any organization in Canada, particularly a small association such as CHRA, can legitimately claim such strong influence.

That being said, we must now use this influence to ensure that Canada's urban and rural Indigenous housing

needs are fully addressed. As Stephan Corriveau said in his Congress 2017 remarks, there can be no National Housing Strategy without an Indigenous Housing Strategy. And to be clear, such a Strategy is not only about funding, but also about self-determination and governance. As members of our Indigenous Caucus have rightfully said, "Nothing about us, without us".

As Executive Director, one of my most enjoyable moments in the role is having the chance to meet and talk one on one with our members. Whether this is at Congress, or attending regional or provincial meetings, I have benefitted greatly from the opportunity to liaise directly with our members – these conversations are often invaluable in informing policy discussions held with government and other external audiences. And it goes without saying that your passion and your compassion help inspire me in my role. In 2018, I hope to have more opportunities to liaise directly with as many of you as possible.

There's no question that 2017 has been a year of highlights. This would not have been possible without a strong staff team at the Ottawa office; our small but potent team should be a source of pride for CHRA members. The CHRA Board continues to provide strong and effective guidance and leadership to the organization; they truly are dedicated to serve the needs of our members. And in particular, 2017 was a year of success

thanks to the continuing support and engagement of our members. As an organization, CHRA is only as strong as its membership, and you have helped us make a significant impact in 2017. As we celebrate our golden 50th anniversary year in 2018, I look forward to another year of impact, results, and hopefully success.

**Jeff Morrison**  
Executive Director

# WHO WE ARE

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The Canadian Housing and Renewal Association (CHRA) is the national voice for the full range of affordable housing and homelessness issues and solutions across Canada. We have over 333 members who collectively house and shelter hundreds of thousands of Canadians, and provide housing support to many more.

CHRA provides a home for the housing sector and for all who believe that every Canadian should have a decent, adequate and affordable place to call home.

No matter what part of the Canadian housing spectrum you are involved with, we believe that the need for a national organization to advocate for improved federal funding, policies and programs, has never been more acute. CHRA is that national organization.

CHRA brings the sector together with face-to-face events, webinars, interest-based caucuses and a board of directors that is reflective of our diverse membership. Our annual, national Congress is a one-of-a-kind event where the housing sector gathers to share information, network and learn about best practices from experts - and from each other.

# OUR MISSION

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As the national leader, CHRA promotes affordable housing for all through:

Sustained and strategic government relations in support of our members.

Sector transformation through innovative research, education, partnership development and collaboration.

Leading and convening Canada's affordable housing through congress, caucuses and special events.

# OUR PILLARS

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We centre everything we do around four strategic pillars:

KEEPING HOMES AFFORDABLE

ENDING HOMELESSNESS

RENEWING OUR COMMUNITIES

SUPPORTING A SUSTAINABLE HOUSING PROFESSION

We support these pillars by **advocating** for improved federal funding, housing policies and programs, **developing** policy and research on affordable housing and homelessness, **informing** our members of new opportunities, best practices and innovations and **connecting** the affordable housing sector through webinars, networks, our annual Congress and more.



# OUR BOARD

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## **PRESIDENT**

### **Stéphan Corriveau**

Regional Director, Quebec

*Directeur général,  
Réseau québécois des OSBL d'habitation*

## **PRESIDENT-ELECT**

### **Pamela Hine**

Regional Director, Northern Territories  
*President, Yukon Housing Corporation*

## **VICE-PRESIDENT**

### **Tash Taylor**

Regional Director, Alberta  
*Executive Director, Alberta Network  
Of Public Housing Agencies*

## **TREASURER**

### **Danielle Juteau**

Director at Large  
*Directrice; Direction de la gestion des  
demandes, des logements abordables  
et des suppléments au loyer,  
Office municipal d'habitation de Montréal*

## **SECRETARY**

### **Robert Byers**

Director, Indigenous Communities  
*Chief Executive Officer,  
Namerind Housing Corporation*

