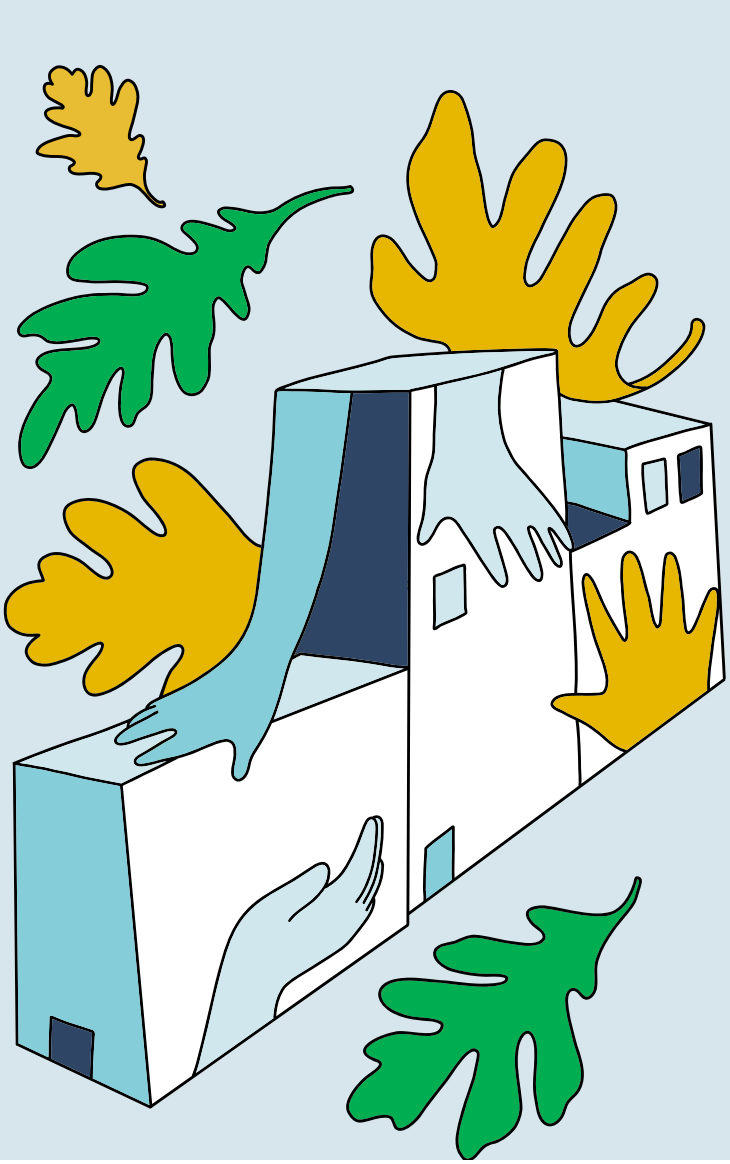
National Momentum. Real Foundations.

Community Impact Report

PARTNERS FOR AFFORDABLE HOUSING

For young people experiencing homelessness, access to safe, supportive housing can be life changing.



Covenant House Toronto is a sector leader in expanding transitional housing supports for young people moving from crisis toward stability, independence, and future opportunity.

By helping to facilitate funding to these life-changing programs offered by organizations like Covenant House, Partners for Affordable Housing is making a positive impact for future generations.

This work reflects what becomes possible when philanthropy, frontline expertise, and trusted partnerships come together around a shared goal: creating pathways forward for youth who need them most.

Covenant House Toronto supports youth experiencing homelessness, trafficking, and housing instability through a continuum of care that includes emergency shelter, transitional housing, and skill-building to support independence.

For many youth, safe housing is only the beginning. Lasting progress happens when young people have access to the right services and programs—mentorship, education, and pathways to employment—delivered at the right time.

Through this partnership, Partners helped facilitate a **$900,000 anonymous gift** to support Covenant House Toronto's Bridge Program, strengthening its ability to provide both housing and other essential resources.

Investments like this do more than fund services. They demonstrate how philanthropic capital, when aligned with community-led organizations, can create pathways to independence and long-term wellbeing.

This approach is reflected in funding priorities such as the **Tenant Stability Fund**, designed to mobilize philanthropic capital in support of housing stability and community-led solutions.

Photo courtesy of Covenant House Toronto

From uncertainty to stability: Mickey's story

"Investments like this do more than fund services. They create pathways to independence."

At 17, Mickey was balancing school and work while facing deep uncertainty about her future. When she arrived at Covenant House Toronto, she was navigating challenges that made it difficult to plan beyond the immediate day-to-day.

