



Achieving New Heights Through Innovation and Sustainability

Housing York Inc.'s 2017 to 2020 Plan

Presentation to
Housing York Inc. Board

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Housing York Inc. at a glance

A non-profit housing provider

regulated by the *Housing Services Act*, 2011 and incorporated under the *Ontario Business Corporations Act* and owned by York Region

7th

largest social housing provider in Ontario



Residents of Lakeside Residences, Georgina



Residents of Mapleglen Residences, Vaughan



Increasingly diverse residents

Provides affordable housing options

in all nine of the Region's local cities and towns

37

housing communities and more than 2,600 units

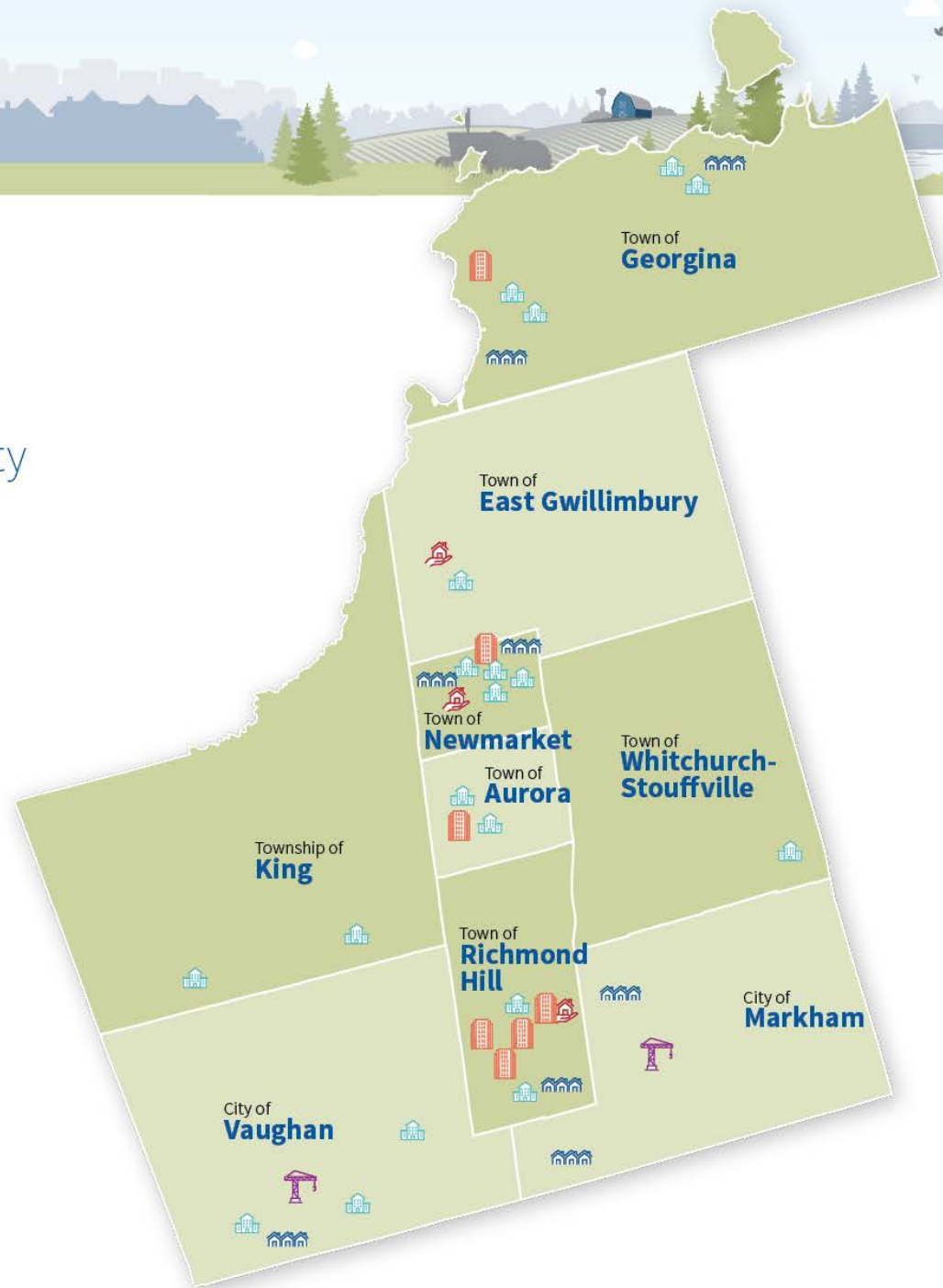
More than 4,000 residents



More than 1,500 units for seniors



communities by municipality



Leading innovation through collaboration

The Plan was developed under the direction of the Housing York Board with input from residents, staff and community partners



Summary of planned directions



Strengthen community health

Residents are engaged in their communities and connected to supports that enable them to maintain successful tenancies.