### **Brian Gilligan**

Director at Large  
*Vice President, Community  
Development, Ottawa Community  
Housing*

### **Kaye Melliship**

Regional Director, British Columbia  
*Insurance Comm Chair/Board Ex-  
Officio, BCNPHA*

### **Hugh Lawson**

Regional Director, Ontario  
*Director, Strategic Planning and  
Stakeholder Relations,  
Toronto Community Housing*

### **Kevin Albers**

Director at Large  
*CEO, M'akola Group of Societies*

### **Christina Maes-Nino**

Regional Director, Manitoba  
*Community Animator,  
Social Planning Council of Winnipeg*

### **Daryl Sexsmith**

Regional Director, Saskatchewan  
*Housing Analyst, City of Saskatoon*

### **Tim Crooks**

Regional Director, Nova Scotia & PEI  
*Executive Director, Phoenix Youth*

### **Ayon Shahed**

Regional Director, Newfoundland  
*Director of Strategic Development,  
Choices for Youth*

### **Dan Murphy - RESIGNED OCT 2017**

Regional Director, New Brunswick  
*Executive Director,  
New Brunswick Non Profit Housing  
Association*

# OUR MEMBERS

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CHRA members represent the full spectrum of affordable housing solutions including housing providers, municipalities, businesses, all 13 provincial and territorial housing departments, service and support agencies, individuals, students, retired housing professionals and other housing-related associations and networks.

## 333 members as of December 31st 2017

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13 Provincial/Territorial departments  
106 Affordable Housing Providers, Owners and Managers  
26 Associations  
46 Individuals  
31 Municipalities  
98 Non-profit groups  
13 Business partners



# ADVOCACY AND THE NATIONAL HOUSING STRATEGY

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2017 was a critical year in the history of social, affordable, and non profit housing in Canada. It marked the release of the first National Housing Strategy in decades, complete with billions of dollars in new funding attached to it. This accomplishment was the result of years of work on the part of CHRA, its partner organizations, and its members. The advocacy-related highlights of 2017 included:



## Federal Budget 2017

The 2017 federal Budget contained over \$15 billion in new spending commitments in social and affordable housing and homelessness, mirroring many of the recommendations contained in CHRA's October 2016 response to the National Housing Strategy.

## Release of Follow-up Recommendations for the National Housing Strategy and Indigenous Housing Strategy

In June, CHRA released two documents in response to the Budget. The first document offered advice and recommendations to Minister Duclos on how to implement the housing related measures contained in the Budget, while the second document provided more specific recommendations on the composition of an urban and rural Indigenous housing strategy.

## Press conference on the legislated right to housing

On October 16, CHRA organized a press conference on Parliament Hill to call on the federal government to introduce a legislated right to housing in the National Housing Strategy. Several national organizations and the United Nations Special Rapporteur on Adequate Housing joined CHRA at this press conference.

## One on one meetings

Over the summer of 2017, CHRA and representatives from the Indigenous Caucus held one on one meetings with Minister Duclos, CMHC CEO Evan Siddall, the federal NDP, and leading national stakeholder organizations as a means of advancing CHRA's key recommendations in advance of the National Housing Strategy release.



## Parliament Hill Day 2017

CHRA once again organized the annual "Housing on the Hill" Day on October 17 in conjunction with the Canadian Alliance to End Homelessness. The day featured delegates meeting over 30 Members of Parliament and Senators, remarks by CHRA President Stephan Corriveau and CAEH Chair (and Canada's first ever Parliamentary Budget Officer) Kevin Page, a panel comprised of national housing journalist Jordan Press, Raising the Roof CEO Michael Braithwaite, UN Special Rapporteur Leilani Farha, and Members of Parliament Karen Vecchio and Marjolaine Boutin-Sweet. A special surprise was a lunchtime visit by Minister Jean-Yves Duclos, who greeted delegates individually.



