

# Build Together II: Strengthening the Community Housing Sector in Nova Scotia



## DRAFT Background Document

**Nova Scotia Non-Profit Housing Association Founding Meeting  
October 26-27, 2022  
Keating Centre, St. Francis Xavier University, Antigonish**

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## Introduction

Non-profit housing providers, groups, networks, and coalitions are invited to attend a founding meeting on October 26-27 to decide whether to create a Nova Scotia Non-Profit Housing Association. The proposed association would promote the mobilization, empowerment, growth and sustainability of non-profit housing providers, as well as the groups, networks, and coalitions that support their work to respond to the need for safe, accessible, and affordable housing throughout our province.

Through a series of consultations in 2021-22, the Build Together team based at St. Francis Xavier University's Coady Institute, in partnership with the Community Housing Transformation Centre, has been learning from people in the Community Housing Sector (CHS)—including representatives from non-profit and co-op housing providers, advocacy groups and coalitions, as well as social service providers, public health workers, local government representatives, and concerned individuals. Participants identified existing assets and challenges, discussed priorities to strengthen the work, and explored ways to unite the sector. There is a desire for greater collaboration throughout the province to reduce competition, increase efficiencies, and leverage relationships to find housing solutions appropriate to the scale and character of the communities served by the CHS. Provincial level coordination is also needed to provide a stronger policy voice and engagement with other jurisdictions, and to improve equitable access to resources to ensure no regions are left behind.

Throughout the Build Together process, a core set of values were articulated to demonstrate the distinctive work of the CHS to the broader public, and to guide any effort to organize collectively that is inclusive and decolonizing. The first phase of *Build Together* culminated with the development of a proposed model and roadmap towards the establishment of a Nova Scotia Non-Profit Housing Association (NSNPHA). In the second phase, *Build Together II* has continued discussions and consultations to explore the feasibility of creating an association.

It is now time to come together as members of the non-profit housing sector to decide whether to form a provincial association. This guide provides an overview of the proposed model, preparatory planning undertaken, and proposed options for governance, programs, and sustainability.

# Nova Scotia Non-Profit Housing Association (NSNPHA) Model



See Appendix 1 for definitions of each component of this organizational model, or view the model online: <https://coady.stfx.ca/housing-model/>

## Vision

*To be created by the new association.*

## Mission

*The Nova Scotia Non-Profit Housing Association supports the mobilization, empowerment, growth and sustainability of the Nova Scotia's non-profit housing providers and the groups, networks, and coalitions that support their work.*

## Values

Throughout the Build Together project, people described the values that ground the work of the community housing sector. The following values, in particular, were highlighted, and inform the work of organizing the sector: Members of Nova Scotia's community housing sector believe in:

- *Housing as a human right, to ensure everyone has a safe, accessible, and affordable place to live,*
- *Diversity, equity, and inclusion, including First Voice, and decolonization in the community-housing sector,*
- *Environmentally sustainable non-profit housing,*

- *Equitable access and opportunity for both rural and urban community housing organizations,*
- *Ending racism and stigma that limits access to appropriate housing, and*
- *Providing navigation and support services to people in housing need.*

***Notes, Questions to Ask:***

# Diversity, Equity, Inclusion, and Decolonization

*Establish diversity, equity, and inclusion, and strengthen decolonizing and anti-racist practices. Build relationships with underrepresented and equity seeking groups. Meaningfully engage first voice. Understand what the actions behind the words mean, what our days look like through decolonization, what equity looks and feels like.*

The consultation and design discussions throughout the Build Together process have emphasized that any association must have at its core an understanding and commitment towards diversity, equity and inclusion as well as actions for decolonization and anti-racism. These commitments cannot just be words and check boxes—they must be integrated into planning and action at every stage. Chrysalis Human Rights Agency conducted sharing circles or interviews with members of underrepresented and equity-seeking groups for guidance at this early stage of organizational development. This section summarizes their findings.

Organizations representing diverse populations share the challenges facing the CHS more broadly—complicated funding mechanisms, lack of coordination, overworked volunteers, rural/urban divide—but such challenges are magnified when dealing with discrimination and policies that ignore regional and cultural distinctions. When asked what is working well, community partnerships were highlighted.

## Key Challenges

- Budgets are tight, preventing service expansion to meet increasing demand and complexity,
- Lack of clear government mandates to provide sustainable income and lack of direction, from government on policies, goals or funding opportunities, making long-term planning difficult for organizations,
- Underrepresented groups are often overlooked, and populations with complex needs that require individualized solutions are underserved, and
- Discrimination make access to housing more difficult.

