



# Strategic Plan 2026 – 2029

National Charitable Housing Developer



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# Executive Foreword



**Sheldon Pollett**  
Executive Director  
Raising the Roof

“Homelessness is not inevitable—it is preventable when the right housing solutions are in place.”

Canada is facing a housing and homelessness crisis of unprecedented scale. Across the country, communities of all sizes are experiencing rising homelessness, deepening affordability challenges, and increasing pressure on systems not designed to meet today’s demand. The urgency is clear: we must concurrently increase and preserve affordable housing supply, strengthen partnerships, support community-led responses, and invest in innovative programs that respond to local needs and realities.

For more than 25 years, Raising the Roof has contributed to addressing homelessness and housing insecurity through public awareness, community engagement, research, and support for innovative programs with partners across Canada. This work helped elevate national attention on both homelessness and the structural housing challenges that drive it.

Building on this foundation, in 2019 the Board and staff at Raising the Roof made a deliberate commitment to strengthen our impact by focusing on the development and operation of affordable housing. This strategic shift has rapidly evolved the organization, and this plan sets out our intention to strengthen and scale that work over the next three years. It also reinforces our commitment to work alongside communities and partners to deliver housing and innovative programs that are locally driven and nationally supported.

Raising the Roof is firmly positioned as a leading national charitable housing developer, operator, and partner, focused on creating and operating affordable housing as a direct response to homelessness across Canada. Our approach is grounded in community-led development and strengthened through partnerships that enable innovative programs to take shape and scale. **We support local partners, organizations, and leaders to bring forward housing solutions and program models that reflect the needs of the people and communities we collectively serve.**

We recognize that sustainable responses to homelessness are built within communities, not imposed upon them. This position reflects both what we have learned and what this moment demands: impact must be demonstrated not only through advocacy, but through the delivery of housing solutions that work in real community contexts.

## How We Got Here

**1997–2018:** RTR built its national profile through fundraising, research, public engagement, pilot projects, and homelessness prevention initiatives.

**2019–2025:** RTR moved from pilot work into direct housing development, ownership, and operations.

**Today:** RTR owns and operates 147 units, has housed 253 people, has facilitated the training of 321 people in the trades with 83% transitioning into full-time construction employment, and is supporting more than 1000 additional units in pre-development and construction.

Over the next three years, our strategy is disciplined and focused. We will expand our national housing portfolio to meet the needs of those experiencing and at risk of homelessness, strengthen the capital models required to build at scale, deepen partnerships that enable community-led housing and innovative program responses, support others in their efforts to develop and operate affordable housing, and continue to advance operational excellence and strong tenancy outcomes that support long-term housing stability.

This strategy reflects the insight and commitment of our Board, leadership team, staff, and partners across the country. It is informed by our experience and that of our partners, including both successes and lessons learned as we evolved from an advocacy-focused organization to one directly delivering housing and supporting innovative, community-based programs. It is grounded in a shared belief: **homelessness is not inevitable; it is preventable when the right housing solutions, designed and delivered with communities, are in place.**

I have seen firsthand the impact that stable, affordable housing has on people's lives. When individuals and families move out of homelessness and into safe, affordable homes with the supports that meet their needs, the results are immediate and lasting: greater stability, improved well-being, and stronger connections to community. These outcomes are strongest when housing and supports are rooted in the communities' people call home.

This plan is more than a statement of intent. It is a commitment to our partners, to communities leading this work, and to the people experiencing homelessness or housing insecurity whose lives are shaped by access to housing and supports. The examples throughout this document demonstrate that Raising the Roof's strategy is already underway and built to scale through community-led action and partnership-driven innovation.

We invite you to engage with this strategy and join us in advancing community-led housing and innovative program solutions that expand affordable housing and help end homelessness across Canada.

Mission Statement

Raising the Roof is a national charitable housing developer. We work with local partners to create and operate affordable housing and shape solutions that make homelessness preventable.

Vision 2029 Success Indicators

Dimension	2029 Target State
Housing Portfolio	350–500 units in operation
Development Pipeline	1,000+ units under development
Geographic Presence	Projects in 4–6 provinces
Capital Platform	Social bonds \$10-50 million
Assets Under Management	\$100M+
Financial Resilience	6-month operating reserve
Development Model	Direct ownership + partnerships
Strategic Role	National and international charitable housing leader

Strategic Priorities (2026–2029)

1. Strengthen RTR’s National Housing Portfolio
2. Build Sustainable Capital and Funding Models
3. Enhance Operational Excellence and Organizational Capacity
4. Strengthen Partnerships and Advocacy Leadership
5. Embed Social Procurement and Workforce Development
6. Amplify Brand, Fundraising, and Impact Measurement

Our Impact at a Glance\*



147

**Housing Units Owned & Operated**



253

**People Housed**



321

**People Trained in the Trades**



1000+

**Additional Units in Development Pipeline**

\*As of May 2026

**Raising the Roof is building more than housing. We are building stronger communities and a more resilient Canada.**

# The Moment We Are In

## **An Unprecedented National Challenge**

Canada is facing a housing crisis of increasing scale, complexity, and urgency. Across the country, communities are experiencing rising homelessness, persistent affordability challenges, and growing pressure on systems that are struggling to keep pace with demand. What was once understood as a cyclical housing issue has become a structural challenge shaped not only by population growth, constrained supply, and rising construction costs, but also by poverty, the financialization of housing, limited deeply affordable options, and funding and approval systems that are often too slow or fragmented to match the scale of need.