Build long-term financial sustainability

Housing York is in a strong financial position to meet the housing needs of our residents.



Effectively manage assets

Residents enjoy well-maintained and sustainable buildings that optimize expected building life cycles and costs.



Provide good governance and strengthen organizational capacity

A workplace that continuously innovates to improve business practices and resident services.



Inform and implement Regional housing initiatives

Housing York provides leadership for new housing initiatives for the broader housing sector in York Region.

Strengthen community health

Objective: Residents are engaged in their communities and connected to supports that enable them to maintain successful tenancies.

Actions	2017	2018	2019	2020
<ul style="list-style-type: none"> Initiate use of a Community Health Report Card to monitor and evaluate community health initiatives 	●			
<ul style="list-style-type: none"> Create a partnership framework with community support agencies 	●			
<ul style="list-style-type: none"> Develop a strategy to support diversity and inclusion for residents 		●		
<ul style="list-style-type: none"> Develop and implement a communication plan that leverages technology to encourage greater interaction between residents and Housing York 		●		
<ul style="list-style-type: none"> Identify and share communication resources to help residents build their resiliency, such as personal emergency preparedness 			●	

Build long-term financial sustainability

Objective: Housing York is in a strong financial position to meet the housing needs of our residents.

Actions	2017	2018	2019	2020
Develop and implement a consolidated long-term financial plan. <ul style="list-style-type: none"> » Develop a consolidated reserve fund strategy proposal that streamlines annual Regional subsidy requirements over the long-term » Develop a policy that sets targets for retained earnings and gives direction on the use of any additional surpluses » Update the investment policy to ensure that Housing York reserves are achieving optimal returns 	●	●	●	
<ul style="list-style-type: none"> • Refine the tiered rent model and consider opportunities to implement as an alternative to traditional rent-geared-to-income assistance 		●		
<ul style="list-style-type: none"> • Develop a program framework to manage Housing York’s role in emergency housing facilities 		●		
<ul style="list-style-type: none"> • Explore legal and taxation implications related to potential profit for purpose initiatives 	●			
<ul style="list-style-type: none"> • Identify a range of activities that could generate additional revenue and increase net operating income 				●

Effectively manage assets

Objective: Residents enjoy well-maintained and sustainable buildings that optimize expected building life cycles and costs.

Actions	2017	2018	2019	2020
<ul style="list-style-type: none"> Measure the effectiveness of previous energy initiatives, promote successes and seek Board input on future energy management initiatives 	●			
<ul style="list-style-type: none"> Develop a portfolio management strategy (retention, divesture, acquisition, development) that optimizes the number of quality affordable homes within the projected financial resources 		●		
<ul style="list-style-type: none"> Create an energy management plan that will guide future energy initiatives 		●		
<ul style="list-style-type: none"> Explore opportunities for portfolio growth in partnership with senior levels of government, local cities and towns, school boards, the private sector and others 				●
<ul style="list-style-type: none"> Enhance preventative and predictive maintenance practices and implement a computerized maintenance management system 			●	

Provide good governance and strengthen organizational capacity

Objective: A workplace that continuously innovates to improve business practices and resident services.

Actions	2017	2018	2019	2020
<ul style="list-style-type: none"> • Create mission and vision statements for Housing York within the Regional strategic framework 	●			
<ul style="list-style-type: none"> • Develop and implement a risk management framework to better measure, monitor and mitigate risk 	●			
<ul style="list-style-type: none"> • Develop a performance management framework that encourages efficiency and measures operational effectiveness 		●		
<ul style="list-style-type: none"> • Upgrade the information technology system to encompass enhanced services for residents and vendors 		●		
<ul style="list-style-type: none"> • Initiate strategic planning process for 2021 to 2024 				●

Inform and implement Regional housing initiatives

Objective: Housing York provides leadership for new housing initiatives for the broader housing sector in York Region.