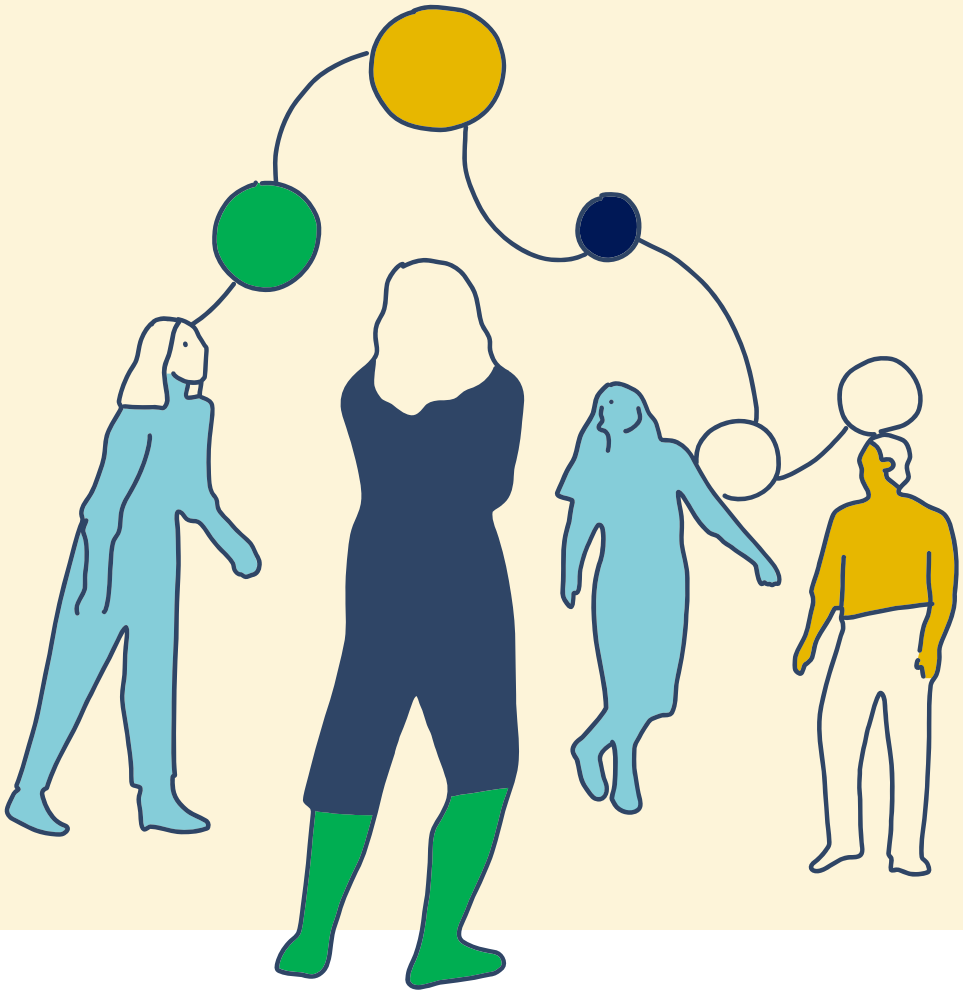
Through the Rights of Passage Program, she entered a supportive transitional housing environment where she could begin rebuilding. There, she developed practical skills for independent living—from cooking and budgeting to maintaining a home—skills often taken for granted, but not always accessible without stable support.

She also found consistency, care, and encouragement from staff and mentors who helped her build confidence and begin to see new possibilities for her future.

With continued support, including employment services and mentorship, Mickey secured stable housing and continued her education. Today, she has graduated from nursing school and is working in her field, with aspirations to help others facing similar challenges.

Her story reflects what can happen when young people receive the right support at the right time.

Why this work matters now



From our board:

"What stands out most is the intentionality behind the work—from strategic planning to governance development, Partners for Affordable Housing is building the kind of foundation needed for long-term national impact."

— Sarah Paul

Co-chair of the Board of Directors

Communities are working to advance affordable housing solutions in increasingly complex conditions. The need is urgent. The barriers are layered.

Yet the way forward exists; what is needed most is the ability to connect cash to proven solutions.

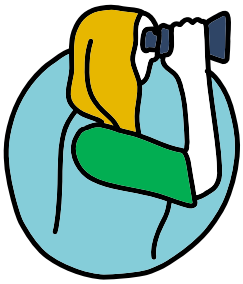
Many community-led housing projects do not follow traditional investment models. They require longer timelines, blended funding, and upfront coordination across sectors. Yet they offer value to our communities. They reduce long-term public costs and create pathways to economic stability and dignity for all.

As a national connector and catalyst, Partners for Affordable Housing works across sectors to align capital, strengthen partnerships, and build the conditions that allow community-led housing solutions to move further, faster. This is not about adding another layer to the system. It is about turning fragmented effort into coordinated action by connecting the right people, resources, and opportunities in ways no single organization can do alone.

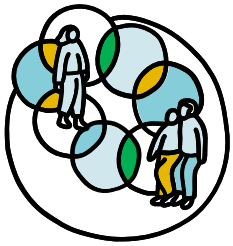
How Partners for Affordable Housing works

Partners for Affordable Housing works across sectors to connect partners, align capital, and help community-led affordable housing solutions move further, faster across Canada.