At the same time, the impact is becoming more visible and more acute. Individuals and families are spending longer periods in unstable housing, shelters are operating at or beyond capacity, and communities are facing difficult choices about how to respond with limited resources. The consequences extend beyond housing alone, affecting health systems, social services, labour markets, and community well-being.

## **Moving Beyond Project-by-Project Solutions**

Despite significant efforts across all levels of government and the non-profit sector,

the current system is not producing housing at the scale or speed required. Development processes remain complex and fragmented. Capital is often constrained or inflexible. Partnerships, while essential, are not always aligned or coordinated. As a result, many promising housing opportunities are delayed, reduced in scope, or not realized at all.

**This moment calls for a different approach.**

There is a growing recognition that addressing housing and homelessness requires models that integrate development, financing, partnerships, long-term operations, and strong tenancy outcomes. Solutions must move beyond individual projects toward approaches that can be replicated, scaled, and sustained across communities. Housing security can be achieved by supporting tenants with ongoing, person-centric, wraparound supports.

Within this context, Raising the Roof's role has evolved in response to the changing nature of the housing challenge itself.

For more than 25 years, Raising the Roof has contributed to addressing homelessness in Canada through public engagement, awareness campaigns, research, innovative community-based initiatives, and our iconic nationally recognized Toque Campaign.

RTR raised over \$8 million to support more than 200 agencies engaged in vital homelessness prevention work. The campaign played an important role in elevating the national conversation, supporting a wide range of nationally recognized homelessness prevention efforts, and mobilizing support for action.

Over time, the organization expanded its focus from awareness and fundraising into program delivery, and then into the development, ownership, and operation of affordable housing. Through this progression, Raising the Roof gained direct experience in capital structuring, partnership building, long-term asset stewardship, and the operational excellence required to support healthy tenancies. That operational learning continues to be strengthened through practice, partner feedback, and collaboration with the Canadian Observatory on Homelessness.

This progression reflects more than organizational growth; it reflects a response to the changing nature of the housing challenge itself.

## **A Unique Blueprint for Permanent Stability**

Today, Raising the Roof already plays a direct and impactful role, not only contributing to housing solutions, but demonstrating how they can be delivered more effectively through disciplined development, strong local partnerships, and sustainable operations. Our housing model is unique in the sector because it includes national development, national fundraising, local service delivery with design

consultation, intake, ongoing support services, and property management.

Our approach combines niche affordable housing development expertise with deep integrated local partnerships that connect people in need of housing and provides tailored supports that ensures housing stability.

This strategic plan is our commitment to build on that foundation and to extend its impact.

By combining disciplined housing development, housing operations excellence, strong partnerships, and innovative financing approaches, Raising the Roof plays a meaningful role in expanding the supply of affordable housing while contributing to broader system change. In doing so, the organization helps communities move from response toward prevention.

The sections that follow outline how Raising the Roof will build on this foundation to advance its vision for 2029 and beyond.

# Mission Statement

Raising the Roof is dedicated to transforming housing in Canada. Our national housing crisis requires solutions that expand affordable housing supply while strengthening the systems that enable communities to prevent homelessness. Raising the Roof's strategy for the next phase of its work is built on a simple but powerful principle: demonstrate what works through disciplined housing development and use that experience to influence how housing systems evolve.

By combining practical development with national and local partnerships, operational discipline, and capital innovation, Raising the Roof can help accelerate housing solutions while shaping how communities across Canada respond to homelessness. Our Mission Statement makes our organizational purpose clear:

**Raising the Roof is a national charitable housing developer.  
We work with local partners to create and operate affordable housing and shape solutions that make homelessness preventable.**

## Our Mission Explained

Raising the Roof exists to work with community housing providers to help expand the supply and preservation of safe, stable and affordable housing in Canada. The organization's work is grounded in the belief that housing supply, strong partnerships, and innovative development models are essential to preventing homelessness before it begins.

*As a national charitable housing developer, Raising the Roof collaborates with municipalities, community organizations, mission-aligned developers, and philanthropic partners to create and operate affordable housing that strengthens communities and expands access to stable homes.*

Through its development work and partnerships, RTR also contributes to broader housing solutions demonstrating approaches that help communities respond more effectively to housing shortages and prevent homelessness over the long term.