## Actions for Improvement

- Funding, additional, targeted funding to deal with complex housing needs,
- Knowledge sharing of promising practices, first-person experiences, data and research,
- Increasing use community-directed approaches for greater inclusivity, elevate equity-seeking voices,
- Culturally relevant and population-specific housing solutions,
- Concrete action plans with timelines, budgets and institutional commitments from organizations,
- Vision for collaborative approach: non-profits, government, public sector commitments to contribute toward solutions, and
- Transparency and information sharing about housing stock and eligibility.

### Priorities for Working Together

- Improved communication across organizations to enhance service provision,
- Awareness on the risk of overburdening staff and volunteers (adequate core support),
- Awareness of government responsibilities to be leaders in the housing sector (holding government to account),
- Form relationships with governments and government agencies to lobby for changes to social policy,
- Combined advocacy efforts,
- Explore opportunities for operational collaboration, and align policies and procedures, develop common standards, and share best practices,
- Collaborative approaches should centre on equity and inclusivity,
- Use an anti-racist lens in creating a framework for housing in Nova Scotia,
- Cultural safety, group approaches that are respectful and inclusive of identity groups,
- Sufficient representation of equity-seeking groups to ensure diverse and inclusive decision-making upholds the voice and dignities of equity-seeking communities,
- Voice for policy change that promotes equity, diversity and inclusion, and identifies concrete solutions, actions, and coordinated change, and
- Recognition of varied ways of engagement: some groups prefer informal sharing and networking while others may identify more formal procedures and strategies for funding and accountability.

Equity-seeking groups are interested in sharing information and on strengthening collaborations and community partnerships. Members would be proud to be part of an organization with a commitment to diversity, equity and inclusion, to re-imagine how housing services are offered. However, the success of an association depends upon the availability of resources to support the vision and goal of the organization—these commitments must be resourced.

### ***Notes, Questions to Ask:***

# Strategic Thinking, Planning and Partnering

1. *Nova Scotia Non-Profit Housing Association Organizational Development*
2. *Values and Beliefs*
3. *Programs and Services*
4. *Partnerships and Collaborations*
5. *Capacity Building*
6. *Research, Policy Development and Advocacy*
7. *Communications*

In the following seven areas of emphasis, objectives and potential partners have been identified, with the exception of the Nova Scotia Non-Profit Housing Association Organizational Development area of emphasis which not participants rather than potential partners.

<b>1. Nova Scotia Non-Profit Housing Association Organizational Development</b>	
<b>OBJECTIVES</b>	<b>PARTICIPANTS</b>
<ul style="list-style-type: none"> <li>• Develop a six-month action plan at the Founding Meeting</li> <li>• Establish an interim leadership team / board of directors</li> <li>• Establish diversity, equity, inclusion as well as decolonizing and anti-racist practices. Enliven articulated values</li> <li>• Confirm strategic thinking, planning and partnering strategy</li> <li>• Recruit and hire staff</li> <li>• Develop strategic partnerships</li> <li>• Confirm / recruit membership by reaching out to non-profit housing providers and supporting organizations</li> <li>• Confirm governance structure, develop policies and procedures</li> <li>• Implement sustainability plan, including the creation of a business case for the ongoing funding of the organization, and develop annual budget</li> <li>• Establish a management information system</li> <li>• Launch programs and services</li> <li>• Create and implement a monitoring, evaluation and learning framework as well as reflection in support of becoming a learning organization</li> </ul>	<ul style="list-style-type: none"> <li>• Build Together Team</li> <li>• Transition Team</li> <li>• Interim Board</li> <li>• Membership</li> </ul>

2. Values and Beliefs	
OBJECTIVES	POTENTIAL PARTNERS
Promote an understanding that access to affordable <b>housing is a human right</b>	Regional Housing Networks Human Rights Commission Canadian Centre for Policy Alternatives – Nova Scotia Inclusion Nova Scotia Sector groups (e.g., the Seniors’ Advisory Council of Nova Scotia, The Youth Project)
Promote <b>diversity, inclusion, first voice, and decolonization</b> in the community housing sector	Regional Housing Networks Inclusion Nova Scotia Private consultants Nova Scotia League for Equal Opportunities Sector organizations
Advocate for equity of access and opportunity for both <b>rural and urban</b> community housing organizations	Regional Housing Networks Federation of NS Municipalities Community Health Boards
Work to end the <b>racism and stigma</b> that limits access to affordable, accessible, community-based housing for everyone	Regional Housing Networks Equity groups Human Rights Commission
Advocate for funding and programs to provide <b>navigation and support services</b> to vulnerable and underrepresented populations	Regional Housing Networks NS Department of Community Services NS Health - Mental Health and Addictions Services Department of Justice

