

PARTNERS FOR
AFFORDABLE
HOUSING

Strategic Plan 2026-2028

Aligned for Impact

A three-year strategy to align capital, partnerships,
and community-led housing solutions across Canada

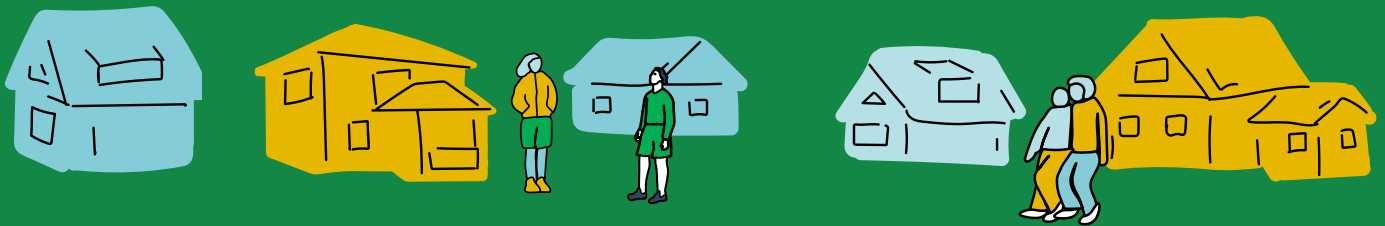


Mission

Align partners and mobilize philanthropic capital to scale community-led affordable housing solutions nationally.

Vision

A Canadian housing ecosystem with thriving cross-sector partnerships so that everyone has a place to call home.



Values

Partnership

We work alongside public, private, philanthropic, and nonprofit provider partners to advance solutions together because no one can solve the housing crisis alone.

Impact

We focus on real results: more affordable homes, stronger communities, and meaningful change. We steward resources responsibly and share our progress openly.

Inclusion

We value diverse perspectives and lived experience. We listen, learn, and act with cultural awareness and respect for the communities we serve.

Prosperity

We believe stable housing is the foundation for opportunity, belonging, and shared prosperity in every community.

Enterprising

We act with initiative and creativity, testing new ideas, building strong partnerships, and scaling what works.



Jolene Livingston, Founder & CEO, and Shelley Mayer, CMO

“Bold housing solutions already exist. Partners for Affordable Housing helps move them forward.”

– Jolene Livingston, Founder & CEO

Building the conditions for affordable housing solutions to move further, faster

What we know

- Canada’s housing challenges require coordinated action
- No single organization or sector can solve the issue alone
- Partners for Affordable Housing was created to help align philanthropic capital, relationships, and opportunity
- The organization is entering its next phase of growth and maturity
- This strategy reflects both urgency and optimism

Affordable housing challenges require coordinated national action

Community-led housing organizations across Canada are working to address urgent housing needs while navigating increasingly complex systems, funding pathways, and partnership environments.