# Raising the Roof's Values

Raising the Roof's work is grounded in a set of eight values that guide how the organization develops housing, builds partnerships, and delivers long-term solutions to homelessness. These values reflect both the organization's history and its commitment to responsible growth as Canada's charitable housing developer. The strategic significance of each value is expressed through the actions RTR will take over the next three years and beyond.

## 01

### Dignity

We believe in every person's right to a safe, stable home and the opportunity to reach their full potential. Housing is more than infrastructure; it is the foundation for stability, health, and participation in community life.

As RTR grows and scales, it will continue to protect the human-centred nature of its work. Housing is never only about buildings; it is about dignity, safety, belonging, and the conditions people need to thrive.

## 02

### Equity & Inclusion

We actively remove barriers and build pathways for those most marginalized. Our housing initiatives prioritize inclusive opportunities and expand access for people facing systemic disadvantage.

This value is reflected not only in social procurement and local wealth creation, but in how RTR designs projects, selects partners, and expands access for people who face structural barriers to stable housing.

## 03

### Innovation

We design and deliver new housing solutions that challenge the status quo. Raising the Roof continues to evolve its approach to housing development, partnerships, and financing to expand impact on the system.

Innovation is critical over the next three years as modern methods of construction, off-site construction, public land partnerships, and social finance continue to evolve. RTR will contribute to that innovation frontier in ways that remain grounded in mission, evidence, and practical delivery.

## 04

### Sustainability

We build and operate homes that are environmentally, financially, and socially sustainable. Long-term stewardship ensures that affordable housing remains viable and resilient for generations.

RTR will embed sustainability as a non-negotiable part of how it designs, finances, delivers, and operates housing, recognizing that long-term resilience depends on sound environmental, financial, and operating choices.

## 05

### Collaboration & Partnership

We work across sectors, communities, and stakeholders to achieve greater scale and impact. Local social service agencies help inform property selection and design, partner on referrals and wraparound supports, and strengthen community fit. Local property management partners provide responsive on-the-ground management. Trades training and employment partners expand community impact through workforce development. National and international networks of mission-aligned organizations help us learn, share knowledge, and strengthen the broader housing ecosystem.

The next phase of our organizational evolution requires us to continue building partnerships across public land opportunities, modern construction methods, housing support providers, social enterprise organizations, and social finance networks so that we can deliver more housing and stronger outcomes together than we could alone.

## 06

### Accountability & Stewardship

We manage our assets, resources, and impact with transparency and discipline. Responsible stewardship of housing assets and funding ensures lasting value for communities and partners.

RTR is committed to growing and scaling responsibly while maintaining affordability rather than treating housing assets as vehicles for capital gain. Stewardship and accountability to tenants, donors, funders, and communities will remain central to how the organization operates.

## 07

### Impact-Oriented

We measure success not only by the housing we build, but by the stability, safety, and opportunity that people experience when they have a home that works for them.

RTR is committed to articulating the human, social, and economic value associated with its work. This will strengthen the organization’s capital position, policy credibility, and ability to demonstrate lasting impact.

## 08

### Resilience & Adaptability

We embrace change and respond to evolving housing challenges with flexibility, learning, and determination.

Federal, provincial, and municipal policy changes, evolving funding models, modern methods of construction, and changing market conditions all reinforce the need for RTR to remain adaptive, agile, and innovative.



#### **Young Street Winnipeg, Manitoba** **23 units | 40 beds**

A vacant, derelict apartment building was transformed into safe, affordable housing for families in need, including those working toward reunification.

Delivered in partnership with a social enterprise contractor, supported by on-site case management, and grounded in long-term operating stewardship, this project reflects RTR’s integrated model of housing development, social procurement, and healthy tenancy.

# Vision 2029

Canada's housing crisis has reached a scale that demands new approaches to how housing is financed, developed, and delivered. Across the country, communities are struggling with rising homelessness, widening affordability gaps, and a housing system that cannot keep pace with demand. While governments, developers, and non-profits each play important roles, there is a growing recognition that new models of partnership and development are required to expand affordable housing at scale.

Raising the Roof believes that charitable organizations can play a critical role in this effort by mobilizing capital, convening partners, and accelerating housing solutions that prioritize prevention and community impact. The organization's next chapter builds on this opportunity to demonstrate how a charitable housing development model can help expand Canada's housing supply while contributing to the prevention and reduction of homelessness.

**Raising the Roof is already delivering and scaling affordable housing solutions across multiple provinces while demonstrating key elements of its charitable development model in practice.**

By December 2029, Raising the Roof will be recognized nationally and internationally as a charitable housing developer with a growing portfolio of affordable housing projects operating across Canada.

RTR has demonstrated the ability to develop, own, and partner on housing projects at scale, with hundreds of units in operation and a strong pipeline of projects under development across multiple provinces. Its disciplined development model balances direct ownership with strategic partnerships, enabling the organization to grow while managing risk and maintaining mission alignment.