**Notes, Questions to Ask:**



3. Programs and Services	
OBJECTIVES	POTENTIAL PARTNERS
Improve <b>access to capital</b> funding to enable community housing projects	Canada Mortgage and Housing Corporation Housing Nova Scotia Private donors and developers Foundations and charitable organizations Community support
Explore <b>bulk purchasing opportunities</b> for members, e.g., insurance, appliances	Pan-Provincial Housing Associations
Improve access to <b>professional services</b>	Educational and training providers, professional associations, Pan-Provincial Housing Associations

4. Partnerships and Collaboration	
OBJECTIVES	POTENTIAL PARTNERS
Identify opportunities for <b>member collaboration</b>	
Establish <b>regional housing networks</b>	Nova Scotia Health - Public Health and Mental Health and Addictions Health Promotion Specialists Community Health Boards Federation of NS Municipalities Universities and Colleges Co-ops and Credit Unions Service Providers, Elders, First Voice
Build relationships with potential <b>strategic partners</b>	All Strategic Partners
Collaborate with <b>provincial and national</b> housing organizations	Canadian Housing and Renewal Association Community Housing Transformation Centre Other Provincial Non-Profit Housing Associations

5. Capacity Building	
OBJECTIVES	POTENTIAL PARTNERS
<i>Identify opportunities</i> for member collaboration	
<i>Establish</i> regional housing networks	Nova Scotia Health - Public Health and Mental Health and Addictions Health Promotion Specialists Community Health Boards Federation of NS Municipalities Universities and Colleges Co-ops and Credit Unions Service Providers Elders, First Voice
<i>Build relationships</i> with potential strategic partners	All Strategic Partners
<i>Collaborate</i> with provincial and national housing organizations	Canadian Housing and Renewal Association Community Housing Transformation Centre Other Provincial Non-Profit Housing Associations
Improve <i>organizational development</i> skills and capacities	Impact Organizations of Nova Scotia Universities Nova Scotia Community College Private Consultants
Increase the <i>research capacity</i> of the community housing sector	Change Lab Action Research Institute Universities, Colleges, Consultants Research Nova Scotia, CMHC, Social Sciences and Humanities Research Council

6. Research, Policy Development, and Advocacy	
OBJECTIVES	POTENTIAL PARTNERS
Advocate for the establishment and funding of programs that provide <i>navigation and support services</i> to vulnerable and underrepresented populations	NS Department of Community Services NS Health – Public Health and Mental Health and Addictions Services Department of Justice
Advocate for the provision of <i>core funding</i> to support community housing organizations	Members, Partners, Regional Housing Networks
Review and advocate for changes to existing <i>housing policies</i> that strengthen the community housing sector's ability to provide	Regional Housing Networks Federation of NS Municipalities Researchers Canadian Centre for Policy Alternatives –

safe, affordable, and sustainable housing effectively and efficiently	Nova Scotia
Review and advocate for changes to <b>land use policies</b> that strengthen the community housing sector's ability to provide safe, affordable, and sustainable housing effectively and efficiently	Regional Housing Networks Federation of NS Municipalities Researchers Canadian Centre for Policy Alternatives – Nova Scotia

7. Communications	
OBJECTIVES	POTENTIAL PARTNERS
Develop an <b>internal and external communications</b> strategy	Media Consultants
Create <b>tools, platforms and channels</b> to support the implementation of the NSNPHA communications strategy	Media Consultants

**Notes, Questions to Ask:**

# Governance Planning

The governance model adopted by the new association will need to balance the legislative criteria for an association in Nova Scotia, while adopting different ways of being and doing to create an organization that reflects the values laid out in Build Together. This will involve building new governance structures and doing the personal and group learning and unlearning required to put the values identified around equity, diversity, inclusion, and decolonization into practice through how we build relationships, collaborate, and make decisions within existing structures and systems. Time needs to be taken to create a structure that is representative and acceptable to all participants in the work.

Three key planks of governance planning that require input are:

- Membership
- Board Composition
- Role of Transitional Board

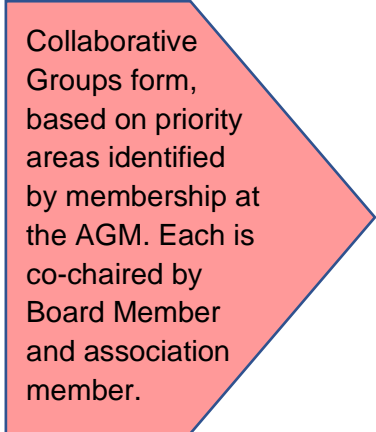
<b>Membership</b>	
CATEGORY	ROLE
Non-profit providers - organizations who own and/or manage housing	Voting
Housing groups, networks and coalitions who support the work of non-profit housing providers	Voting
Business and government	Non-Voting