Actions	2017	2018	2019	2020
<ul style="list-style-type: none"> Leverage Housing York’s expertise to inform the Region’s affordable housing policies and initiatives, such as providing Housing York Board advice on income and asset rent subsidy policy options for Regional Council consideration 	●	●		
<ul style="list-style-type: none"> Explore program options that support home ownership 			●	
<ul style="list-style-type: none"> Explore financing and equity-leveraging opportunities, such as the Canadian Housing Finance Authority 		●		
<ul style="list-style-type: none"> Support innovation by acting as a test site that pilots Regional initiatives for programs and services that influence the broader housing sector 				●

Highlights of key deliverables

2017

- Housing York mission and vision statements
- Evaluation of energy initiatives
- Risk management framework
- Partnership framework with community support agencies

2018

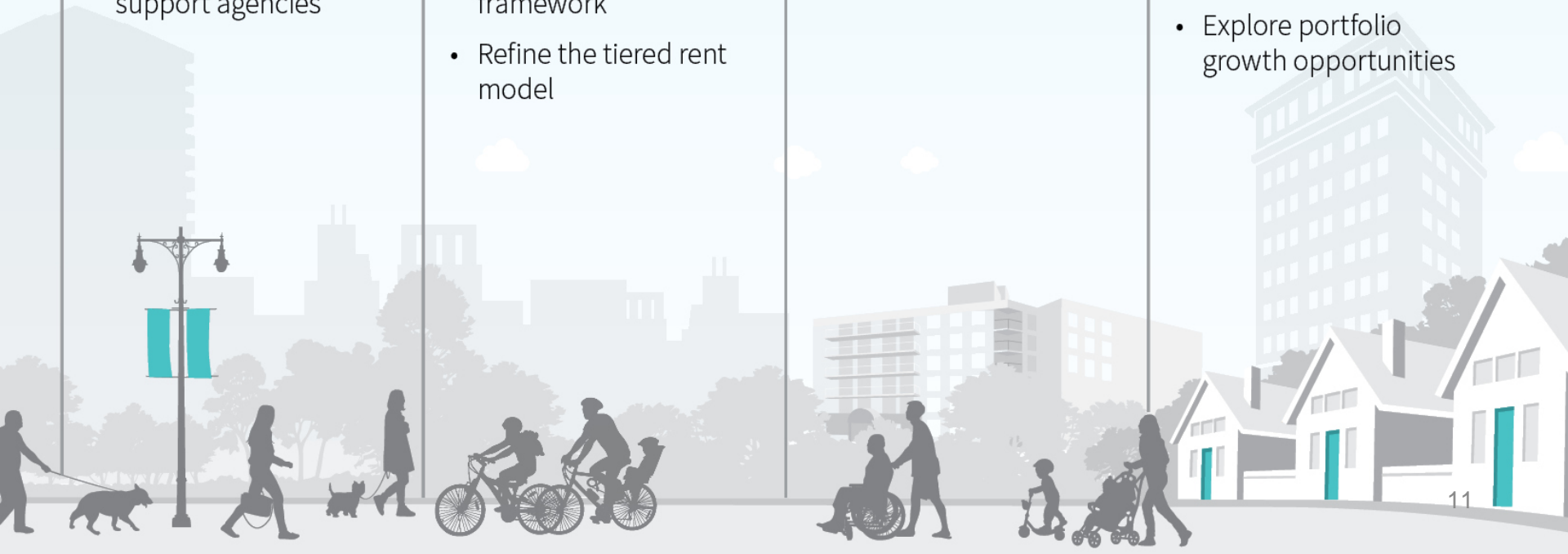
- Resident diversity and inclusion strategy
- Emergency housing program framework
- Energy management plan
- Performance management framework
- Refine the tiered rent model

2019

- Resident resiliency resources
- Computerized maintenance management system
- Home ownership program options

2020

- Consolidated long-term financial plan, with a reserve fund strategy, retained earnings policy, and investment policy
- Activities identified to increase net operating income
- Explore portfolio growth opportunities



Moving forward

As we begin this journey with our partners, we will achieve the following long-term objectives as outlined in the plan.

- Residents are engaged in their communities and connected to supports that enable them to maintain successful tenancies
- Housing York is in a strong financial position to meet the housing needs of our residents
- Residents enjoy well-maintained and sustainable buildings that optimize the expected building life cycles and costs
- A workplace that continuously innovates to improve business practices and resident services
- Housing York provides leadership for new housing initiatives for the broader housing sector in York Region