Our role is to strengthen the conditions for action. We do this by:

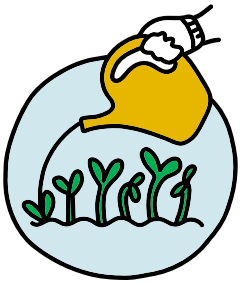


Building visibility for investment-ready affordable housing projects and programs



Helping mobilize flexible philanthropic and corporate community investment capital

Supporting collaboration and coordination of P4™ partners™



Strengthening the relationships that make progress possible

P4™ = Public, Private, Philanthropic, and Nonprofit Providers

No single organization can do this alone. Partners exists to help bridge sectors, build trust, and move shared priorities forward across the P4™ ecosystem.

*P4 Partnerships is a registered trademark of Bespoke Social Profit Solutions Inc.

Progress at a glance

In 2025, Partners for Affordable Housing continued building the infrastructure, relationships, and visibility needed to support community-led affordable housing solutions across Canada.

These early indicators reflect a growing national platform designed to help connect capital, strengthen partnerships, and prepare the ground for greater impact ahead.

$2.6 M

raised in cash and commitments in F25/26

400+

webinar participants engaged to learn how we're connecting funds to projects

71

projects across 65 organizations in Front Door* – Canada's first and only affordable housing project directory

*As of May 15, 2026

8

7 provinces and 1 territory represented in Front Door: BC, AB, SK, MB, ON, NB, NL and NU

Did you know?

Front Door is Canada's only directory of community-led affordable housing projects, designed to make opportunities more visible and ready for investment. Growing every day, it includes **71 projects from 65 organizations across six provinces and territories.**

From validation to deployment

Shelley Mayer and Adrienne Pacini at ONPHA 2024

2024:
Validating the concept

Partners for Affordable Housing launched with a clear idea: stronger alignment across public, private, philanthropic, and nonprofit actors is essential to advancing community-led affordable housing solutions. Yet alignment alone is not enough. Progress is often constrained by a lack of flexible, timely capital, and shared risk—this is where philanthropic capital makes the difference.

2025:
Building the foundation

In 2025, Partners for Affordable Housing focused on building the partnerships, visibility, and infrastructure needed to move the model forward. This included growing the project pipeline, strengthening relationships across sectors, advancing strategic planning, securing operational runway, and preparing for granting through funding priorities such as the First Mile Fund, Last Mile Fund, and Tenant Stability Fund.

Mitchell Cohen speaking at Voices for Change Calgary

THE GLOBE AND MAIL

Network looks to tap into philanthropy to boost funding for affordable housing

JOHN LORINC
INCLUDES CORRECTION
TORONTO
SPECIAL TO THE GLOBE AND MAIL
PUBLISHED NOVEMBER 20, 2025

2026:
Deployment and scale

Now, Partners for Affordable Housing is entering its next major shift. With stronger foundations in place, the focus turns to dollars out the door, scaling action, and deploying philanthropic capital to accelerate community-led affordable housing solutions across Canada.

This includes launching the Tenant Stability Fund and expanding granting activities to translate readiness into action.

Building stronger connections across the housing ecosystem

PARTNERS FOR AFFORDABLE HOUSING
FRONT DOOR

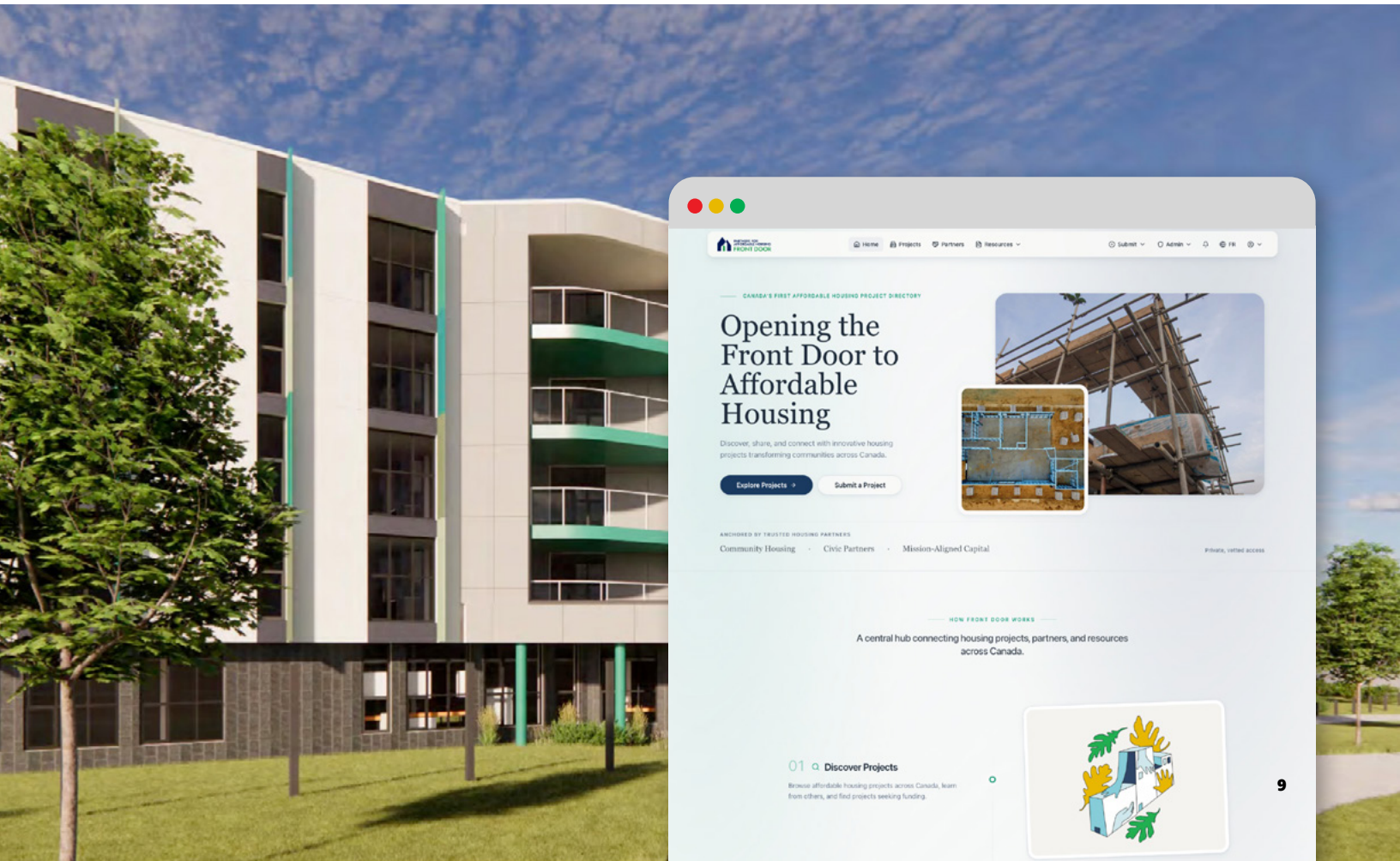
Partners for Affordable Housing continued to expand its network and deepen engagement with organizations working across affordable housing, philanthropy, and community development.