***Discussion Questions for Meeting:***

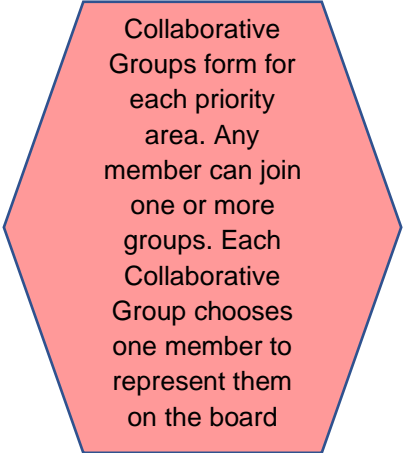
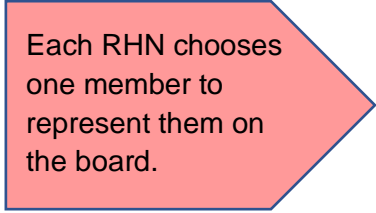
- 1) Where does representation from people with lived experience of housing precarity come in? Is there a membership category we want to add? Or board seats (should be at least two so people are not alone in that position), or is through local recruitment at the Regional Housing Network level?
  
- 2) Is there a conversation to be had about membership fees? For all categories? A sliding scale based on organizational size/budget? Or just for business and government?

## Board Composition

The following two examples are provided as discussion starters. They demonstrate two different ways of thinking through representation at the board level. At the core of both is a structure of Collaborative Groups formed around priority areas that are decided on by members at every annual general meeting (AGM). Some may stay static from year to year, others may shift. Each Collaborative Group is co-chaired by a board member and member, with remaining collaborative group seats recruited from the association's broader membership. Essentially functioning like a board committee, Collaborative Groups meet as needed, but a minimum of four meetings per year. Regional Housing Networks meet as needed, but a minimum of four meetings per year.

Example 1: Based on Membership Categories (Similar to other Provincial Non-Profit Housing Associations)		
1 seat for each of 8 regional networks - non-profit housing providers (8 total)	 <p>Collaborative Groups form, based on priority areas identified by membership at the AGM. Each is co-chaired by Board Member and association member.</p>	<p>Starting priority areas based on Build Together include:</p> <ul style="list-style-type: none"> <li>- Programs and Services</li> <li>- Partnerships and Collaboration</li> <li>- Capacity Building</li> <li>- Research Policy Development and Advocacy</li> <li>- Communications</li> <li>- Organizational values, beliefs, and development</li> </ul>
2 seats for Indigenous specific organizations		
2 seats for African Nova Scotian specific organizations		
4 seats from housing groups, networks and coalitions who support the work of non-profit housing providers		
Total Board Members: 16		

### **Notes, Questions to Ask:**

Example 2: Based on Regional Housing Networks and Collaborative Groups		
<p>Starting priority areas identified by membership at AGM. Build Together areas include:</p> <ul style="list-style-type: none"> <li>- Programs and Services</li> <li>- Partnerships and Collaboration</li> <li>- Capacity Building</li> <li>- Research Policy Development and Advocacy</li> <li>- Communications</li>   <li>- Organizational development, values, and beliefs</li> </ul>	 <p>Collaborative Groups form for each priority area. Any member can join one or more groups. Each Collaborative Group chooses one member to represent them on the board</p>	<p>1 board member per Collaborative Group (number will vary depending on selected priorities, expect 2-6)</p>
<p>8 Regional Housing Networks</p>	 <p>Each RHN chooses one member to represent them on the board.</p>	<p>8 RHN Board Members</p>
<p>Total Board Members: 14 (with a minimum of 10, and maximum of 16 written into the bylaws to accommodate shifts in priority areas)</p>		

There is no set number of members for each Collaborative Group since membership and levels of participation will likely shift throughout the year as members' capacity to engage will be fluid, and the context and priorities will also shift. Collaborative Groups and Regional Housing Networks are responsible for adhering to the association's values with regards to equity, diversity, inclusion, and decolonization. This includes ensuring equitable voice and participation from Indigenous, African Nova Scotian, and members from equity deserving groups that have been historically marginalized from decision making on housing policy in the province. In the case of Collaborative Groups, this also includes ensuring that urban and rural voices are equitably represented.

Discussion Questions for Meeting:

- 1) How will the Collaborative Groups be accountable for this?
  
- 2) If we move away from quotas/set seats, how do we ensure we are not just defaulting to the usual people around the table?