## Launch of National Housing Strategy

Clearly the highlight of the year was the launch of the \$40 billion National Housing Strategy on November 22 by the Prime Minister and Minister Jean-Yves Duclos. The Strategy announced funding for renovation and repair of existing units, funding for new construction, protection of rent subsidies, new legislation to enshrine a rights-based approach and a new Housing Advocate position, new research programs, and so forth. The Strategy marks a return of the federal government into playing a more direct role in social housing delivery. CHRA followed up on the Strategy with a webinar in December to explain its contents, and will continue to communicate with our members on its content throughout 2018.



# RESEARCH AND INNOVATION

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CHRA continues to be a leader in the creation, promotion, and dissemination of research and analysis opportunities to the social and affordable housing sector. Aside from informing and educating the social housing sector, CHRA's research and innovation activities are designed to strengthen advocacy and public policy positions throughout 2017. Among the research and innovation activities in 2017 included the following:

**Production of a research report examining the housing spectrum:** With support from Genworth Canada, and in partnership with the Canadian Home Builders Association, CHRA commissioned the production of a report that used 2016 census data to examine the housing spectrum, and to offer public policy observations about the intersectionality of the housing spectrum. By using new census data, the report was able to shed new light on the role of social housing in the overall housing system in Canada.

**A first of its kind survey of Indigenous housing operations:** With support from a project grant from INAC, CHRA was able to conduct a first-ever survey of Indigenous housing providers that measured and provided insight into a number of operational variables, such as employment, status of Operating Agreements, financing, training, and others. The final report also provided case studies on several successful models of Indigenous housing provider operations.

**Production of 4 research papers coming out of the 2017 Annual Congress:** With the generous financial support of BC Housing, CHRA produced 4 written research papers, including: "New Opportunities in Rental Housing Financing"; "Positioning the Affordable Housing Sector to Deliver Long-Term Solutions"; "A Critical Dialogue on Affordable Homeownership & Demand, Development & Market Analysis"; and "Affordable Housing Collaboratives: The Way of the Future".

**Background research paper to inform the development of an Indigenous Housing Strategy:** With support from a grant from the Catherine Donnelly Foundation, CHRA was able to hire a consultant to produce a research paper offering guidance and recommendations on the components of an Indigenous Housing Strategy. This paper was discussed by the Indigenous Caucus in May, and was used to develop a final set of recommendations that has influenced CHRA's Indigenous advocacy efforts throughout 2017.

**Creation of a new Manager of Policy and Research position:** CHRA was able to create a new staff position, Manager of Policy and Research, in 2017. With this additional staff capacity, CHRA will be able to expand its research and innovation capabilities in 2018. One immediate new service to CHRA members that the new Manager created was the addition of a "Policy Corner" to the CHRA newsletter, which highlights new research reports that have been launched.

**Confirmation of support to update and expand the Canadian Rental Housing Index:** In partnership with the BC Non Profit Housing Association and other partners, CHRA confirmed it will support the update and expansion of the Canadian Rental Housing Index, an online tool that offers detailed data and information on affordability, rental rates, household composition, etc. It is expected that the updated Index will be available in 2018.



# WEBINAR AND PODCAST SERIES

CHRA webinars showcase housing and homelessness sector innovations taking place across Canada and provide insights into trends in housing policy and programs. As an educational tool, CHRA webinars connect participants, share best practices and offer an accessible means to stay informed. In 2017, CHRA offered seven interactive webinars to help disseminate leading edge and innovative developments to participants.



## 1. Building Sustainable Communities – The In's & Out's of Project Development

**Margaret Critchlow**, Director, Canadian Senior Cohousing Society & founding member, Harbourside Cohousing (BC)  
**Daniel Savard**, Planner & Member, Sustainable Communities Partnership, Department of Environment & Local Government, Government of New Brunswick (NB)

## 2. Understanding the Fundamentals of Real Estate Valuation in a Social Housing Environment

**Nathalie Roy-Patenaude**, AACI, P.App., Director-Counsellor, Professional Practice of the Appraisal Institute of Canada (Nat'l)