Through **Front Door**, webinars, and broader relationship-building, Partners is helping create more visibility, stronger alignment, and greater connection across a fragmented landscape. This work is designed to support housing providers and partners not only in accessing capital, but in strengthening the relationships and shared understanding needed to move projects forward.

As the network grows, so does the potential for collaboration across regions, sectors, and stages of project development.*

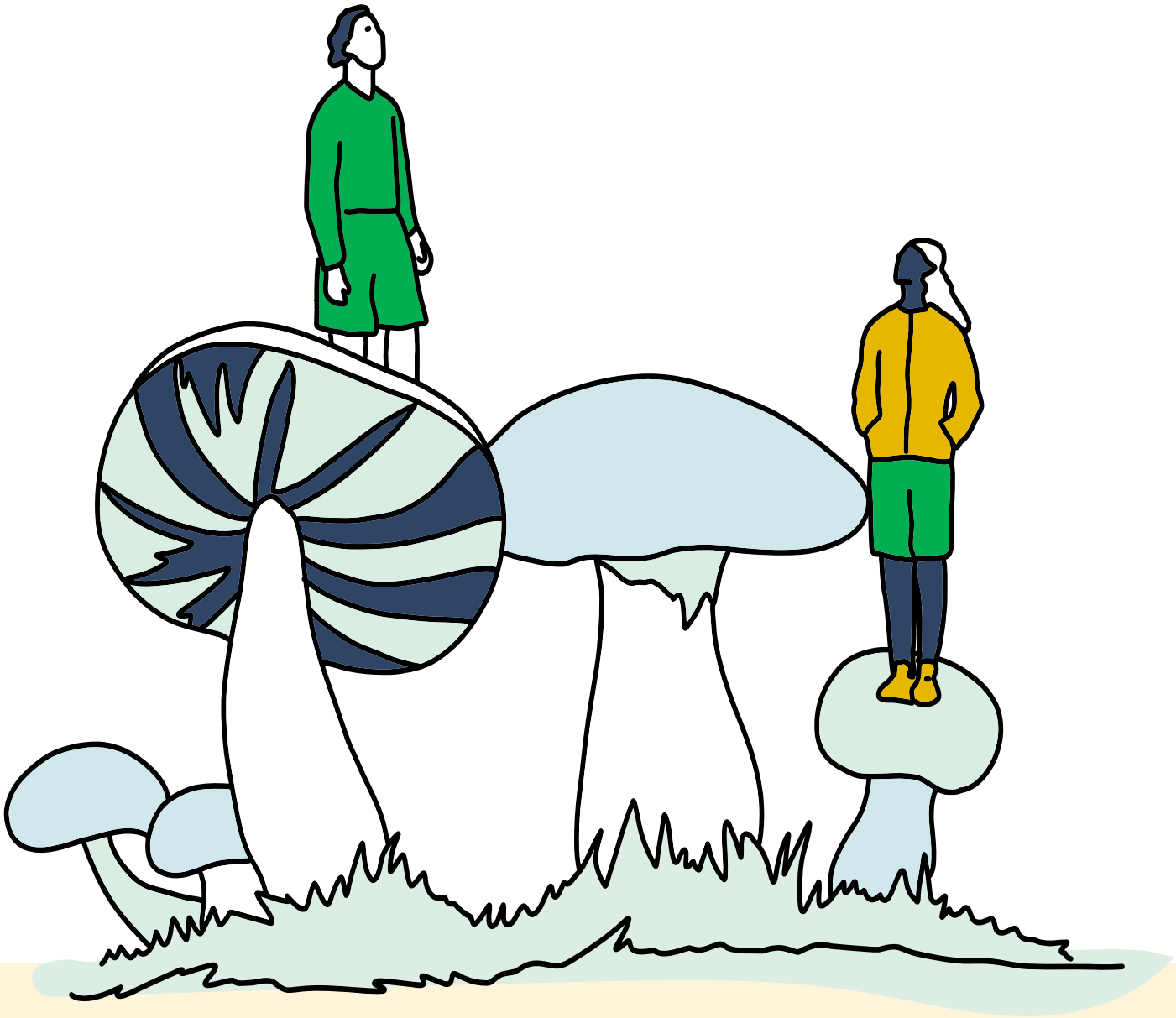
- **71 projects** in the Front Door affordable housing directory
- **65 partners**
- **5,865 households** supported
- **38 unique locations** across Canada
- **7 provinces** and **1 territory** covered
- **40 Tenant Stability Fund** submissions