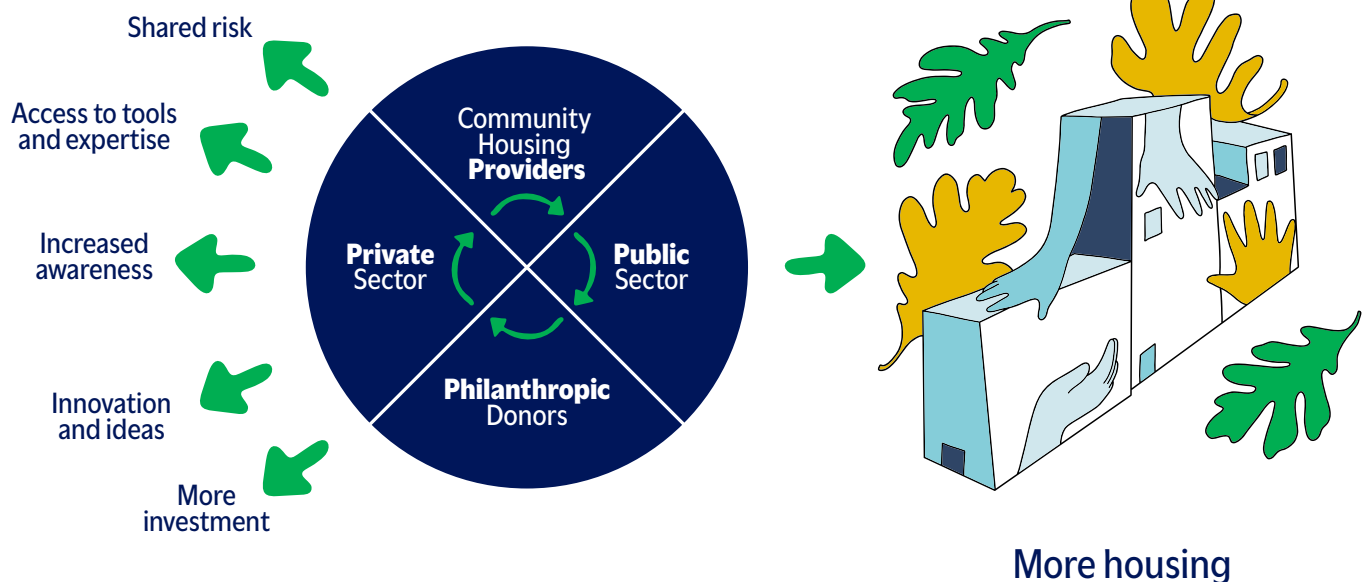
At the same time, philanthropic and impact-oriented capital has growing potential to support affordable housing outcomes, but too often lacks the infrastructure, alignment, and coordination needed to move effectively.

Partners for Affordable Housing was created to help bridge these gaps by connecting public, private, philanthropic, and nonprofit partners around shared housing outcomes.

“There are countless Canadians searching for deeply affordable places to live and unable to cover rent and basic necessities. By investing in proven strategies like rental assistance and eviction prevention, we can help ensure that everyone has the foundation of a stable home.”

—Sharon Siebens, a founding donor to the Tenant Stability Fund

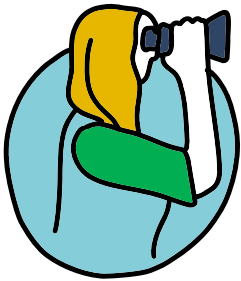
The P4 Partners™ Model



Turning fragmented effort into coordinated action

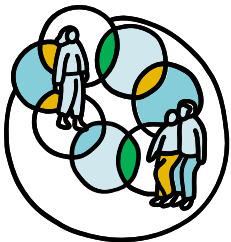
Partners for Affordable Housing works across sectors to align philanthropic capital, strengthen partnerships, and build the conditions that allow community-led housing solutions to scale.

As a national connector and catalyst, Partners helps move affordable housing projects further, faster by connecting the right people, resources, and opportunities in ways no single organization can do alone.



Building visibility

Building visibility for investment-ready affordable housing projects and programs.



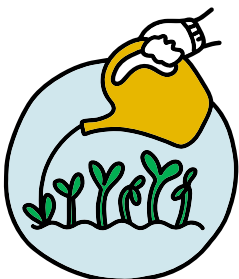
Helping mobilize funds

Helping mobilize flexible philanthropic and corporate community investment capital.



Supporting collaboration

Supporting collaboration and coordination of P4 partners™.



Strengthening relationships

Strengthening the relationships that make progress possible.

Shaped through partnership

This strategic plan was developed through engagement with partners and leaders across the housing ecosystem.

The process included conversations with nonprofit housing providers, philanthropic organizations, government representatives, private sector partners, advisors, and sector leaders to better understand shared priorities, barriers, and opportunities for collaboration. We were supported by the consulting firm Optimus SBR.

The resulting strategy reflects both organizational priorities and broader sector needs identified through this engagement process.