## 3. Accelerating Affordable Rental Development: The City of Toronto's Open Door Affordable Housing Program

**Speaker: Sean Gadon**, Director, Affordable Housing Office, City of Toronto (ON)

## 4. Innovation and Partnerships in Youth Homelessness

**Melanie Redman**, Executive Director, A Way Home: Working Together to End Youth Homelessness in Canada  
**Ayon Shahed**, Director of Strategic Development, Choices for Youth  
**Stephen Gaetz**, Director, Canadian Observatory on Homelessness & Professor, Faculty of Education at York University

## 5. Energy Efficiency in Affordable Housing by Enbridge

**Cam Black**, Energy Solutions Consultant, Affordable Housing, Enbridge Gas  
**Ryan Schwartz**, EIT, LEED® Green Associate, The Weidt Group

## 6. Tenant Engagement and Support Services

**Carol Charlebois**, Executive Director, Metro Non-Profit Housing Association  
**Heather Rattanavong**, Wrap Around Services Coordinator, Camponi Housing Corporation

## 7. CHRA Town Hall on the National Housing Strategy

**Jeff Morrison**, Executive Director, Canadian Housing and Renewal Association  
**Michel Tremblay**, Senior Vice President, Policy, Research and Public Affairs;  
**Debbie Stewart**, Director, Housing Needs, Canada Mortgage and Housing Corporation

In 2017, CHRA also released a podcast recorded in December 2016 featuring Kira Gerwing, Manager of Community Investment at VanCity Credit Union and Robert Brown, President of Catalyst Community Development. The podcast presented the partnership that has been developed by VanCity Credit Union and Catalyst Community Development to leverage real estate assets for long-term financial sustainability, and to attract private market equity into the affordable housing sector.



# INTERNATIONAL ACTIVITIES

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2017 marked another year in which CHRA increased its international profile and influence. Among the international activities undertaken in 2017 included the following:

**Hosting of International Forum:** Again in 2017, CHRA organized an International Forum in conjunction with its 2017 Congress in Halifax. Chaired by Steve Pomeroy, the International Forum provided an opportunity for a group of Canadian and international housing researchers to compare developments in different countries, provide updates to the UN Habitat III conference, and share ideas on future housing related policy and research priorities.

**International Focus During 2017 Innovation Forum:** The theme of CHRA's 2017 Innovation Forum was "Global Perspectives on Affordable Housing Delivery". Among the presenters included Ian Winter, the Executive Director of the Australian Housing and Urban Research Institute; Duncan MacLennan from the University of Glasgow in Scotland, Wendy Hayhurst, Chief Executive Officer from the New South Wales Federation of Housing Associations, Ethan Handleman, Vice President Policy and Advocacy from the Centre for Housing Research; and Preston Prince, Executive Director of Fresno Housing Authority in California.

## **CHRA Board President Becomes North American Board Representative to Habitat International Coalition:**

CHRA's Board President Stephan Corriveau became the North American representative to the Habitat International Coalition (HIC) Board of Directors, and he attended his first Board meeting in Nairobi, Kenya, to learn more about the state of housing and habitats internationally. The CHRA Board also welcomed the HIC Board Chair to a meeting in October, where they learned more about HIC's priorities and activities.

## **Presentations at American Conferences:**

CHRA Board member Pam Hine attended the annual meetings of the National Association of Housing and Redevelopment Officials (NAHRO), where she provided an update to the American public housing sector on Canada's National Housing Strategy, and where she had the chance to liaise and learn more about developments in the American housing sector. CHRA Executive Director Jeff Morrison also gave a presentation to the National Housing & Rehabilitation Association, a US-based organization, on social housing in Canada and recent developments. Many participants remarked on the significant differences between the social housing operational model in Canada compared to the US.