***Notes, Questions to Ask:***

<b>Interim Board</b>	
<b>Term - November 1, 2022 – April 30, 2023 (6 months)</b>	
<b>ACTIVITIES</b>	<b>COMPOSITION</b>
<ul style="list-style-type: none"> <li>• Confirm strategic thinking, planning, and partnering strategy</li> <li>• Create vision for the organization</li> <li>• Recruit and hire staff</li> <li>• Develop strategic partnerships</li> <li>• Confirm / recruit membership by reaching out to non-profit housing providers and supporting housing organizations</li> <li>• Confirm governance structure and develop policies and procedures</li> <li>• Implement sustainability plan and develop annual budget</li> <li>• Establish a management information system</li> <li>• Launch initial programs and services</li> <li>• Create and implement a monitoring, evaluation and learning framework as well as reflection in support of becoming a learning organization</li> </ul>	<p>Transitional Collaborative Groups formed around:</p> <ol style="list-style-type: none"> <li>1. NSNPHA Organizational Development &amp; Values and Beliefs</li> <li>2. Programs and Services &amp; Capacity Building</li> <li>3. Partnerships and Collaborations &amp; Communications (including Membership)</li> <li>4. Research, Policy Development and Advocacy (to begin in May 2023 or later)</li> </ol>

**Interim Board Selection:** Members will be invited at the founding meeting to join Transitional Collaborative Groups. Each group will choose two (2) members to represent them on the six (6) member Interim Board. Recruitment for Transitional Collaborative Groups will be ongoing throughout the six (6) months life of the transitional board. It is recognized that the Interim Board will not be fully regionally or demographically representative, however each working group is responsible for building relationships and networks to ensure a broad range of membership voices are engaged and heard at the first AGM when the full board will be founded.

**Notes, Questions to Ask:**



# Business and Sustainability Planning

The long-term sustainability of any proposed association is critical both to achieve the effectiveness that is desired by organizing the sector, and to gain the trust that this is an initiative worth investing time and other resources. The following section lays out several factors relating to organization, management, budgeting and potential revenue sources.

## **Business Description and Background Information**

The governance structure recognizes the intent to be an open and inclusive society. In that context, the NSNPHA will be incorporated as a membership based non-profit society under the Societies Act of Nova Scotia. The NSNPHA will be governed by a board of directors composed of the members more adequately described in the *members* section above.

## **Management**

Oversight will be provided by an elected leadership team (board). The composition and functioning of the leadership team will ensure equity and inclusion in the decision-making process. Committees will be created to address issues and opportunities and to seek equitable and diverse composition.

A senior staff leader (executive director) will be responsible for implementing the strategic directions of the organization in alignment with its vision, as well as the day-to-day management of the NSNPHA.

Administrative and operational staff will be recruited as required and as resources permit.

The NSNPHA will develop and implement human resource policies that ensure the concepts of diversity, equity, inclusion, and decolonization are practiced in all recruitment, hiring, and operational activities.

## **Needs and Market Analysis**

### Needs Analysis

The *Build Together* consultation process identified the need for a coordinated approach to the provision of community housing through support to the localized non-profit housing sector.

### Market Analysis

There are several identified target markets for the provision of affordable housing. Governments (federal, provincial, and municipal) have all identified affordable housing as a priority, whether in the social services sector or the economic development sector. Non-profit housing makes an important contribution to housing solutions, particularly as it relates to deep affordability, i.e., providing housing for people who live on low income.

It is in this context that collaborative efforts are required and the NSNPHA will need to reach out and market its offerings to a variety of constituents, including:

- Non-profit housing providers and the informal housing groups, networks and coalitions that support their work
- Municipal governments and the Nova Scotia Federation of Municipalities
- Provincial departments that address housing, social development and economic development

- Canada Mortgage and Housing Corporation
- Local and regional community and community economic development agencies, i.e., Regional Enterprise Networks, and a myriad of other provincial and regional associations.

## Financial Assumptions and Projections

### **Revenue Assumptions**

The establishment of a diversified revenue strategy is vital to the long-term sustainability of the NSNPHA.

#### Government Support

- a) The Province of Nova Scotia has indicated a desire to assist in the creation of NSNPHA. It has allocated funds to support the creation and operation of the Association. These funds will be administered by the Community Housing Transformation Centre.
- b) While we have indicated an initial 100% funding support from the Province of Nova Scotia, we also see the need to establish a framework for diverse revenue streams as the NSNPHA evolves and matures. Tri-level government support will also be sought. This may include, but not be limited to, acting as a delivery agent for government programs and services related to the provision of accessible housing in Nova Scotia.

#### Earned Income

The NSNPHA will seek opportunities to deliver programs and services that will generate mission related income. This will include, but not be limited to, educational and expert services provided to members and others in the housing industry. NSNPHA will seek government, corporate, and foundational sponsorship related to these programs and services.

#### Membership

A tiered membership structure will be established including:

- a. Non-profit housing service providers who own or manage housing,
- b. Informal housing groups, networks and coalitions that support the work of non-profit housing providers, and
- c. Businesses or governments with an interest in housing.