## **Building the Foundation for Growth**

Through innovative capital strategies, including social finance fund structures and diversified funding sources, RTR will build a robust capital platform that allows the organization to respond quickly to new development opportunities while maintaining long-term financial resilience.

Internally, RTR has matured into a high-capacity national organization, supported by strong financial systems, modern governance practices, and a professional staff structure aligned with the scale and complexity of its housing portfolio. With stable leadership, integrated data systems, and disciplined financial planning, the organization now has the operational backbone required to sustain long-term growth.

As its development track record has expanded, RTR has become a trusted partner for governments, communities, philanthropic investors, and mission-aligned developers, known for delivering housing projects that prioritize prevention, affordability, and community collaboration.

By combining housing development, capital innovation, and strong partnerships, **Raising the Roof is recognized not only for building housing, but also for demonstrating how charitable development models can play a critical role in preventing and reducing homelessness across Canada.**

## Vision 2029 Success Indicators

Dimension	2029 Target State
Housing Portfolio	350–500 units in operation
Development Pipeline	1,000+ units under development
Geographic Presence	Projects in 4–6 provinces
Capital Platform	Social bonds \$10-50 million
Assets Under Management	\$100M+
Financial Resilience	6-month operating reserve
Development Model	Direct ownership + partnerships
Strategic Role	National and international charitable housing leader

# Strategic **Priorities**

**01**

## **Housing Portfolio**

Expand RTR's national portfolio of owned and partnered affordable housing

**02**

## **Capital & Funding**

Build a diversified capital platform to support development at scale

**03**

## **Organizational Capacity**

Strengthen systems, governance and internal infrastructure

**04**

## **Partnerships & Advocacy**

Position RTR as a national leader in collaborative housing solutions

**05**

## **Social Procurement**

Integrate workforce development and community benefits into projects whenever feasible

**06**

## **Brand & Impact**

Strengthen fundraising, communications and impact measurement



# Strategic Priorities (2026-2029)

Raising the Roof's strategy is advanced through six integrated strategic priorities. Together, they translate the organization's mission into coordinated action by expanding affordable housing, strengthening systems, and contributing to the prevention of homelessness.

While each priority has a distinct focus, they are interdependent and must be advanced in alignment. Housing development drives credibility; capital enables growth; organizational capacity sustains performance; partnerships expand influence; social procurement deepens impact; and brand and data systems reinforce trust and scale.

**The strategy's six strategic priorities include:**

- 01** Strengthen RTR's National Housing Portfolio
- 02** Build Sustainable Capital and Funding Models
- 03** Enhance Operational Excellence and Organizational Capacity
- 04** Strengthen Partnerships and Advocacy Leadership
- 05** Embed Social Procurement and Workforce Development
- 06** Amplify Brand, Fundraising, and Impact Measurement

## Strategic Priority 1

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### Strengthen RTR's National Housing Portfolio

Housing development and sustainable operations are the core engine of Raising the Roof's strategy. By expanding its portfolio of owned and partnered housing, RTR demonstrates how charitable development can increase affordable housing supply while contributing to long-term homelessness prevention through sustainable operations and healthy tenancy outcomes.

Over the next three years, RTR will scale its development pipeline, expand into new regions, and strengthen its role as owner, operator, and partner. This work will reinforce RTR's credibility as a disciplined national housing developer with the operational capability to sustain long-term impact.

#### Goals

	<b>1.1</b> Expand RTR's housing portfolio across multiple provinces, including entry into at least one new region
	<b>1.2</b> Increase the scale and consistency of housing development and acquisition activity
	<b>1.3</b> Strengthen long-term asset stewardship and operational performance across the portfolio

## OBJECTIVES

- ✓ Develop a diversified pipeline of projects across existing and new jurisdictions
- ✓ Increase internal development and operations capacity to support portfolio growth
- ✓ Establish repeatable development and delivery models
- ✓ Integrate operations expertise earlier in project planning and acquisition decisions
- ✓ Strengthen asset management practices, including capital reserve planning and performance monitoring



**Shiloh House, Caledon, Ontario**  
**1 unit | 4 residents**

A vacant heritage church was converted into supportive housing for adults with developmental disabilities. As a pilot model, this project demonstrates how housing, training, and support services can be integrated into a scalable, community-based development approach.



**New Beginnings, Gander, Newfoundland - 14 housing units | 22 transitional units**

Raising the Roof is leading development planning for a community-driven housing and shelter initiative that integrates permanent housing, emergency services, and on-site supports. The project addresses critical service gaps while strengthening local capacity to prevent homelessness.