When we invest in community housing, the dividend is shared

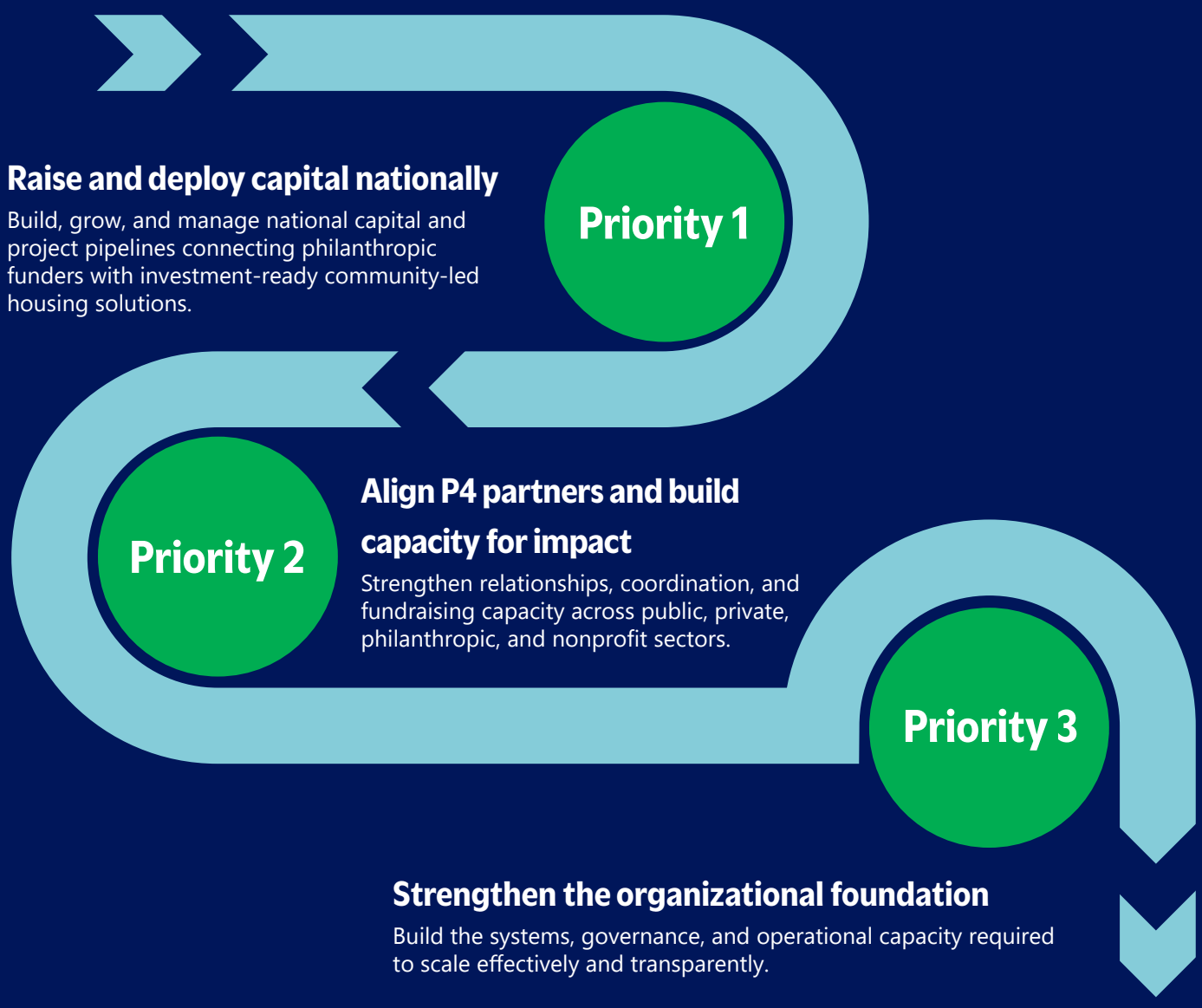
According to *The Public Housing Dividend*, a 2026 report by the GTHA Community Housing Collaborative, investing in the renewal and new construction of public housing can deliver far-reaching gains over 25 years, including \$50B in economic growth and \$48B in social value.



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

Three priorities guiding the next phase of growth and impact



Raise and deploy capital nationally

Build, grow, and manage national capital and project pipelines connecting philanthropic funders with investment-ready community-led housing solutions.

Priority 1

Priority 2

Align P4 partners and build capacity for impact

Strengthen relationships, coordination, and fundraising capacity across public, private, philanthropic, and nonprofit sectors.

Priority 3

Strengthen the organizational foundation

Build the systems, governance, and operational capacity required to scale effectively and transparently.