**As of May 15, 2026*



From Foundation to Scale

In 2025, Partners for Affordable Housing focused on building the foundation for what comes next: mobilizing philanthropic capital for community-led housing solutions, strengthening partnerships, increasing national visibility, and building the organizational readiness required to support growth across Canada.



The pages that follow highlight four areas where that progress is taking shape.

- Financial mobilization and capital impact
- Strategic partnerships and ecosystem growth
- National visibility and sector influence
- Organization maturity and readiness

Financial Mobilization and Capital Impact

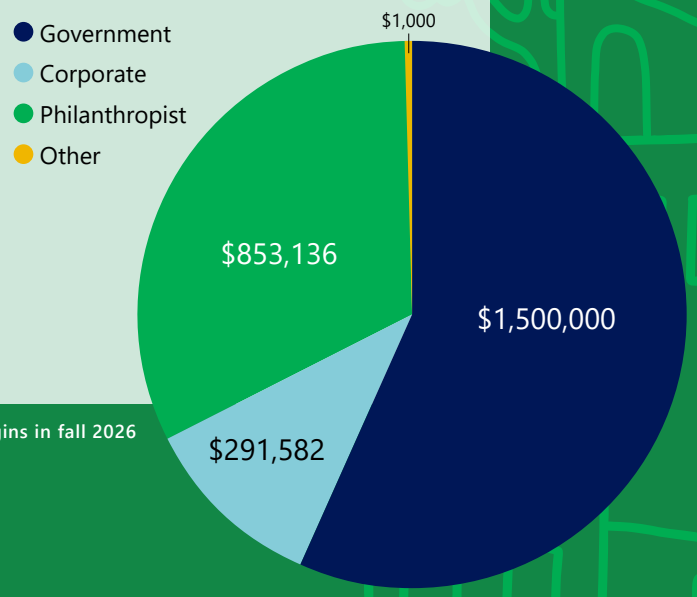
Affordable housing solutions do not move forward on intent alone. They need capital that is flexible, timely, and aligned to the realities of community-led work.

In 2025, Partners for Affordable Housing focused on building the partnerships, visibility, and infrastructure needed to move the model forward. This included growing the Front Door project pipeline, strengthening relationships across sectors, and preparing for more coordinated philanthropic capital deployment through funding streams such as the Tenant Stability Fund.

- Building a clearer pipeline of community-led housing opportunities through Front Door
- Engaging philanthropic capital partners around shared outcomes
- Strengthening the conditions for granting and deployment of philanthropic capital in 2026

Total $5.7 million raised to date

Total raised this fiscal: $2,645,718*



*Granting begins in fall 2026

Building a funding stream for tenant stability

In 2025, Partners for Affordable Housing worked with sector partners to design the Tenant Stability Fund and prepare it for launch.

The fund reflects Partners' commitment to mobilizing philanthropic capital in ways that respond to urgent housing needs and support community-led organizations with flexible, practical resources. Partners also **raised $773,000 in F25/26** toward the fund, strengthening readiness for the next phase of deployment.

- Provides flexible, timely philanthropic capital to support housing stability
- Helps community-led organizations respond to urgent housing needs
- Designed with sector partners to address critical gaps in support and funding

From a Tenant Stability Fund Supporter:
"By investing in proven, practical supports, this fund helps Calgarians and Canadians stay housed and regain stability when life gets hard. I'm contributing to the Fund and inviting others to join me - when we come together as a community, our collective impact grows".

— Sharon Siebens

Tenant Stability Fund Supporters

BMO

PEAKHILL CAPITAL

Peoples Group

Shaw Family Foundation

Great Expectations

A collaborative community approach to open more doors

In Canmore, Partners for Affordable Housing saw a need for a bold, community-wide response to local housing pressures. While many people move to beautiful Canmore with "great expectations," they can be diminished by the lack of affordable housing in the community.