## KEY PERFORMANCE INDICATORS (KPIs)

- Number of new housing units delivered and/or acquired annually
- Total units in active development pipeline and under management
- Number of provinces with active projects or partnerships
- Average project delivery timelines and cost performance
- Portfolio-level operating performance, e.g., vacancy, arrears, maintenance costs
- Capital reserve adequacy relative to portfolio requirements

## Strategic Priority 2

### Build Sustainable Capital and Funding Models

Capital is the primary enabler of RTR's ability to develop housing at scale. To support growth, RTR will build a diversified and resilient capital structure that integrates philanthropy, government funding, and social finance.

Over the strategy period, RTR will strengthen traditional fundraising while building a more sophisticated capital platform capable of supporting both development and operations.

#### Goals

	<b>2.1</b> Establish a diversified capital stack that supports sustained housing development
	<b>2.2</b> Launch and scale innovative financing tools, including social finance mechanisms
	<b>2.3</b> Strengthen multi-year operational funding to support organizational stability

## OBJECTIVES

- ✓ Launch RTR's social finance product
- ✓ Expand relationships with institutional, corporate, and philanthropic investors and funders
- ✓ Increase the proportion of flexible and pre-development capital available
- ✓ Strengthen fundraising systems, donor tracking, and stewardship practices
- ✓ Align capital planning with development pipeline and organizational capacity



### Birchmount Park Toronto, Ontario 28 units preserved

Through the City of Toronto's Multi-Unit Residential Acquisition (MURA) program, Raising the Roof acquired at-risk rental housing to preserve long-term affordability. This project demonstrates how strategic capital and municipal partnership can prevent displacement and maintain existing affordable housing supply at scale.



## KEY PERFORMANCE INDICATORS (KPIs)

- Total capital raised annually (by source: philanthropy government, social finance).
- Proportion of flexible vs. restricted funding
- Number and value of multi-year funding agreements
- Successful launch and uptake of social finance product
- Growth in donor base and donor retention rates
- Capital availability aligned with development pipeline needs

### Strategic Priority 3

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## Enhance Operational Excellence and Organizational Capacity

As RTR scales its development and national presence, internal systems, governance, and organizational capacity must continue to evolve accordingly. Operational excellence is essential to ensuring that growth is sustainable, disciplined, and aligned with mission.

This priority focuses on strengthening the organization’s internal infrastructure—including finance, HR, data systems, and governance—to support long-term performance.

### Goals

	<p><b>3.1</b></p> <p>Build and continue strengthening organizational systems and structures that support national growth</p>
	<p><b>3.2</b></p> <p>Strengthen financial management, planning, and reporting capabilities</p>
	<p><b>3.3</b></p> <p>Develop a high-performing, values-driven organizational culture</p>

## OBJECTIVES

- ✓ Implement updated HR policies, employment frameworks, and compensation system
- ✓ Establish a CFO-level function to support financial strategy and investment planning
- ✓ Modernize financial, data, and reporting systems
- ✓ Strengthen governance practices and Board reporting
- ✓ Align staffing structure and capacity with strategic growth priorities

## KEY PERFORMANCE INDICATORS (KPIs)

- Implementation of updated HR policies and organizational systems
- Establishment and effectiveness of senior financial leadership (e.g., CFO role)
- Reduction in audit findings and financial management gaps
- Staff retention, engagement, development, and systems optimization metrics
- Timeliness and quality of financial and operational reporting
- Alignment between staffing capacity and development pipeline

## Strategic Priority 4

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### Strengthen Partnerships and Advocacy Leadership

Addressing housing and homelessness requires coordinated, cross-sector action. RTR will strengthen its role as a national convener and partner, leveraging its development experience to inform policy, influence funding approaches, and expand collaboration.

By positioning itself as a delivery-grounded housing leader, RTR can contribute to shaping more effective housing systems across Canada in partnership with national, international, and community-based organizations that share its values.

#### Goals

	<p><b>4.1</b></p> <p>Establish RTR as a recognized national leader in collaborative housing solutions</p>
	<p><b>4.2</b></p> <p>Expand and deepen partnerships across government, non-profit, and private sectors</p>
	<p><b>4.3</b></p> <p>Strengthen RTR's contribution to housing policy and system-level solutions</p>

## OBJECTIVES

- ✓ Build structured partnerships with federal, provincial, and municipal governments
- ✓ Expand relationships with Indigenous, rural, and community-based partners
- ✓ Participate in national housing initiatives, forums, and policy discussions
- ✓ Leverage development experience to inform advocacy and system change
- ✓ Align partnership strategy with capital, development, and impact goals



### Integrated Youth Services, Newfoundland

Development management (non-residential prevention model)  
RTR is supporting the development of youth service hubs that provide coordinated supports to young people at risk of homelessness. This work expands RTR's role into prevention-focused infrastructure while maintaining alignment with its mission.

