

CONVERGING
COURAGE
CAPITAL
COMMUNITY

PARTNERS FOR
AFFORDABLE
HOUSING

**Community Impact
2025 Report**

We must

*Seek out new solutions
That have substance
And sustain
Collaborate a catalyst
To counteract the strain*

*Communities connecting
And convening all together
Too often we are tendrils
And must tighten every tether*

*Raising of awareness
And reasonings for why
Sounding as a chorus
As we aim to amplify*

*Conscious to consider
Each community we serve
We need to flatten out the line
Of strong and steady curve*

—Wakefield Brewster



We're proud to share this first report from Partners for Affordable Housing—an initiative grounded in bold collaboration to address Canada's growing housing crisis.

The not-so-secret ingredient? Our P4 model: a powerful approach that brings together public, private, philanthropic, and provider sectors to create lasting, community-rooted housing solutions.

Affordable housing is foundational. Every day without it is a missed opportunity—for well-being, for stability, and for thriving communities.

At Partners, we're not just raising funds—we're building a national network that mobilizes capital, expertise, and leadership from across sectors to accelerate what's possible.

Government funding is essential—and when paired with philanthropy, private capital, and corporate community investment, the impact multiplies. The scale of this crisis demands an all-hands-on-deck approach, bringing governments, funders, non-profits, and communities together in new ways.

Over the past year, one of the biggest barriers we've encountered is the myth that the problem is too big to solve—or worse, that private and philanthropic dollars won't make a meaningful dent. But the numbers, the lives behind them, and the economics tell a different story. For every person pushed into homelessness, the public cost skyrockets. Emergency room visits, shelter stays, and justice system encounters cost far more than permanent housing.

Supportive housing doesn't just change lives—it reduces hospital admissions, saves public dollars, and restores dignity. The case for action is both moral and economic. Every dollar matters—not just because it adds up, but because of where it leads.

That's where we come in. Through our P4 model, we align dollars with ready-to-go solutions—development projects, acquisitions, and rental supplements—and connect strategy with community need.

With deep experience in capital campaigns and lived insight into the housing sector, our team is advancing urgent, scalable solutions that reflect both the realities of today and the promise of tomorrow.

We believe real transformation happens where bold ideas meet active collaboration. The moment to act is now—and together, we can deliver the housing Canadians deserve.

With gratitude,



Jolene Livingston
Jolene Livingston, CEO



Jennifer Breakspear
Jennifer Breakspear, Board Chair

Our Mission and Approach

Partners for Affordable Housing exists to unlock new pathways to deeply affordable, community-rooted housing across Canada. Our mission is to bring the right people to the table—philanthropists, governments, non-profits, developers, corporations, and community leaders—and help them work together in new ways to address the housing crisis at scale.

We deliver on this mission through three core pillars:

- **Collective Investment** – Aligning and stacking funding from public, private, philanthropic, and provider sources to reduce risk and move shovel-ready projects forward.
- **Collective Voice** – Building cross-sector momentum to destigmatize housing needs, strengthen advocacy, and shift public will and policy.
- **Collective Knowledge** – Harnessing shared expertise and data to inform action, drive better decisions, and build long-term capacity in the housing sector.

Underpinning all of this is our P4 model. P4 partnerships create flexible, long-term solutions grounded in the realities of each community. They allow us to move beyond traditional funding limitations and bring bold, collaborative housing solutions to life.

We're not here to duplicate efforts—we're here to go further, together.



What's the P4 Model?

The P4—**Public, Private, Philanthropic, and Provider**—model brings together the strengths of all sectors to accelerate affordable housing. By aligning funding, reducing risk, and centering community needs, we help partners work collectively to move housing projects forward—faster and smarter.

The real cost of doing nothing for an unhoused person in need of social supports, over a one-month period:



Jail: **\$4,000**



Hospital: **\$13,500**



Shelter: **\$2,000**

vs



Supportive Housing:
\$600 per month

Canadian Observatory on Homelessness, State of Homelessness in Canada (2013 & 2016), CIHI, and Homeless Hub. Costs are illustrative and based on national averages.

*Figures are national averages based on leading Canadian studies. Actual costs may vary by region and year.

We Need to Act Now

We need to create 4.4 million permanently affordable and accessible homes to restore affordability in Canada.