Photo courtesy of Canmore Community Housing

Championing a shared vision with the Town of Canmore and Canmore Community Housing, we are bringing together P4™ partners around a common goal: expanding affordable housing through aligned effort and community momentum.

The first project, **100 Palliser Lane,** is planned to deliver **144 purpose-built rental units at 25–40% below market rates,** helping create more affordable options for residents in one of Canada's most pressured housing markets.

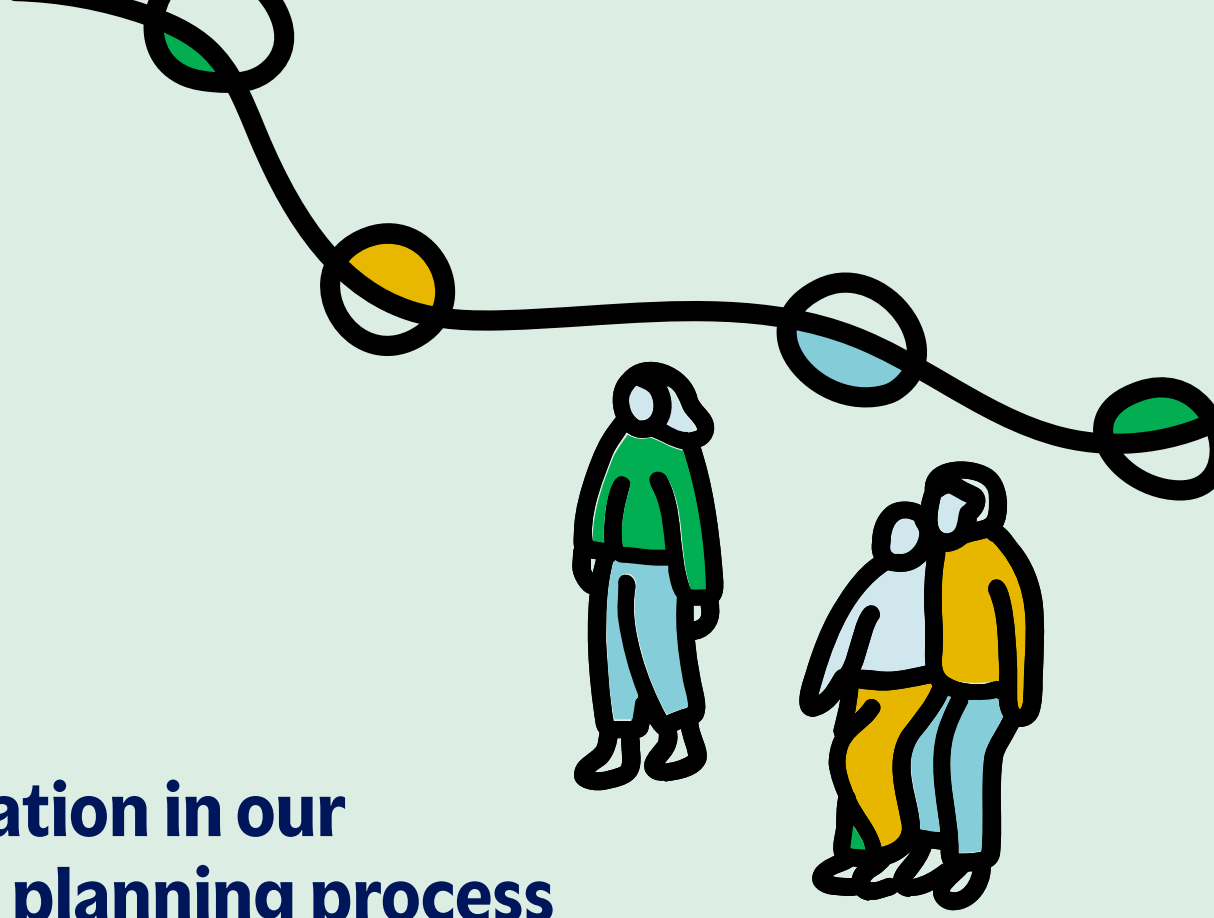
For Partners, Great Expectations also offers an opportunity to help test a collaborative fundraising model rooted in local leadership, strong partnerships, and shared outcomes, while building momentum for future projects.

$250,000 raised for tenant stability in Canmore

Strategic Partnerships and Ecosystem Growth

Lasting housing solutions depend on more than funding. They depend on aligned partners, shared effort, and the ability to reduce fragmentation across the system.

In 2025, Partners for Affordable Housing continued to build relationships across the P4™ ecosystem, strengthen collaboration, and support the conditions needed for more coordinated action. This work helped expand the organization's network, deepen sector connections, and build momentum for future partnerships that can accelerate community-led housing solutions.



Collaboration in our strategic planning process

In 2025, Partners began an eight month, highly inclusive and interest-holder engagement strat planning process. We spoke with funders, housing providers, government, and allied associations. Why? Because their perspectives helped ensure the plan was not developed in isolation, but grounded in the realities of the sector, informed by lived experience, and responsive to the opportunities and challenges ahead. This collaborative approach strengthened the plan itself, deepened alignment with the field, and reinforced a core belief at the heart of Partners' work: lasting progress depends on listening well, working across difference, and building with the people and communities closest to the work.