# HOUSING PROFESSIONALS MENTORSHIP PROGRAM

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In 2017, CHRA in partnership with Chartered Institute of Housing Canada and Housing Partnership Canada, and with funding support from the Catherine Donnelly Foundation, launched the new Housing Professionals Mentorship Program pilot designed to connect experienced housing professionals with those who are ready to take the next step in their professional journey, or graduate students whose research is focused on housing or homelessness in Canada. The goals of the Housing Professionals Mentorship Program include: knowledge transfer, building strategic networks, building community, enhancing leadership competencies, and sector capacity growth. For the inaugural cohort of 29 mentor and mentee matches, the program begins in January 2018.



# INDIGENOUS CAUCUS

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The CHRA Indigenous Caucus was renamed in 2017 to better reflect its make up. Since the Caucus was initially established in 2013, it has come a long way in promoting the interests of the urban and rural Indigenous housing sector in Canada. Among its accomplishments in 2017 included the following:

**Organization of Indigenous Caucus Day 2017:** The highlight of the year was the annual Indigenous Caucus Day held on May 2, which brought together over 120 delegates. Highlights from the day included presentations from Caucus Chair Robert Byers, an overview of recently released survey and research reports on Indigenous housing, the 2017 federal Budget, and a session on accessing programs and funds for Indigenous housing providers. Most importantly, the day provided an opportunity for delegates to provide their thoughts on the content of an Indigenous Housing Strategy.

**Inclusion of \$225 million in Budget 2017 for “Indigenous Peoples Not Living on Reserves”:** The 2017 Budget contained a specific budget allocation of \$225 million to target housing support for Indigenous peoples not living on reserve. The budget stated that this funding will be used to address capital repairs, expand supply, and maintain affordability.

**Meetings with Minister Duclos, Adam Vaughan and Evan Siddall to discuss Indigenous Housing:** Representatives of the Indigenous Caucus met with Minister Duclos, his Parliamentary Secretary Adam Vaughan, and CMHC CEO Evan Siddall to discuss and promote the inclusion of urban and rural Indigenous housing in the National and Indigenous specific housing strategies.



**Publication of Research and Advocacy Papers to Support Development of an Indigenous Housing Strategy:** The Caucus produced 2 research reports relevant to its advocacy and policy work – thanks to INAC and the Catherine Donnelley Foundation for providing funding for those papers.



**Eligibility of Urban and Rural Indigenous Housing Providers in National Housing Strategy Measures:** Following the announcement of the specific measures contained in the National Housing Strategy, CHRA confirmed with CMHC that urban and rural Indigenous housing providers are equally eligible for the programs announced. More information on eligibility and application processes for these programs is expected in 2018.

**Presentation to the Assembly of First Nations:** In October, CHRA presented to a Housing and Infrastructure conference organized by the Assembly of First Nations, providing an overview of the CHRA Indigenous Caucus, and outlining the specific recommendations that CHRA was advancing as part of an overall Indigenous Housing Strategy.

**United Nations Conference on the rights of Indigenous Peoples:** In September, CHRA attended an international conference in Montreal to mark the 10th Celebration of the UN Declaration on the Rights of Indigenous Peoples. While there, the federal NDP organized a media event in which they formally endorsed the recommendations released by CHRA in June for an urban and rural Indigenous Housing Strategy.



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The Opening Ceremonies featured presentations from Halifax Deputy Mayor Steve Craig, Nova Scotia Housing CEO Dan McDougall, and the Parliamentary Secretary to the Minister responsible for Housing, Adam Vaughan, who updated delegates on the progress towards a National Housing Strategy. A subsequent panel comprised of Adam Vaughan, NDP Housing Critic Marjolaine Boutin-Sweet, Indigenous Caucus representative Don McBain, and incoming President of FCM Jenny Gerbasi provided delegates with an additional opportunity to learn more about the Strategy.

The educational opportunities at Congress 2017 were top-notch, featuring dozens of educational sessions and mobile tours showcasing local innovations in the social housing and homelessness programming.

Thank you to the sponsors who helped to make Congress 2017 a success. And thank you to the many volunteers and organizations who donated their time and effort to pull off a successful event.







# 2017 AWARD RECIPIENTS

## Lifetime Achievement Award

To recognize an individual with many years of service who has had a major impact on the affordable housing sector in Canada.