## KEY PERFORMANCE INDICATORS (KPIs)

- Number and depth of strategic partnerships established
- Funding agreements and collaborative initiatives secured
- Participation in national housing policy forums and working groups
- Number of policy contributions, submissions, or advisory roles
- Geographic expansion of partnerships across Canada
- Partner satisfaction and engagement indicators

Strategic Priority 5

**Embed Social Procurement and Workforce Development**

RTR’s approach to housing development includes a commitment to generating broader social value. RTR will pursue social procurement and workforce development wherever possible, and to the greatest degree possible, while protecting sustainable housing outcomes, project viability, construction quality, schedule discipline, and long-term operations.

This priority strengthens the connection between housing development and social impact without displacing RTR’s core responsibility to deliver and operate affordable housing successfully.

**Goals**

	<p><b>5.1</b> Integrate social procurement practices across development projects wherever feasible and appropriate</p>
	<p><b>5.2</b> Expand workforce development and training opportunities linked to housing projects</p>
	<p><b>5.3</b> Measure and communicate the social impact of procurement and employment outcomes</p>

## OBJECTIVES

- ✓ Implement and refine RTR's social procurement framework so that it can be applied wherever possible without compromising project viability, quality, or operating outcomes
- ✓ Expand partnerships with social enterprises, trades training organizations, and employment-focused community partners
- ✓ Integrate workforce development targets into project planning and delivery
- ✓ Develop systems to track employment and training outcomes
- ✓ Align social procurement with funding and partnership strategies



**Butterfly Lodge, Winnipeg, Manitoba**  
**3 units | 12 residents**

An abandoned commercial property was converted into housing for Indigenous families at risk of separation. Delivered with local partners and social enterprise contractors, the project combines culturally appropriate housing with employment pathways, wraparound supports, and a model of long-term operating partnership.



### Trades Training

**321 individuals trained**  
**83% transitioned to employment**

Raising the Roof integrates workforce development into its construction model by partnering with social enterprise contractors. Individuals facing barriers to employment gain hands-on training, income, and pathways to long-term careers, extending the impact of each housing project beyond the built asset while reinforcing local capacity.



## KEY PERFORMANCE INDICATORS (KPIs)

- Percentage of projects applying social procurement practices where feasible
- Number of individuals engaged in training and employment through projects
- Hours of training and employment generated
- Number of social enterprise partners engaged
- Measurable community and employment outcomes per project
- Integration of social outcomes into funding and reporting frameworks

## Strategic Priority 6

### Amplify Brand, Fundraising, and Impact Measurement

As RTR continues to grow as a charitable housing developer, its brand, communications, and impact measurement must reflect that maturity. Clear, credible communication of results will strengthen donor confidence, attract partners, and reinforce RTR's position as one of Canada's most trusted charitable housing organizations.

This priority connects storytelling, fundraising, and data into a unified platform for growth and influence.

#### Goals

	<p><b>6.1</b></p> <p>Strengthen RTR's national brand as a housing solutions organization</p>
	<p><b>6.2</b></p> <p>Expand donor engagement and fundraising effectiveness</p>
	<p><b>6.3</b></p> <p>Build a robust impact measurement and reporting platform</p>

## OBJECTIVES

- ✓ Develop and execute national communications and brand strategy
- ✓ Strengthen donor engagement, retention, and stewardship systems
- ✓ Build integrated data systems for tracking housing and social outcomes
- ✓ Establish partnerships to support impact measurement and research
- ✓ Align communications with development milestones and impact results

## KEY PERFORMANCE INDICATORS (KPIs)

- Growth in donor base, retention rates, and fundraising revenue
- Brand awareness and engagement metrics (media, digital, events)
- Implementation of integrated data and evaluation systems
- Frequency and quality of impact reporting (e.g., dashboards, reports)
- Alignment between communications, fundraising, and project delivery
- Evidence of increased partner and funder confidence

# Implementation Framework

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## Turning Strategy into Action (2026–2029)

Raising the Roof’s strategy will be implemented through a structured, phased approach that aligns leadership accountability, organizational capacity, and performance measurement. This framework ensures that strategic priorities are translated into coordinated action while maintaining the flexibility required to respond to a dynamic housing environment.

### 1. Implementation Phases

The approach emphasizes **clarity of direction, disciplined execution, and continuous learning**. The strategy will be delivered across three overlapping phases:

#### Phase 1: Foundation (0–12 Months)



##### Objective:

Invest in and establish the organizational, financial, and operational foundations required to support growth, including the investments needed to scale effectively.



##### Focus Areas:

- Confirm development pipeline and priority projects
- Launch capital strategy, including social finance tools
- Implement HR policy updates and organizational structure alignment
- Strengthen financial systems and reporting processes
- Initiate data and impact measurement framework
- Formalize key partnerships (government, capital, sector)



##### Outcome:

RTR is operationally aligned, financially structured, and positioned for disciplined growth.

## Phase 2:

### Scaling (12–24 Months)



#### Objective:

Expand housing development activity and deepen partnerships.