External engagement included donors, companies, and community housing providers along with a range of sector organizations.

- Alberta Seniors & Community Housing Association (ASCHA)
- BC Non-Profit Housing Association
- Canadian Housing and Renewal Association
- Co-operative Housing Federation of Canada (CHF Canada)
- Canadian Network of Community Land Trusts
- Community Housing Transformation Centre

Building national visibility and credibility

In 2025 and 2026, Partners for Affordable Housing expanded its presence across national, regional, and sector conversations on affordable housing. Through conferences, forums, media, and strategic engagement, Partners continues to build awareness of its role as a national connector and catalyst for philanthropic capital, partnership, and community-led housing solutions.

From our team:
"Visibility alone is not the goal. The goal is greater confidence, stronger partnerships, and a clearer path for collective action."

— Shelley Mayer, CMO & VP, Eastern Canada

Where we showed up

Our leadership team has been honoured to share our mission at key event across the country, including:

- Canadian Housing and Renewal Association (CHRA) Congress 2025, Saskatoon
- The Partnership Conference West, Calgary
- Urban Economy Forum 2025, Toronto
- YWCA Banff Annual Board Retreat, Banff
- Impakt Forum, Toronto
- Rural Development Network Canada, National Housing Day Conference (Virtual)
- Building for Sustainability Symposium, Canmore
- CHRA Housing on the Hill, Ottawa

From our board:
"The organization is demonstrating thoughtful leadership and a strong commitment to building the structures needed for sustainable growth and impact."

— Jennifer Breakspear

Organizational Maturity and Readiness

Building a national platform requires more than momentum. It requires governance, leadership, systems, and financial discipline that can support growth responsibly.

In 2025, Partners for Affordable Housing continued strengthening its organizational foundation through strategic planning, governance development, operational growth, and the systems needed to support accountability, transparency, and long-term sustainability.

Governance and stewardship

As Partners for Affordable Housing continues to grow, strong governance and engaged leadership remain central to its ability to steward resources responsibly, support strategic decision-making, and build confidence across the P4™ ecosystem.

The organization is grateful for the guidance, oversight, and commitment of its Board of Directors and Advisory Council. Their contributions have helped shape governance and accountability, and the broader direction of the organization as it continues to grow.

The Board and Advisory Council were also instrumental in the development of Partners' strategic plan. Their insight, challenge, and perspective helped strengthen the plan's direction, sharpen organizational priorities, and support a stronger foundation for the next phase of growth.

BOARD

Jennifer Breakspear (she/her)
Associate Vice-President - BC Housing
Mission

Dr. Chika C. Daniels, PhD. MRAIC NOMA RIBA AMNIA (she/her)
President, WTAL
Calgary

Jen Hancock, BA, BEd, LEED AP BD + C (she/her)
Vice President Collaborative Construction, Chandos Construction
Edmonton

Sarah Paul (she/her)
Toronto

Debbie Stewart (she/her)
General Manager, Strategic Initiatives, City of Ottawa
Ottawa

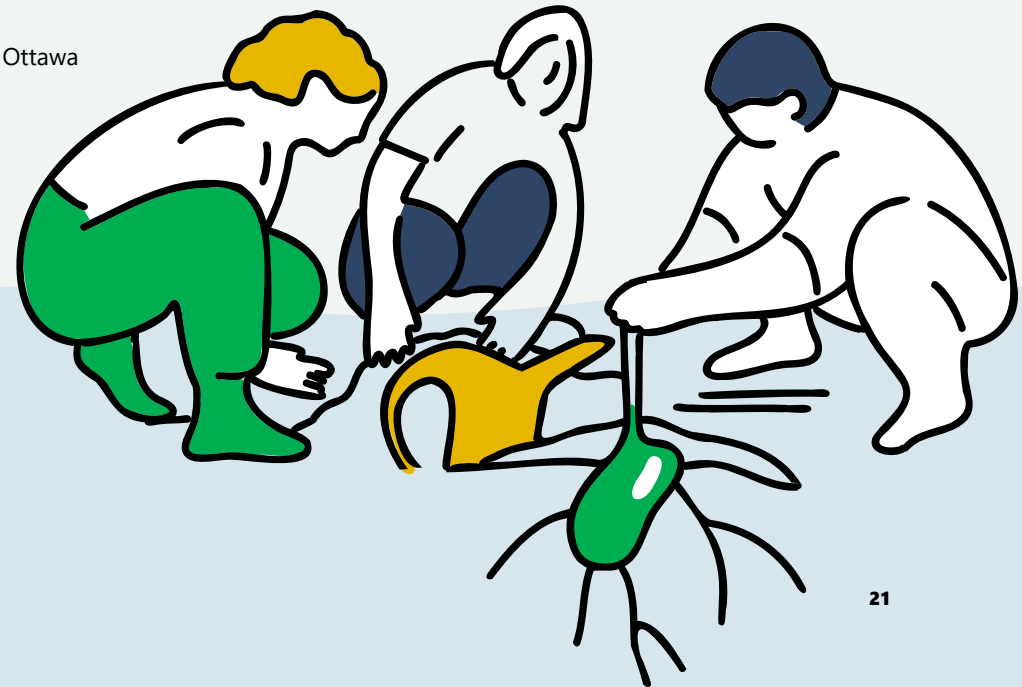
Cory Wosnack (he/him)
Principal & Managing Director at Avison Young Commercial Real Estate
Edmonton