**Denis Quirion**

*Former Executive Director,  
Office municipal de  
l'habitation de Montréal  
(OMHM) (retired)*

Over the course of his over 35 year career, including 25 years in the housing sector, Denis Quirion has demonstrated his qualities as a visionary, developer and mobilizer.

Denis completed his bachelor's degree in architecture in 1978, and obtained a Masters degree in 1982 in urban planning. Throughout the 1970s, Denis was a leading figure in the creation of the Front d'action populaire en réaménagement urbain (FRAPRU). From 1982 to 1992, he focused his career on the environment and the enhancement of green spaces. In 1992, he moved to the City of Montreal, including serving as Director of Housing. During that time, he championed the cause of social housing at the City, including overseeing the construction of over 10,000 of social housing units and

remediating an additional 22,000 units. He also led and championed the Strategy for the Inclusion of Affordable Housing, an innovative housing policy adopted by the City of Montreal in 2005 that, to date, has led to 70 social housing agreements in new large scale residential developments.

In 2011, he moved to the Office municipal d'habitation de Montréal (OMHM) as Executive Director, overseeing 23,000 housing units. During his time there, he championed the construction of new affordable housing and the maintenance of quality low-rent housing. He gained a strong reputation as standing up for the rights and quality of life of the tenants he served. He retired from OMHM in 2016 after a long and successful career.

## Leadership Award

To recognize an individual who has shown leadership in improving housing in Canada through program innovation, policy change, outreach, and/or advocacy efforts.



**Gary Gould**

*Former General Manager,  
Skigin-Elnoog Housing  
Corporation (retired)*

Throughout his 40 years of advocating on behalf of urban and rural Indigenous people throughout Canada, Gary Gould has emerged as a leader in the social housing sector in New Brunswick, but also in the Indigenous sector throughout Canada.

As a member of the Maliseet nation, Gary joined the Board of the New Brunswick Association of Non-Status Indians/New Brunswick Aboriginal Peoples Council (NBAPC) in 1973. He went on to serve as NBAPC's President from 1976 to 1990. Among his accomplishments in this role, he oversaw the expansion of the Skigin-Elnoog Housing Corporation, which is a non-profit housing society that builds, maintains, and rents affordable housing units to urban and rural Indigenous peoples. Under Gary's leadership, Skigin-Elnoog has grown to own and operate nearly 500 units of affordable housing.

In addition, Gary was a leading figure in Canada's history. He participated in the

conferences that led to the entrenchment of the Aboriginal sections of the Canadian constitution in 1982, and participated in the Aboriginal constitutional conferences between 1982 and 1987. At the 1992 Charlottetown Conference, Gary acted as the chief negotiator for the Native Council of Canada. He has appeared before countless parliamentary committees and commissions, and has co-authored books on the legal and historical basis of Aboriginal title in the Maritimes, and co-wrote a book on the constitutional conferences.

Gary has been an active leader in the New Brunswick and Canadian non-profit housing community, serving with both the New Brunswick Non Profit Housing Association and the Canadian Housing and Renewal Association. He has mentored many leaders in the non-profit housing sector, and his legacy will live on for generations to come.



# 2017 AWARD RECIPIENTS

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## Community Builder Award

To recognize an individual, business or organization that has had a major impact at the community level in promoting affordable housing and/or preventing and ending homelessness.



**Choices for Youth**  
St. John's, Newfoundland  
and Labrador

Since incorporating in 1990, Choices for Youth (CFY) has served thousands of at-risk and homeless youth in the St. John's metro region. Its approach encompasses a system of support that includes meeting basic needs and providing shelter, addressing trauma and psychological barriers, and empowering individuals to work toward self-awareness to ultimately integrate into the broader community.

However, CFY's programming is not static; it is informed and continuously evolves by organization-wide experiences, the participants in the various programs, and respected national programming and research. The current mix of programs includes a Shelter for Young Men, an Outreach and Youth Engagement program that includes daily drop-in hours with an on-site nurse, pre-employment programs,

transitional and supportive housing, and social enterprises.

