Business Transformation II

Skillsets and Core Competencies for Business Transformation in the Housing Sector

How are housing organizations responding to new opportunities and responsibilities in the changing operating environment? The Business Transformation II study examines skillsets and core competencies needed to transform and future-proof the non-profit housing sector. Participating organizations included community-based non-profit housing providers and agencies, municipal housing organizations, provincial and territorial housing corporations, and housing development finance groups.

Key Findings

Three Types of Processes Driving Change Among Organizations Pursuing Business Transformation

父 1. **RENEWING:** using existing capital assets for improved operations

❖ Modernizing practices❖ Different skills for CEOs

* Board renewal

❖ Succession for staff ❖ Leveraging assets

Revised job description

STRATEGIC ADAPTATIONS & **CHANGES MADE BY ORGANIZATIONS**

- ❖ Governance and Boards
- Human Resources
- Digitalization and information technology
- ❖ Alternative revenue generation
- Partnerships and collaborations across sectors

- 2. DIVERSIFYING: building strong boards with support from the community



3. **REFOCUSING:** creation of development entities or capacity

essons Leaned

Factors Identified for Successful Business Transformation



- Human resources
- Client services
- Marketing
- Capital and asset
- Senior leadership
- **Expertise**

- Systems and staff with IT skills
- Marketing skills
- Risk appetite & management
- Development expertise



Partnerships across sectors

Get Ready for Change

Acquire Key Competencies

Invest In Technology **Strategies for New Business Goals**

Be Open to **Partnership**



The Business Transformation II study was released at the Canadian Housing and Renewal Association's 2018 Congress on Housing and Homelessness



