

# The Future of Social Housing: Toward a More Sustainable Future

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Steve Pomeroy  
Focus Consulting Inc. &  
Carleton University Centre for Urban Research and Education  
(CURE), Ottawa



# Why Modernize?

- Traditional social housing system originates from 1960's
- Issues and challenges have changed
- Traditional model is unsustainable
- Benefit in aligning to take advantage of new opportunities







**A LONG CAGED BIRD ONCE  
LIBERATED WILL SOMETIMES FLY  
BACK TO THE FAMILIARITY  
OF ITS CAGE!**



# A more sustainable sector

- An improved revenue/funding model
- Restructuring and consolidation to optimize leverage of accumulated real property assets.
- Organizational restructuring and capacity building will require the creation of a new supporting institutional framework.



# Envisioning a different future

- More vibrant, resilient and investible with a greater diversity of products, revenue sources and reduced dependence on public subsidy.
- Balance social mission within a more entrepreneurial operating culture (operate as social enterprises).
- New investment and renewal funding focuses on organizations with potential for capacity development and growth, and organizations generating community benefit.



# International examples

- UK
- Netherland
- South Africa
- US- San Diego



# Envisioning a different future

- Sector modernization is facilitated via new institutional structures that emulate the benefits of scale through intermediary organizations and sector consolidation.
- Low-income renters are provided with increased assistance and choice (enabled in part through a new portable housing benefit).
- A sustainable sector (vs. projects)





# Change is hard!

- Complex system, embedded inertia
- Pursuing modernization requires vision, commitment and collaboration
- As David Orr said at ONPHA 2017,  
*we can't predict the future, but we can create it.*

Creating the future requires that we collectively envision it



# Thank you!

Additional background reports available at  
[www.focus-consult.com](http://www.focus-consult.com)

Email: [steve@focus-consult.com](mailto:steve@focus-consult.com)

Phone 613-799-3104