#### Focus Areas:

- Increase volume of housing projects across multiple regions
- Activate diversified capital sources and funding streams
- Expand national partnerships and advocacy presence
- Embed social procurement across active projects
- Strengthen brand visibility and donor engagement
- Enhance internal coordination across functions



#### Outcome:

RTR demonstrates consistent delivery and growing national presence

## Phase 3:

### Integration & Influence (24–36 Months)



#### Objective:

Consolidate growth and extend system-level influence.



#### Focus Areas:

- Optimize portfolio performance and asset management
- Demonstrate measurable impact across housing and social outcomes
- Strengthen policy influence and sector leadership
- Refine capital models based on performance and learning
- Expand data-driven decision-making across the organization



#### Outcome:

RTR is recognized as a national leader in charitable housing development and system innovation.

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## Annual Planning Cycle

To maintain alignment between strategy and execution, RTR will operate on a structured planning cycle:

 Annual (Board-Level)	 Quarterly (Leadership-Level)	 Monthly (Operational-Level)
<ul style="list-style-type: none"> <li>• Confirm strategic priorities and annual targets</li> <li>• Review performance against prior year outcomes</li> <li>• Approve capital plan and major initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Review progress against strategic priorities</li> <li>• Assess risks, capacity pressures, and dependencies</li> <li>• Adjust sequencing and resource allocation as required</li> </ul>	<ul style="list-style-type: none"> <li>• Track key performance indicators</li> <li>• Monitor project delivery, financial performance, and partnerships</li> <li>• Identify emerging issues and corrective actions</li> </ul>

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## Governance & Accountability

Effective implementation requires clear accountability at all levels of the organization.



### Board of Directors

- Provide strategic oversight and governance
- Approve major capital decisions and risk frameworks
- Monitor organizational performance and impact



### Executive Leadership

- Translate strategy into organizational direction and priorities
- Ensure alignment across development, capital, operations, and partnerships
- Manage organizational risk, capacity, and performance



### Leadership Team

- Own delivery of strategic priorities within their domains
- Coordinate across functions to manage interdependencies
- Report on progress, risks, and performance indicators



### Cross-Functional Integration

Given the interdependent nature of the strategy:

- Development, capital, operations, and partnerships must be tightly coordinated
- Data and impact measurement must inform all domains
- Capacity and sequencing decisions must be aligned across teams

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## Performance Measurement Framework

RTR will measure progress using a balanced set of indicators aligned with its strategic priorities.

### Output (What We Deliver)

- Housing units developed, acquired, and operated
- Capital raised and deployed
- Projects completed and partnerships established

### Outcome (How We Perform)

- Portfolio stability and operational performance
- Strength and depth of partnerships
- Organizational capacity and system effectiveness

### Impact (Why It Matters)

- Housing stability and tenant outcomes
- Workforce development and employment outcomes
- Contribution to homelessness prevention

### Performance data will be:

- Regularly reviewed by leadership
- Reported to the Board in structured formats
- Used to inform decision-making and strategy adjustments

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## Strategic Risk & Capacity Management

RTR's ability to deliver this strategy depends on actively managing key risks and capacity constraints.

### Key Considerations:



Alignment between capital availability and development pipeline



Organizational capacity to support geographic expansion and increase in regional project portfolios



Balance between growth and long-term asset stewardship



Readiness of systems (finance, HR, data) to support scale



External factors (policy, funding environment, construction costs)

RTR will adopt a proactive approach to identifying and managing these factors through regular leadership review and Board oversight.

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## Continuous Learning & Adaptation

This strategy is designed to be both disciplined and adaptive.

### RTR will:

- Use data and experience to refine its development and capital models
- Incorporate lessons learned from projects and partnerships
- Adjust priorities and approaches in response to changing conditions
- Strengthen internal and external feedback loops



This approach ensures that the organization remains responsive while maintaining focus on its long-term objectives.

# Closing Positioning

This Implementation Framework ensures that Raising the Roof's strategy is not only clearly defined, but **actively managed, measured, and refined over time.**

It reflects the organization's commitment to:



**Disciplined Growth**



**Responsible Stewardship**



**Measurable Impact**



**Sustained Leadership in Addressing Housing and Homelessness**



Together, this framework positions RTR to deliver on its mission and build a future where everyone has a safe, stable place to call home.

# Our Commitment

Raising the Roof's 2026–2029 strategy reflects a clear and deliberate evolution in our organization's role, building on decades of public leadership and six years of direct housing development and operations.

**This plan is grounded in both urgency and opportunity.**

The housing challenges facing communities across Canada are complex and growing, but they are not insurmountable. With the right combination of development capacity, capital, partnerships, and discipline, meaningful progress is possible. This strategy sets a focused path forward.

**Over the next three years,** Raising the Roof will expand its housing portfolio, strengthen its organizational capacity, deepen the partnerships required to deliver sustainable housing outcomes, and continue improving the operating systems and tenancy supports that make those outcomes durable. This work will require focus, coordination, and accountability.