#### Fundraising

Upon successful registration of charitable status, the NSNPHA will seek support from philanthropic foundations and other fundraising strategies.

### **Expense Assumptions**

#### Board Expenses

While a voluntary board is expected, it is also recognized that significant board involvement and related expenses will be required. These expenses include travel, accommodation, and contractual expenses. An intense period of board involvement is expected to last the first six months.

### Operational expenses

Once the board has established the organizational framework, a structured operational framework and action plan can begin. For the purposes of expense projection, the following is presumed:

- A staff compliment consisting of an Executive Director and one program support person.
- Appropriately located office facility
- Travel and accommodation
- Contractual services (research, education, consultation, etc.)
- Appropriate operating expenses including office supplies and equipment

### ***Notes, Questions to Ask:***

## Projections - Multi-Year Income and Expenses

<b>Nova Scotia Non-Profit Housing Association</b>				
Proforma Income and Expense 2020 to 2026				
	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2024-26</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Revenue</b>				
Seed grant from Nova Scotia	125,000	250,000	250,000	
Other Government	0			250,000
Mission related earned Income	0	200,000	300,000	400,000
Memberships	0	2,000	5,000	7,000
<b>Expenses</b>	<b>125,000</b>	<b>452,000</b>	<b>555,000</b>	<b>657,000</b>
Personnel			0	
Executive Director	15,000	90,000	94,500	99,225
Administrative & Coordination	5,000	60,000	63,000	66,150
Total Salaries	20,000	150,000	157,500	165,375
Employee MERCS	2,200	16,500	17,325	18,191
Service Specialists	0	170,000	255,000	340,000
Total Personnel	22,200	336,500	429,825	523,566
Operating Expenses				
Rent	1,000	12,000	12,600	13,230
Board Travel, meals and Lodging	10,000	5,000	5,000	5,000
Staff travel	2,000	2,100	2,205	2,315
Travel Service specialists	0	10,000	20,000	30,000
Member expense	1,000	3,000	4,000	4,000
Meeting Expense ( AGM, conferences)	5,000	10,000	10,000	10,000
Telephone and teleconferencing	500	525	551	579
Equipment and or software	5,000	5,250	5,513	5,788
Promotions, Education & Engagement	20,000	21,000	22,050	23,153
Office supplies	3,000	3,150	3,308	3,473
Bank Charges	200	210	221	232
Insurance	2,000	2,100	2,205	2,315
Organizational specialists	10,000			
Web design/maintenance	15,000	2,000	2,000	2,000
Bookkeeping, audit or review engagement	5,000	6,000	7,000	8,000
Total Operating	79,700	82,335	96,652	110,084
<b>TOTAL</b>	<b>101,900</b>	<b>\$418,835</b>	<b>\$526,477</b>	<b>\$633,651</b>
<b>NET INCOME/(DEFICIT)</b>	<b>\$23,100</b>	<b>\$33,165</b>	<b>\$28,523</b>	<b>\$23,349</b>

## Notes

Fiscal year 2022-2023 reflects primarily organizational development.

### Revenue

- 1: Provincial contribution from Housing Growth Fund as seed funding
- 2: Other funding yet to be defined, but may include operational and project funding from relevant departments
- 3: Memberships is a tiered membership
- 4: Earned Income relates to mission related income through programs and services related to sector priorities

### Expenses

- 1: Staff establishment to include Executive Director and Administrative support beginning December 2022
- 2: Service Specialists to include specialists delivering mission related earned income programs and services
- 3: Specialists to assist in organizational development

## Risk Analysis

The establishment of the NSNPHA, is the result of extensive consultation, collaboration, and engagement within the provincial not-profit housing sector. Because of this, there is a strong commitment to achieve success. There are, however, several risk factors that need to be recognized:

- The creation and sustainability of the NSNPHA is dependent on government support. The Province of Nova Scotia has indicated a desire to assist, both financially and otherwise, however, should the government change its mind then the NSNPHA will be at risk.
- Sector support has been achieved through the research, and engagement efforts of *Build Together*. If the level of commitment demonstrated in the development phase is not sustained through the operational phase, the NSNPHA may falter.
- Earned income generation is vital to the NSNPHA reaching its strategic goals. The identification of the support and sponsorship as well as the availability of the required expertise is a prerequisite to achieving this service.