Connecting philanthropic capital to community-led housing solutions

Priority 1
Raise and
Deploy Capital
Nationally

Partners for Affordable Housing is building a national pipeline of investment-ready affordable housing opportunities while working to expand access to flexible philanthropic and impact-oriented capital.

This work is focused on accelerating affordable housing outcomes by improving how capital is aligned, deployed, and coordinated across the housing ecosystem.

Strategic Initiatives

1.1 Expand and manage Front Door

Curate and maintain a strong pipeline of viable community-led affordable housing projects and solutions ready for investment across Canada.

1.2 Build and grow the national funding pipeline

Engage and activate philanthropic and impact partners to bring new, flexible capital into community-led affordable housing projects.

1.3 Launch and deliver national grant streams

Implement and manage focused funding streams including Tenant Stability, Last Mile, and First Mile.

“Canada’s nonprofit housing sector remains structurally constrained.”

– *Tied Up: Unleashing Canada’s Non-Profit Housing Potential*, Social Capital Partners

These constraints are not only financial. Across the system, land, capital, assets, and community-led expertise are too often held back by structures that make it harder for proven nonprofit housing providers to scale.

Partners for Affordable Housing exists to help change those conditions: aligning capital, partners, and projects so community-led housing solutions can move further, faster.

Strengthening collaboration and capacity across the housing ecosystem

Priority 2
Align P4
Partners and
Build Capacity

Affordable housing outcomes depend on effective coordination across sectors.

Partners for Affordable Housing works to strengthen collaboration, improve alignment, and support nonprofit housing providers with the tools, relationships, and capacity needed to access and deploy capital more effectively.



Strategic Initiatives

2.1 Strengthen Front Door as a collaborative platform

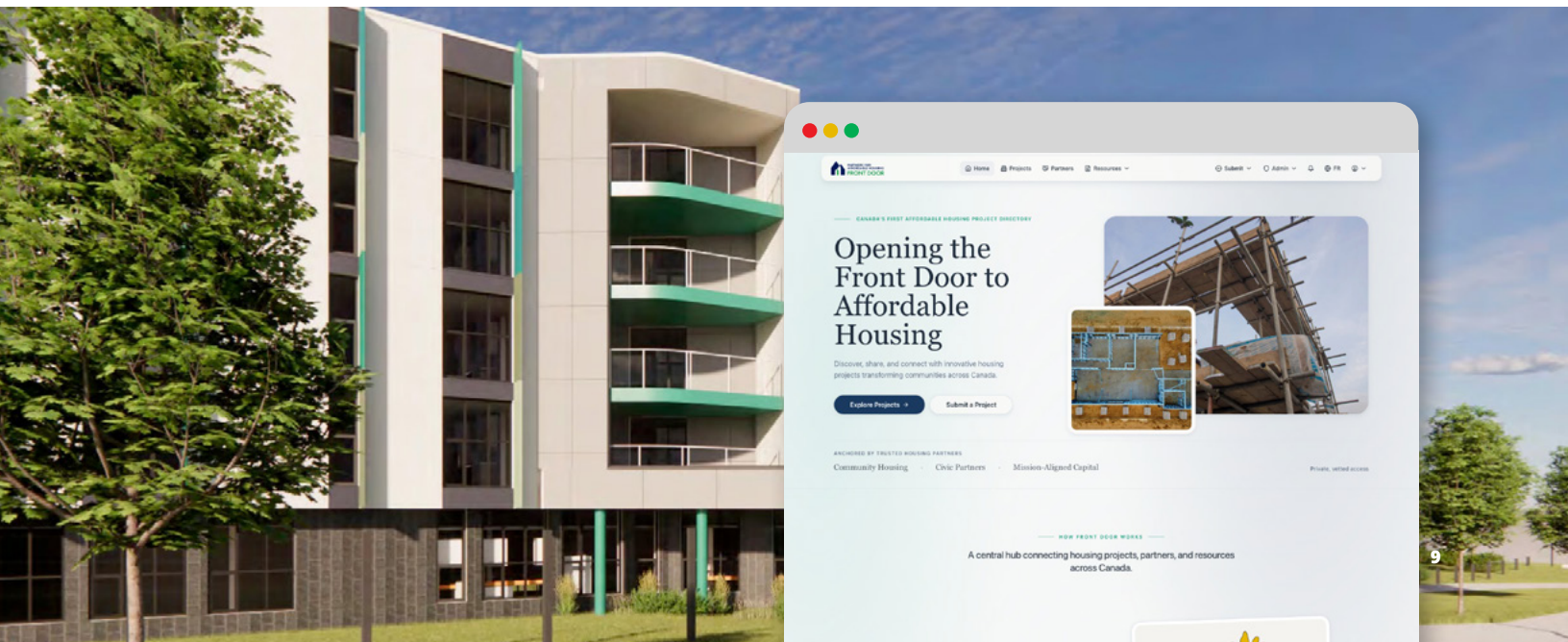
Design and operate Front Door as a shared tool that increases transparency, coordination, and alignment among P4 partners.