**Success will depend** not only on what is built, but on how it is built and operated: through strong partnerships, responsible stewardship, healthy tenancy, and a commitment to measurable impact. Raising the Roof is well positioned for this next phase of growth.

**With a clear mission,** a disciplined strategy, and the commitment of its Board, leadership, staff, and partners, the organization is prepared to take on a more direct and sustained role in expanding affordable housing supply and shaping scalable solutions across Canada. This is both a responsibility and an opportunity.

**The work ahead** will contribute not only to increasing housing supply, but to shaping solutions that help make homelessness preventable, strengthening communities and creating lasting public value.

Together, we are raising more than roofs. We are building homes, strengthening communities and creating a better future for all.

# Appendix A

## Strategic Planning Approach & Methodology

### 1 Strategic Foundations

This strategic plan was developed using a structured and disciplined approach that integrates established strategic planning frameworks with the specific realities of Raising the Roof's operating environment.

The approach draws on principles from:



Systems thinking  
and adaptive  
strategy



Scenario-  
informed  
planning



Capacity-aligned  
growth models



Integrated  
strategy and  
execution  
frameworks

These foundations were not applied as fixed or prescriptive models. Instead, they were adapted to reflect Raising the Roof's stage of development, national scope, and evolving role as developer, owner, operator, and partner.

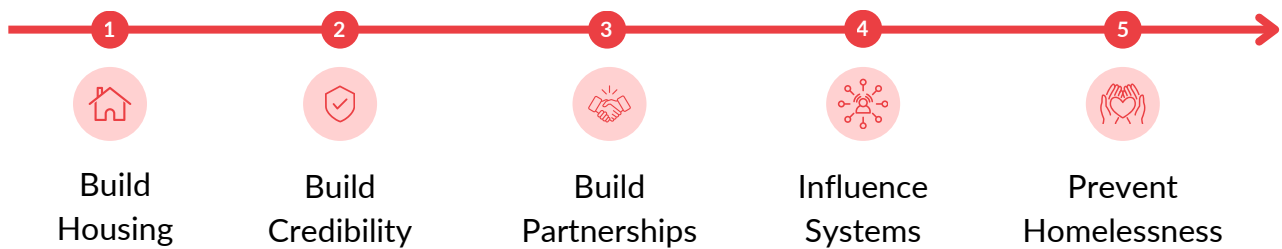
Emphasis was placed on aligning:

- Mission and organizational identity
- Development capacity and capital strategy
- Partnerships and system influence
- Execution discipline and organizational readiness

This approach ensured that the strategy is both **aspirational in direction** and **grounded in operational reality**.

To support clarity, alignment, and disciplined decision-making, the strategy is anchored in a core framework that connects housing development activity to broader system impact.

The framework reflects a progression:



This model was used throughout the strategic planning process to:

- Test and refine strategic choices
- Align priorities across functional domains
- Ensure a clear connection between actions and intended outcomes
- Maintain focus on long-term impact while sequencing near-term priorities

The framework provides a consistent lens for both strategy development and implementation, supporting a coherent approach to growth, partnership, and impact.



The strategy was developed through a structured series of four facilitated workshops with Raising the Roof's leadership team.

These sessions were intentionally designed to support both **strategic depth and organizational alignment**, enabling open dialogue, critical thinking, and shared ownership of outcomes.

### The process included:

1

Facilitated workshops focused on strategic priorities, vision, and organizational direction

2

Structured pre-work assignments to gather input across functional areas

3

Iterative discussions to test assumptions, refine ideas, and align perspectives

4

Integration of leadership insights into a unified strategic framework

### Leaders were actively engaged in developing:



Strategic priorities aligned with organizational goals



Domain-specific goals, objectives, and key performance indicators



Perspectives on capacity, risks, and opportunities



This approach ensured that the strategy reflects the **collective expertise and experience of the leadership team**, while also strengthening internal alignment and readiness for implementation.

## Board Engagement & Governance Alignment

The development of this strategy included engagement with Raising the Roof's Board of Directors at key stages in the process.

### The Board provided:

- Input on strategic direction and organizational positioning
- Guidance on alignment with mission and long-term sustainability
- Oversight of the organization's evolving role within the housing sector

### This engagement ensured that the strategy reflects both:

- Operational realities and opportunities
- Governance expectations and fiduciary responsibilities



The result is a strategy that is aligned across leadership and governance, with a shared understanding of priorities, risks, and the path forward.

## From Strategy to Execution

This strategic planning approach was intentionally designed to support effective implementation. The integration of strategic priorities with clearly defined goals, objectives, and key performance indicators ensures that the strategy can be actively managed and measured over time.

### The Framework:

- Supports alignment between strategic direction and operational planning
- Enables consistent performance monitoring and reporting
- Provides a basis for adaptive decision-making in a dynamic environment

This approach positions Raising the Roof to move from strategy to execution with clarity, discipline, and accountability.



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