4.4 million homes needed

- **1.4 million** for moderate and median income
- **3 million** for low and very low income



November 2023

\$250,000 seed funding from the Government of Alberta



Bespoke
Social Profit Solutions



Late 2022

Early-stage start-up support from Bespoke Social Profit Solutions and Ramp Communications

May 2024

First philanthropic commitment from The Sarah & Cary Lavine Family Foundation

January 1, 2025

Charitable status granted to our affiliate, Harvest Impact Foundation

March 2025

\$1M philanthropic commitment secured in Alberta

January 2025

\$1M philanthropic commitment secured in Ontario



March 2025

\$200,000 UCEED grant awarded to develop the national housing project repository

April 23, 2025

Inaugural Annual General Meeting

April 23–24, 2025

Launch events held in Calgary and Canmore, Alberta

Building Momentum

We've hit major milestones in a short time—from early philanthropic support to charitable status and major funding commitments in Alberta and Ontario.



Two Provinces. \$3 Million. And We're Just Getting Started.

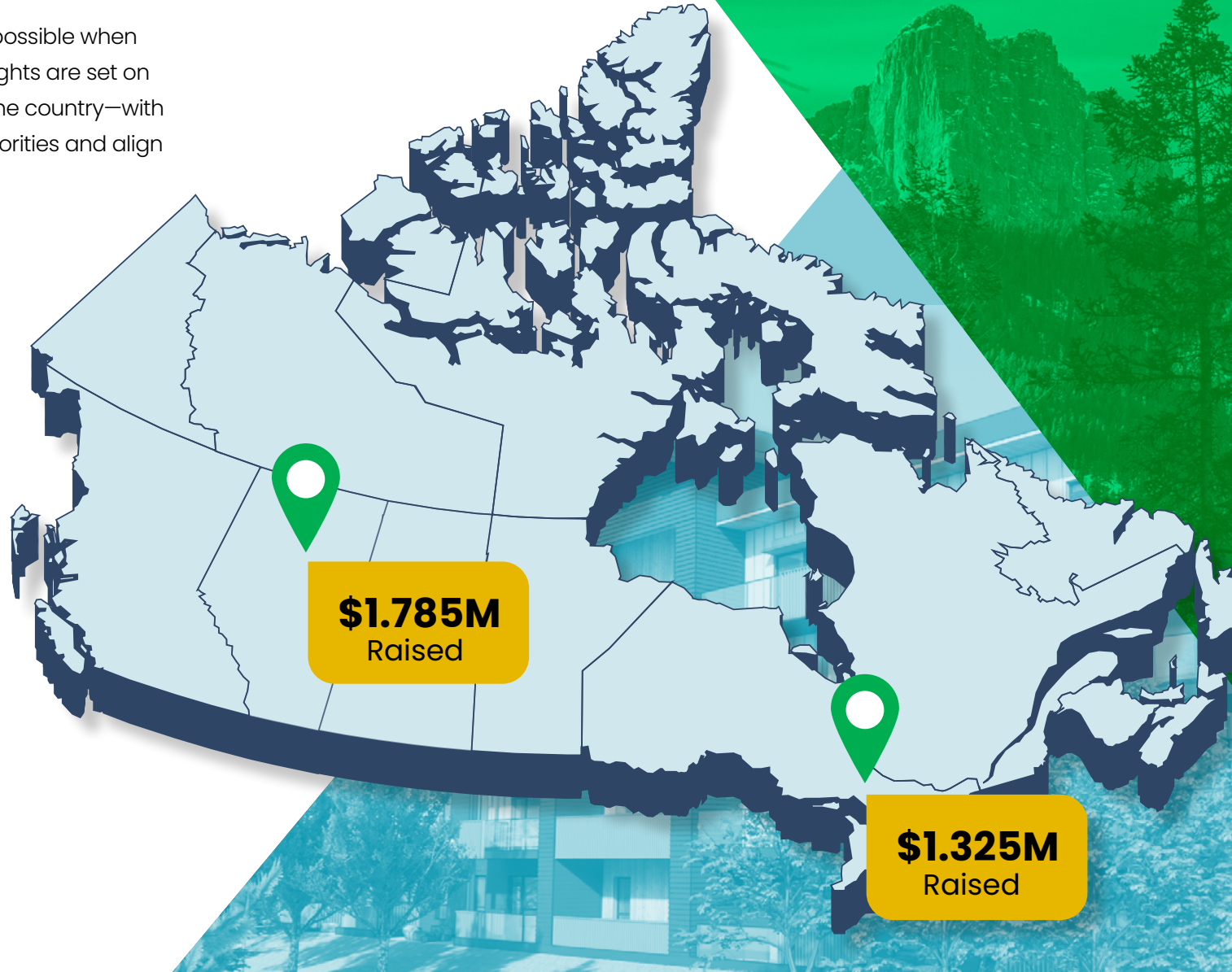
With **\$1.785M raised in Alberta** and **\$1.325M in Ontario**, we're showing what's possible when sectors align behind urgent housing needs. But this is just the beginning. Our sights are set on **provincial expansion in 2026**, and we're already forging connections across the country—with funders, municipalities, and housing leaders—to better understand regional priorities and align funding with projects that are shovel-ready.