Kathy Steffan (she/her)
Professional Advisor & Board Member
Toronto

Asennnaienton Frank Horn (he/him)
Principal, Indigi Solutions

John Fox (he/him)
Partner at Robins Appleby LLP
Toronto

Board as of May 1, 2026



ADVISORY COUNCIL

Michael Braithwaite, CIHCM (he/him)
President and CEO, Jack.org
Greater Toronto Area

Charlene Butler GCB.D. (she/her)
Independent Board Director
Canmore

Mitchell Cohen (he/him)
The Daniels Corporation
Toronto

Tim Coldwell, P.Eng (he/him)
President and CEO, Énska
Greater Toronto Area

Nicolas de Salaberry (he/him)
Director, Real Estate and Facilities, Yorkville University
Toronto

Rohit Gupta (he/him)
President, Rohit Group
Edmonton

Marcia Nelson (she/her)
Senior Strategic Advisor, PwC
Canmore

Jeremy Nixon (he/him)
Partner, Signal Hill
Calgary

Jordan Prentice (she/her)
Founder, Kuponya Innovations
Waterloo

Giri Puligandla (he/him)
Executive Director, Canadian Mental Health Association
Edmonton Region
Edmonton

Ravi Thakkar (he/him)
President, Thakkar | DC
Houston

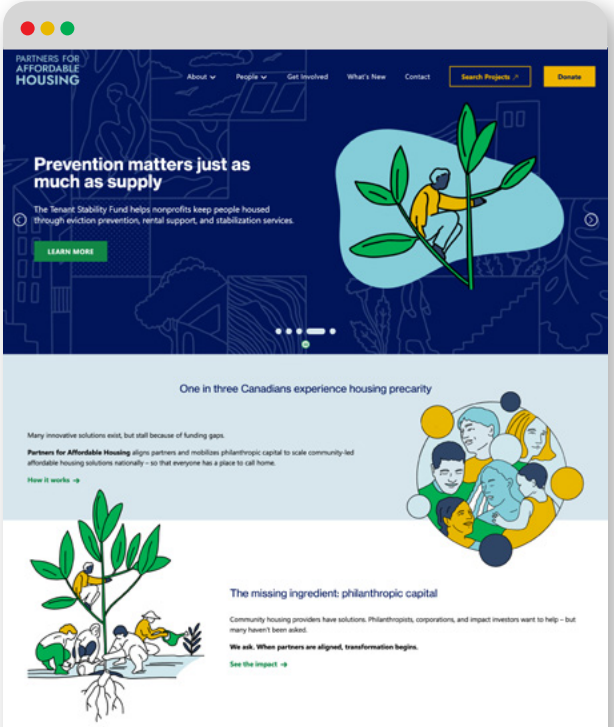
Erin Thomson-Leach (she/her)
Partner, JFK Law
Victoria

Priyangini Vir (she/her)
Co-Founder, Nagpal Vir Family Foundation
Mississauga

Carolyn Whitzman, PhD (she/her)
Senior Housing Researcher, University of Toronto
Ottawa

Financial reporting

Please refer to our website at **pfah.ca** for our latest financial information. Partners for Affordable Housing is currently on a calendar-year fiscal cycle and will move to an April 1 fiscal year start beginning in 2026.



What comes next

The next phase of Partners for Affordable Housing's work is about turning foundation into forward motion.

In 2026, the focus shifts toward dollars out the door, scaling action, and deepening the systems, partnerships, and capital readiness needed to support community-led affordable housing solutions across Canada.

This next chapter will build on the progress of the past two years:

- Expanding the conditions for capital deployment
- Strengthening partner alignment across the P4™ ecosystem
- Deepening organizational readiness for growth
- Moving from momentum into action

Thank you

The progress reflected in this report has been made possible by the leadership, trust, and collaboration of partners across the public, private, philanthropic, and nonprofit sectors.

To everyone who has contributed time, insight, resources, and belief in this work, thank you. Your support has helped build not only momentum, but the relationships, capacity, and shared commitment needed to move this work forward.

We are also deeply grateful to our Board and staff, whose leadership, dedication, and hard work have been instrumental during this pivotal stage of our growth.

Together, we are helping build the conditions for more coordinated action, shared risk, stronger investment in community-led housing solutions, and greater possibility for communities across Canada.

Jolene Livingston, CM
Founder & CEO

Join us in what comes next

The affordable housing crisis will not be solved by one sector acting alone. It will take stronger alignment, shared commitment, and continued investment in the organizations and solutions already working in communities across the country.

Partners for Affordable Housing will continue working to connect people, capital, and opportunity in support of community-led affordable housing solutions. We invite funders, partners, and supporters to help build what comes next.

Partner with us: **pfah.ca**