CFY also understands the value in partnerships. Working with organizations such as Stella's Circle, the Downtown Health Collaborative, End Homelessness St. John's, A Way Home, and the Canadian Observatory on Homelessness have all positioned CFY to offer better programming to its participants, and to influence the provincial and national dialogue to reduce youth homelessness.

As the Deputy Mayor of St. John's has said, "{Choices for Youth} are helping to shape our community each day by filling gaps in our systems, leveraging partnerships to create vast support networks, and paving the way to a more socially minded city".

## Sustainability Award

To recognize an organization, business or partnership that has undertaken a program, a new build or retrofit project that advances sustainable development, resource conservation or community renewal.



**Ottawa Salus**  
Ottawa, Ontario

In 2010, Ottawa Salus Corporation, an Ottawa supportive housing organization supporting adults with serious mental health and concurrent challenges, purchased land with the intention of developing the property for their 14th supportive housing project. Two years later, Ottawa Salus began to plan for a Passive House construction, for which they obtained approval the following year. This led to the opening in October 2016 of "Karen's Place", a 42-unit supportive housing apartment building that provides homes to people living with serious mental illness, many of whom were previously homeless. It was designed to meet both LEED Platinum and Passive House standards.

Karen's Place uses 5 key Passive House features to achieve the goal of a 15kWh/m2 heating/cooling load including : 1. Thermal bridge-free construction; 2. Air tightness

measures; 3. Increased insulation; 4. Passive House certified windows and doors; and 5. Mechanical ventilation with heat recovery.

Karen's Place has rightfully earned significant local and national attention, with dozens of tours of the location already provided. It was cited by federal Environment Minister Catherine McKenna as a model of sustainability.

As stated by CEO Lisa Ker, "Sustainability is where economic, social and environmental principles meet, where equity and viability count. An affordable housing sector that provides homes and services to people who are marginalized for these very reasons is in the position to lead others forward, to combat the effects of climate change and build a better world. Sustainable buildings are a testament to the work we do every day."



# 2017 AWARD RECIPIENTS

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## Special Honourary Recognition



**WAYPOINTS**

### **Wood Buffalo Housing and Development Corporation and Waypoints** Fort McMurray, Alberta

In May 2016, the Fort McMurray wildfire became the largest and more expensive disaster in Canadian history, forcing 88,000 people to evacuate from the region. In the midst of this disaster, the demands on two of Fort McMurray's largest housing providers were pronounced. The Wood Buffalo Housing and Development Corporation (WBHDC), and Waypoints (formerly the Fort McMurray Family Crisis Society) were each faced with the challenge of safely evacuating and relocating their tenants, mitigate the exposure of smoke and fire damage to existing properties, remain in communication with staff and residents throughout the evacuation, and continue to provide necessary services.

Both organizations met these insurmountable challenges head on. Among the many emergency measures taken, WBHDC provided rent abatement for all its residents during the evacuation, worked with housing providers in other cities to provide proper housing, remediated properties damaged by the fire, and provided sufficient staff at re-entry centres to greet and provide assistance upon reentry.

Waypoints enacted a similar response plan for its clients at its Unity House and Second Stage Housing. It too worked to ensure a smooth evacuation of its tenants, kept in contact throughout the evacuation, and as explained by Executive Director Michelle Taylor, "After making sure that our clients and staff were safe and our buildings were as secure as we could make them, we focused on communications internally, with our board and funders, as well as with social profit coordination efforts."

WBHDC is the largest provider of social housing and affordable housing for residents within the Wood Buffalo region, and also offers transitional housing through their Marshall House shelter serving homeless individuals. Waypoints operates a 36-bed emergency women's shelter, an Opportunities for Change centre, domestic violence outreach programs and services, sexual assault programs and services, an affordable housing apartment building, Housing First program and Second Stage Housing for women escaping domestic violence.