Alberta

We launched in Alberta this spring, hosting events in Calgary and Canmore to showcase our model in action. Local partnerships are now shaping solutions tailored to the Bow Valley region and beyond.

Ontario

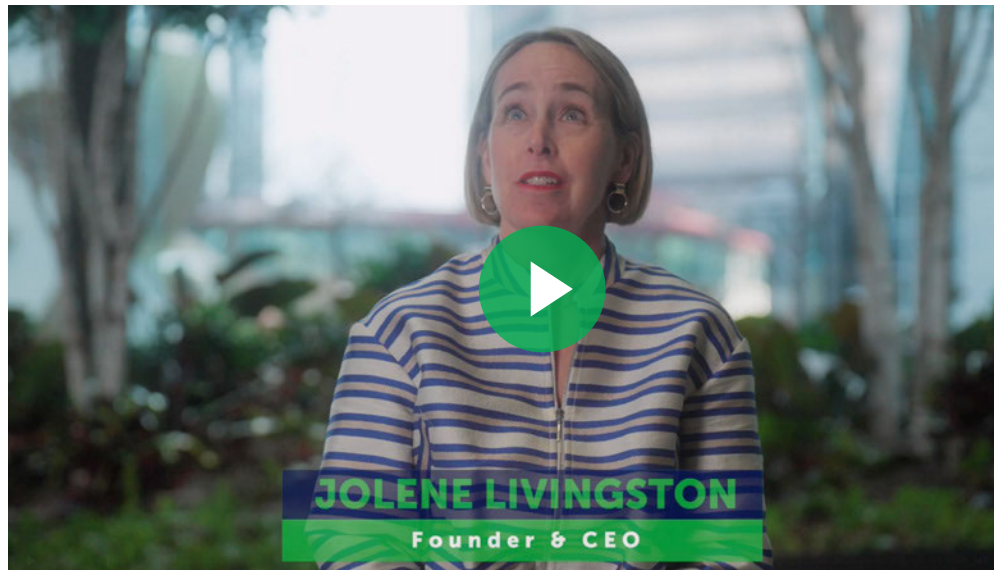
In Ontario, we're building relationships with funders, developers, and housing leaders—starting in Toronto and the surrounding region. We're identifying high-impact projects that could benefit from early philanthropic investment and exploring where targeted support can unlock momentum.



Voices for Change

Sparkling Conversations, Inspiring Action

In April 2025, we hosted two powerful **Voices for Change** events in Calgary and Canmore, bringing together nearly 200 leaders committed to inclusive community housing solutions. With keynote speaker Mitchell Cohen sharing the transformative story of Regent Park and poet Wakefield Brewster offering moving reflections on resilience and home, the evenings sparked meaningful dialogue and new connections. These gatherings reaffirmed the growing momentum for bold, community-driven approaches to solving Canada's housing crisis.



"Each of us is only one degree of separation from someone—a neighbour, a relative, a coworker—who is or has been at risk of housing insecurity."

—Jolene Livingston, Founder & CEO



Leadership and Governance

We've built an experienced and committed leadership team that's deeply focused on advancing affordable housing across Canada. Our team brings a strong understanding of the needs, challenges, and regional differences that shape housing across communities, provinces, and territories.

Meet our Board

Our national Board of Directors brings deep, diverse experience in housing, homelessness, government, real estate, and social sector leadership. For more details about our Board of Directors, please visit pfah.ca/board.

"Strong leadership is accelerating the P4 model nationwide. Together, we are not only addressing the pressing challenges of affordable housing and homelessness but also advocating for transformative policies and solutions that resonate throughout the country."

—Jolene Livingston, Partners CEO



**Jennifer Breakspear,
Chair**

Associate Vice-
President, BC Housing
Mission



**Dr. Chika C. Daniels,
PhD. MRAIC NOMA
RIBA AMNIA**

President, WTAL
Calgary



**Jen Hancock, BA, BEd,
LEED AP BD+C**

Vice President
Collaborative
Construction,
Chandos Construction
Edmonton



Luke McCain

Director, McCain Foods
Toronto



Sarah Paul

The Sarah & Cary
Lavine Family
Foundation
Toronto



Cory Wosnack

Principal & Managing
Director, Avison Young
Commercial Real Estate
Edmonton



Debbie Stewart

General Manager,
Strategic Initiatives,
City of Ottawa
Ottawa



Sandra Young

COO, The Francis
Winspear Centre
for Music
Edmonton

Advisory Council

Our advisory council is a dynamic group of 15 leaders from across Canada, offering deep expertise in housing, law, finance, development, policy, and Indigenous relations. With diverse backgrounds in sectors like construction, social enterprise, and real estate, our advisors provide essential guidance rooted in national perspective and sector knowledge. They help us navigate complex challenges and drive progress in communities across the country. Learn more about our advisors here:

pfah.ca/advisory-council

Michael Braithwaite
CIHCM

Jack.org
Greater Toronto

Charlene Butler
GCB.D

Independent Board
Director
Canmore

Marcia Nelson

PwC
Canmore

Giri Puligandla

Canadian Mental Health
Association Edmonton
Region
Edmonton

Priyangini Vir

Husmates
HerStory HerWay Podcast
Toronto

Mitchell Cohen

The Daniels
Corporation
Toronto

Tim Coldwell
P.Eng

Énska Advisors
Oakville

Jeremy Nixon

United Conservative Party
Calgary

Ravi Thakkar

President, Thakkar | DC
Houston

Carolyn Whitzman
PhD

University of Ottawa,
HART project
Ottawa

Nicolas de Salaberry

Independent Planning
and Development
Consultant
Toronto

Jim Dewald
PhD

University of Calgary
Calgary

Jordan Prentice

Kuponya Innovations
Waterloo

Erin Thomson-Leach

JFK Law
Victoria

Harley Gold

Peakhill Capital
Toronto

Guiding Our Work:

2025 Priorities and Forward Planning

The following goals outline our core priorities for 2025 as we continue to build a strong foundation for national impact. These objectives are guiding our activities this year—from expanding regional pilots to launching new national programs. In fall 2025, we'll engage our Board and broader network of stakeholders in a strategic planning process to shape our next chapter and chart a long-term vision for scaling affordable housing solutions across Canada.

GOAL 1: CAPITAL RAISE AND FINANCIAL STABILITY

Raising \$5M to Scale National Impact

We're securing \$5 million from diverse sources—philanthropy, government, and social impact investments—to fund national programs like the Housing Project Repository and regional pilots. Transparency and audit compliance will remain top priorities.

GOAL 2: OPERATIONAL EFFICIENCY

Building Internal Capacity for Scale

We're growing our team, strengthening governance, and aligning financial plans to support sustainable growth. These efforts will increase our capacity to lead national programs rooted in community needs.

GOAL 3: REGIONAL MARKET EXPANSION

Piloting Regional Hubs Across Canada

We're launching pilot projects in Ontario and Alberta to co-design fundraising approaches with municipalities. These hubs will inform national scaling and future partnerships.

"Our goal is to have regional offices in every major Canadian city."

—Jolene Livingston

GOAL 4: STAKEHOLDER ENGAGEMENT

Uniting Sectors Through Shared Storytelling

We're launching a national communications strategy—including Voices for Change—to bring funders, governments, and housing providers together. Our focus: inclusive, values-aligned collaboration.

GOAL 5: PROGRAM DEVELOPMENT

Launching Canada's First Housing Project Repository

We're developing a centralized platform to connect funders, policymakers, and developers. This tool will drive data-informed decisions, collaborative advocacy, and scalable housing solutions.

Join Us. Invest in a Shared Future.

At Partners, we believe in the power of collaboration—it's at the heart of our name. We recognize tackling the affordable housing crisis requires us to walk hand in hand with each other, and we are committed to making a difference together.

Why Partners?

With extensive experience in housing initiatives, community engagement, capital campaigns, and building strategic partnerships, we are equipped to drive impactful change and move ideas into action. We have successfully navigated the non-profit, government, and corporate sectors, giving us a rich and nuanced understanding of the affordable housing landscape.

Together, we can harness our collective knowledge to address the unique similarities, differences, and specific needs of the communities we serve.

Let's not just talk about the solutions—let's build them together. Join us in creating lasting, community-driven impact in affordable housing across Canada. Our team is ready to walk alongside you in delivering safe, inclusive, and accessible affordable housing for all.

**"Our partnerships
are as unique as the
projects, regions and
populations we serve."**

—Jennifer Breakspear



A photograph of a speaker at a podium addressing a large audience in a modern theater. The scene is dimly lit with blue stage lights. The audience is seated in tiered rows, and the speaker is seen from behind, gesturing towards them. The text "Change doesn't just need a voice, it needs a chorus." is overlaid in the center.

*Change doesn't just need a
voice, it needs a chorus.*

A logo for "Partners Afford Housing" located in the bottom right corner. It features a black and white portrait of a man with glasses and the text "PARTNERS AFFORD HOUSING" in a bold, sans-serif font.

PARTNERS
AFFORD
HOUSING