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

1. RENEWING: using existing capital assets for improved operations
   - Modernizing practices
   - Different skills for CEOs
   - Succession for staff
   - Leveraging assets
   - Board renewal
   - Revised job description

2. DIVERSIFYING: building strong boards with support from the community
   - New processes
   - New staff skills and management levels
   - New partnerships
   - Maintaining strong board and governance
   - Diversifying sources of funds and financing

3. REFOCUSING: creation of development entities or capacity
   - Corporate structure
   - Financing alternatives
   - Entrepreneurial board membership

Lessons Learned

Factors Identified for Successful Business Transformation

- Identify priorities
- Shift away from traditional mindset
- Access organizational framework
- Human resources
- Client services
- Marketing
- Capital and asset management
- Senior leadership
- Expertise
- Systems and staff with IT skills
- Marketing skills
- Risk appetite & management
- Development expertise
- Partnerships across sectors

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

Read the Congress summary session