# STATEMENTS

STATEMENT OF OPERATIONS		
REVENUE	2017	2016
MEMBERSHIP	\$ 324,954	352,746
ANNUAL CONGRESS	501,575	590,526
PARTNERSHIP FUNDING	32,000	3,667
SPECIAL EVENTS	17,491	20,400
INVESTMENT	3,204	2,929
GRANTS	83,480	-
MISCELLANEOUS	2,337	3,156
	<b>\$ 965,041</b>	<b>973,424</b>
EXPENSES		
SALARIES, BENEFITS & CONTRACTED SERVICES	406,204	422,163
OFFICE & OVERHEAD	110,664	106,199
SPECIAL INITIATIVES	73,964	0
DEMOCRATIC FUNCTIONING	22,259	18,613
ANNUAL CONGRESS	262,566	309,009
COMMUNICATIONS	44,447	28,387
SPECIAL EVENTS	16,508	15,685
AMORTIZATION	521	1,114
	<b>\$ 937,133</b>	<b>901,170</b>
<b>NET REVENUE</b>	<b>\$ 27,908</b>	<b>72,254</b>



# STATEMENTS

## STATEMENT OF FINANCIAL POSITION

ASSETS	2017	2016
<b>CURRENT</b>		
CASH	\$ 125,908	91,746
SHORT-TERM INVESTMENTS	52,476	51,394
ACCOUNTS RECEIVABLE	40,622	73,846
PREPAID EXPENSES	31,067	19,757
	<b>250,073</b>	<b>236,743</b>
<b>TANGIBLE CAPITAL ASSETS</b>	743	645
	<b>\$ 250,816</b>	<b>\$ 237,388</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	29,083	33,653
DEFERRED MEMBERSHIP FEES & REVENUES	76,445	86,355
	<b>\$ 105,528</b>	<b>\$ 120,008</b>
<b>NET ASSETS</b>		
UNRESTRICTED	124,545	96,735
INVESTED IN TANGIBLE CAPITAL ASSETS	743	645
INTERNALLY RESTRICTED:		
STABILIZATION RESERVE	20,000	20,000
	<b>\$ 145,288</b>	<b>\$ 117,380</b>
	<b>\$ 250,816</b>	<b>\$ 237,388</b>

# STAFF

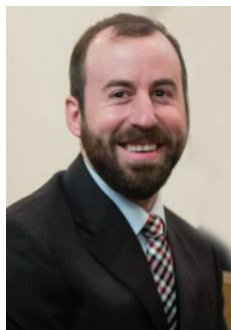
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**JEFF MORRISON**  
Executive Director



**DOMINIKA KRZEMINSKA**  
Director, Programs and Strategic Initiatives



**MARK HUGHES**  
Manager, Membership and Communications



**MELISSA WEIGEL**  
Office Manager



**JULIE AUGER**  
Event Manager



**SUEANN HALL**  
Event Manager  
(on maternity leave June 2017)



**STÉFANIE-MADELINE LEDUC**  
Manager, Policy and Research



**DANA SALVADOR**  
Marketing and Promotions Associate

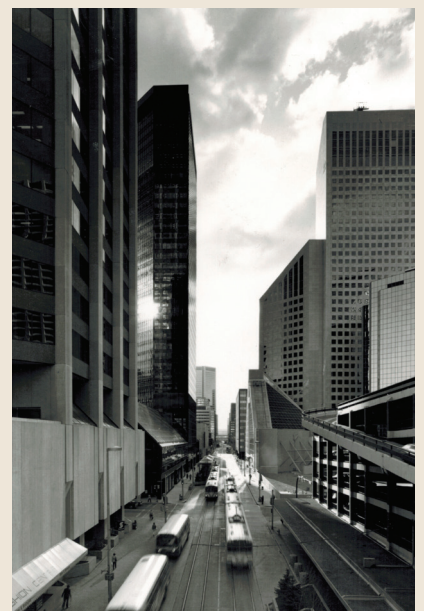


**LOUISE ATKINS**  
Indigenous Caucus Coordinator  
(Up to October 2017)



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