2.2 Deliver capacity-building programming

Provide practical training and resources to support fundraising, partnership development, and capital readiness.

2.3 Facilitate P4 partnership matchmaking

Convene and connect actors across sectors to unlock coordinated action.



Building the systems and governance needed to scale impact

Priority 3
Strengthen the
Organizational
Foundation

As Partners for Affordable Housing grows, strong governance, operational systems, financial sustainability, and organizational capacity will be essential to delivering impact effectively and transparently.

This priority focuses on strengthening the foundation required to support long-term growth and execution.

Strategic Initiatives

3.1 Governance model

Develop and implement governance structures that support accountability, collaboration, and strategic decision-making.

3.2 Financial management and sustainability

Strengthen reporting systems and build diversified operating revenue.

3.3 Engagement framework

Support consistent communication and engagement with board members, advisors, funders, and sector partners.

3.4 Organizational capacity building

Assess and strengthen staffing, systems, and operational effectiveness.



Building impact together

Affordable housing challenges cannot be solved by any one organization or sector alone.

Partners for Affordable Housing invites governments, philanthropic organizations, nonprofit housing providers, and private sector leaders to help strengthen the partnerships, infrastructure, and capital pathways needed to accelerate community-led housing solutions nationally.

Governments

Collaborate to strengthen coordination, innovation, and community impact.

Philanthropy and Funders

Support flexible funding pathways and scalable housing solutions.

Housing Organizations

Access partnerships, tools, and collaborative opportunities.

Private Sector Partners

Help align expertise, investment, and influence around affordable housing outcomes.



"Housing is health. That is the mission of Partners for Affordable Housing, and that's why I'm helping them to connect those dots. I believe it's a simple argument, and the people I'm talking to are getting it."

—Mitchell Cohen, The Daniels Corporation

Strategic Plan 2026-2028: Summary

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Impact

Inclusion

Prosperity

Enterprising

Strategic Priorities	Strategic Initiatives	Expected Outcomes
Raise and deploy capital nationally Build, grow, and manage a national capital and project pipeline to connect funders with investment-ready community-led housing solutions.	1. Expand and manage Front Door 2. Build and grow the national funding pipeline 3. Launch and deliver national grant streams	1. Increased capital directed to community-led affordable housing solutions 2. A strong and visible pipeline of investment-ready projects and solutions 3. Faster and more strategic deployment of flexible funding
Align P4 partners and build capacity for impact Work with public, private, philanthropic, and nonprofit provider (P4) partners to build the relationships, capabilities, and coordination needed to access, leverage, and deploy capital effectively.	1. Strengthen Front Door as a collaborative platform 2. Deliver capacity-building programming 3. Facilitate P4 partnership matchmaking	1. Stronger cross-sector alignment 2. Improved capital readiness and fundraising capacity 3. More effective deployment of capital
Strengthen the organizational foundation Build and maintain the people, systems, governance, and financial sustainability required to deliver our mission effectively and transparently.	1. Governance model 2. Financial management, reporting and sustainability 3. Engagement framework 4. Organizational capacity building	1. Strong governance and accountability 2. Sustainable growth and financial resilience 3. Organizational excellence and operational effectiveness 4. High-performing team and systems 5. Engaged and invested partners across the sector



Building affordable housing at scale requires aligned partners, coordinated capital, and shared commitment.

Partners for Affordable Housing exists to help create the conditions that allow community-led housing solutions to move further, faster.

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