### **Notes, Questions to Ask:**

# Nova Scotia Non-Profit Housing Association Founding Meeting DRAFT Program

**Wednesday, October 26, 2022**

Time	Topics/Activities
10:00 – 12:00	Kairos Blanket Exercise <a href="https://www.kairosblanketexercise.org/">https://www.kairosblanketexercise.org/</a> (Optional)
8:30 – 12:00	Registration
12:00 – 12:20	Official Opening and Welcome
12:20 – 1:00	Lunch
1:00 – 1:30	<b>Speaker: Stephan Corriveau, Community Housing Transformation Centre</b>
1:30 – 1:45	Roving Reporter
1:45 – 2:15	Build Together I and II - Forming a Nova Scotia Non-Profit Housing Association
2:15 – 3:30	Forming a Nova Scotia Non-Profit Housing Association – Governance
3:30 – 3:45	BREAK
3:45 – 4:30	Forming a Nova Scotia Non-Profit Housing Association – Let’s Talk About It
4:30 – 4:45	Forming a Nova Scotia Non-Profit Housing Association – Stepping into the Circle
4:45 – 5:00	Closing Reflection
5:00 - 6:30	Free Time
6:30 – 7:00	Cocktails, Cash Bar
7:00 – 7:45	Dinner
7:40 – 8:10	Launching the United Nations Sustainable Development Goals and Affordable Housing in Nova Scotia Map
8:10 – 8:30	<b>Speaker: Sandra Turner – Housing in Northern Canada</b>

***Notes, Questions to Ask:***

## Thursday, October 27, 2022

<b>7:30 – 8:30</b>	<b>Breakfast</b>
<b>8:30 – 8:45</b>	Opening and Welcome
<b>8:45 – 10:45</b>	People’s School on Diversity, Equity, Inclusion and Decolonization (DEID): Sharing Circles Findings and Living Our Values
<b>10:45 – 11:00</b>	<b>BREAK</b>
<b>11:00 – 12:00</b>	Forming a Nova Scotia Non-Profit Housing Association - Creating a Six-Month Action Plan
<b>12:15 – 12:45</b>	<b>LUNCH</b>
<b>12:45 – 1:15</b>	<b>Speaker: Ross Chapin – Pocket Neighborhoods</b>
<b>1:30 – 2:30</b>	Forming a Nova Scotia Non-Profit Housing Association - Planning for Regional Housing Networks
<b>2:30 – 2:45</b>	Roving Reporter
<b>2:45 – 3:00</b>	Forming a Nova Scotia Non-Profit Housing Association – Endorsing an Interim Board
<b>3:00 – 3:30</b>	Synthesis – Reflections from Intentional Listeners
<b>3:30 – 3:45</b>	Roving Reporter Sign Off
<b>3:45 – 4:00</b>	Feedback and Closing Remarks
<b>4:00</b>	Adjournment
<b>4:00 – 4:30</b>	Nova Scotia Non-Profit Housing Association Interim Board Meeting

### ***Notes, Questions to Ask:***

## Appendix 1: NSNPHA Model Definitions

### *Regional Housing Networks (RHN)*

Regional Housing Networks (RHN) are groups of organizations that come together in geographic areas across the province to support the creation of housing options for people who are most in need. RHNs not only represent geographic areas but also Mi'kmaw and Indigenous and African Nova Scotians and Persons of African Descent communities and are comprised of numerous and varied stakeholders whose mandates intersect with housing (2SLGBTQQAAP, Persons with Disability, Women, Youth, Persons who were Previously Incarcerated, Seniors, People Living with Mental Illness and / or Addictions, Recent Immigrants, Newcomers or Refugees) as well as first voice, elders, service providers, municipal and provincial government, poverty reduction groups, health promoters, universities and colleges, economic development agencies, funding partners, and of course, informal and formal community housing groups (co-ops and non-profits).

Regions of the province may be grouped as follows (will be based on what makes sense in each geographic region):

1. Mi'kmaw and Indigenous (provincial scope)
2. African Nova Scotians and Persons of African Descent (provincial scope)
3. Cape Breton, Victoria
4. Inverness, Richmond, Antigonish, Guysborough
5. Pictou, Colchester, Cumberland, Hants
6. Yarmouth, Digby, Shelburne
7. Annapolis, Queens, Lunenburg, Kings
8. Halifax Regional Municipality
9. Halifax Regional Municipality
10. Halifax Regional Municipality

Regional Housing Networks are supported by Nova Scotia Non-Profit Housing Association (NSNPHA) staff members (complement to be determined by resource availability) who are responsible for:

- Advancing capacity building within the sector (local, regional, provincial),
- Advancing policy issues,
- Contributing to provincial discussions related to the non-profit housing sector,
- Convening county or local non-profit housing organization meetings, as needed,
- Convening cross-regional topical experts, lived experience, and underrepresented group advisory circles,
- Convening RHN meetings (provincial for Mi'kmaw and Indigenous and African Nova Scotians and Persons of African Descent),
- Coordinating and supporting regional advocacy efforts,
- Disseminating funding program information and supporting funding applications, if possible,
- Fostering connections between community housing organizations and RHN,
- Networking with local housing organizations to identify successes, where support is needed, and opportunities for collaboration,
- Supporting research projects and initiatives,



- Working with communities to raise awareness about housing issues in the region, and
- Working with Municipalities, the Province of NS, and Planning Commissions to determine land availability for non-profit housing projects.

The functions of Regional Housing Networks include:

- Contributing data, input, feedback (housing issues, successes, policy suggestions) to the NSNPHA to create a provincial profile and awareness of non-profit housing in Nova Scotia,
- Developing regional partnerships,
- Leveraging resources and supports,
- Raising awareness about regional housing issues, challenges, opportunities, and solutions, and
- Sharing information about local housing issues and activities.

Regional Housing Network Members:

- First Voice (people in housing need)
- Elders
- Community (co-op and other non-profit), including Mi'kmaw and Indigenous, African Nova Scotians and Persons of African Descent, Housing Groups (formal and informal)
- Underrepresented Groups (2SLGBTQQAAP, Persons with Disability, Women, Youth, Persons who were Previously Incarcerated, Seniors, People Living with Mental Illness and / or Addictions, Recent Immigrants, Newcomers or Refugees)
- Municipal and Provincial Government
- Services Providers, e.g., Wrap Around and Navigation Services
- Health Promoters
- Poverty Reduction Groups
- Universities and Colleges
- Funding Partners
- Economic Development Agencies, e.g., Regional Enterprise Networks

### *Non-Profit Housing Organizations*

Nova Scotia Non-Profit Housing Association (NSNPHA) members are comprised of non-profit housing providers as well as informal housing groups, networks, and coalitions – the latter may have a different kind of membership to reflect their informal status. These non-profit organizations and informal housing groups carry out housing initiatives (research, advocacy, awareness raising, and developing and managing housing).

### *Strategic Provincial Partnerships*

A key element to this roadmap is the formation of Strategic Provincial Partnerships to support the work of the affordable housing sector in Nova Scotia. Potential Strategic Provincial Partnerships will be explored more fully, but they are key stakeholders that have been identified as being assets to the community housing sector.

The purpose of forming these partnerships is to support the:

- Delivery of shared programs and services,
- Provision of organizational and technical expertise,
- Collaborative approach to finding housing solutions,
- Advancement of sectoral research, funding, capacity building, wrap around and navigation services, and
- Acquisition of land for non-profit housing development.

#### Proposed Members of Provincial Strategic Housing Partnership:

- Co-operative Housing Federation of Canada – Atlantic Region
- Mi'kmaw and Indigenous, African Nova Scotians and Persons of African Descent, 2SLGBTQQAAP, Persons with Disability, Women, Youth, Persons who were Previously Incarcerated, Seniors, People Living with Mental Illness and / or Addictions, Recent Immigrants, Newcomers or Refugee communities or groups
- Nova Scotia Health – Public Health and Mental Health and Addictions Health Promoters
- Universities and Colleges
- Government departments, non-profit service providers, coalitions
- Municipalities (economic development agencies, RENOs)
- Funding partners (CMHC, Housing NS, The Centre, foundations, charities, private sector, other government departments)

#### *Nova Scotia Non-Profit Housing Association*

A key element of the Build Together Roadmap is the formation of a Nova Scotia Non-Profit Housing Association (NSNPHA) to support the mobilization, empowerment, and sustainability of Nova Scotia's Community Housing Sector. Throughout the work of Build Together, it became evident that the province's co-op housing organizations are well served by the Co-operative Housing Federation of Canada – Atlantic Region (CHF-Atlantic) (<https://chfcanada.coop/>). Therefore, the development of a NSNPHA - a non-profit organization governed by a board of directors – is proposed to support, and be comprised of, members who are non-profit housing providers and informal housing groups, networks, coalitions. The NSNPHA will form strategic partnerships at the provincial level to support the work of the sector, and it will convene and support regional housing networks to foster coordination and collaboration throughout the province.

#### The NSNPHA's responsibilities include:

- Adopting and promoting the values and beliefs articulated through the Build Together project,
- Advancing policy issues, including those illuminated by regional housing networks,
- Advocating for the desired changes to the community housing sector documented in the Build Together project,
- Collaborating with government,
- Convening regional housing networks, including first voice and underrepresented group advisors,
- Developing and coordinating programs and services to leverage economies of scale in the sector,
- Creating a Management Information System (MIS),

- Developing and implementing a communications strategy,
- Forming strategic provincial partnerships,
- Identifying and communicating funding program information,
- Liaising with other provincial non-profit housing associations nation-wide,
- Providing capacity building opportunities, such as organizational development, within the sector, and
- Reaching out to non-profit housing organizations.