



Achieving New Heights Through Innovation and Sustainability

Housing York Inc.'s 2017 to 2020 Plan


Strengthen
Community Health


Financial
Sustainability


Effectively
Manage Assets


Good
Governance


Inform & Implement
Initiatives


**HOUSING
YORK INC.**
Building Strong Communities

York Regional Council and Housing York Inc.'s Board of Directors and leadership team

With the support and contributions of York Regional Council, Housing York Inc.'s Board of Directors, leadership team and staff work to build strong, healthy and affordable housing communities.

York Regional Council appoints 10 Board members. Housing York's Board of Directors sets operational policies and oversees management of the corporation.



**Regional Chairman and CEO
Wayne Emmerson**



**Regional Councillor
City of Markham
Jack Heath
(Chair)**



**Regional Councillor
City of Vaughan
Gino Rosati
(Vice Chair)**



**Regional Councillor
City of Markham
Nirmala Armstrong**



**Mayor
Town of Aurora
Geoffrey Dawe**



**Mayor
Town of East
Gwillimbury
Virginia Hackson**



**Regional Councillor
Town of Richmond Hill
Brenda Hogg**



**Mayor
Town of Georgina
Margaret Quirk**



**Regional Councillor
Town of Richmond Hill
Vito Spatafora**



**Regional Councillor
Town of Newmarket
John Taylor**

Housing York is part of The Regional Municipality of York's Community and Health Services department. Through a Management Agreement, Housing York provides executive and support staff to manage the day-to-day operations of the corporation.



**Adelina Urbanski
President**



**Rick Farrell
General Manager**



**Michelle Willson
Chief Financial Officer**



**Denis Kelly
Secretary**



**Joy Hulton
Solicitor**

A message from the Housing York Chief Executive Officer and Chair

We all aspire to be a part of exceptional communities. At Housing York Inc., we believe this is possible and are pleased to play an important role in creating a York Region everyone can proudly call home. By working with various partners to provide a mix of housing options, York Region is creating the foundation for complete communities that meet the needs of all residents.

York Region has evolved into a progressive industry leader in the not-for-profit housing sector. Our ability to build on our strong foundation and embrace new ideas and new ways of thinking will lead us in creating stronger communities today and tomorrow.

In our 2017 to 2020 plan, *Achieving New Heights Through Innovation and Sustainability*, Housing York sets the course for future growth and sustainability. This roadmap highlights where we are heading and how we will get there through the following five strategic directions:

1. Strengthening community health
2. Building long-term financial sustainability
3. Effectively managing assets
4. Providing good governance and strengthening organizational capacity
5. Supporting and informing Regional housing initiatives

As we move forward with a focus on providing high quality housing across the Region, we will continue to manage our properties and finances proactively and develop opportunities to engage even more tenants – after all, our tenants are at the heart of everything we plan to achieve.

At the same time, we recognize the complex challenges of dealing with increasing demand, aging infrastructure and higher costs. The next steps in Housing York’s journey call for innovation, creative thinking and multi-level funding. Renewed commitments to housing by the Federal and Provincial governments will help create more affordable housing options here in York Region.



Wayne Emmerson
CEO, Housing York Inc.



Jack Heath
Chair, Housing York Inc.

Blue Willow Terrace,
Vaughan



Mapleglen Residences, Vaughan



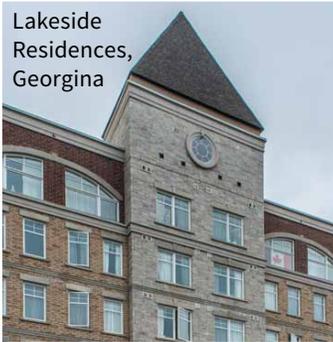
Belinda's Place, Newmarket



Nobleview Pines, King



Lakeside
Residences,
Georgina



Elmwood Gardens,
Whitchurch Stouffville



Mulock Village,
Newmarket



Trinity Square, Markham



Hadley Grange, Aurora



Richmond Hill Hub, Richmond Hill



Welcome to Housing York Inc.

歡迎

Chào mừng

어서 오십시오

Добро

пожаловать

Καλωσορίζω

Willkommen

Welkom

स्वागत

Dobrodošli

ביאבה ביכורב

Maligayang
pagdating

Benvenuti

آلهسو آلهأ

欢迎

bem-vindos

καλωσορίζω

Selamat
datang

Byenveni

ようこそ

Bienvenue

நல்வரவு

Bienvenidos

Witamy

ਜੀ ਆਇਆਂ ਨੂੰ

ભલે પધાર્યા

Soo Dhawow

Karibu

Ласкаво

просимо

Üdvözöljük

Bun Venit



“We shape our dwellings, and afterwards our dwellings shape us.”

WINSTON CHURCHILL

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Resident of
Mulock Village, Newmarket

This plan outlines Housing York Inc.'s (Housing York) strategic directions for 2017 to 2020 and the actions that will be taken to achieve them. The plan was developed under the leadership of Housing York's Board of Directors with input from residents, staff and community partners. It will continue the momentum of Housing York's successes while leading meaningful change through innovation in building strong, healthy and affordable housing communities throughout York Region.



Woodbridge Redevelopment, Vaughan

Introduction

Welcome to *Achieving New Heights Through Innovation and Sustainability: Housing York Inc.'s 2017 to 2020 Plan*. This plan builds on Housing York's strong foundation as a modern, progressive and innovative housing provider, and reflects our bold ambition. It is the beginning of a journey that will shape our future as we embrace new ways of thinking.

Our profit for purpose approach will help us provide affordable housing options and quality services that reflect the rich diversity of our residents while maintaining high quality, healthy and inclusive communities. As we transition to new ideas, we remain focused on providing the right supports to residents, engaging them in decisions that affect them, ensuring revenues are maximized and maintaining the existing portfolio. While these goals are ambitious and demand creative solutions, we are grounded on a foundation of success that enriches our communities.

We understand the importance of strategic planning to support portfolio growth, building maintenance, resident needs and evolving business practices. Our future will capitalize on opportunities presented in our changing environment, including:

- Shifting senior government policy directives
- Evolving housing markets
- Changing resident demographics
- Technological advancements in building design, construction and maintenance
- Leveraging existing assets
- The need to be financially prudent and responsible

Summary of strategic directions

This plan will be implemented through Housing York's annual business plan and budget, and focuses on five strategic 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.

The Housing York Inc. story

Remembering our past, living our present and planning our future

Housing York was formed in 2003 through the amalgamation of the York Regional Housing Corporation and the Region of York Housing Corporation. Since this time, Housing York has grown by more than 945 units and is now the seventh largest housing provider in Ontario. The following timeline highlights Housing York's growth and our plans for the near future.

Our past

Region of York Housing Corporation

(owned by York Region)

Mixed income communities with market and subsidized units
9 buildings and 823 units built between the mid 1980's and the mid 1990's



York Regional Housing Corporation

(owned by the Province of Ontario)

100 per cent subsidized public housing
17 buildings and 872 units built between the mid 1960's to the early 1980's

Transferred to York Region in 2000



2003

Building Strong Communities

Housing York Inc. formed



Our present and future

New builds and acquisitions

- 2004** • **Armitage Gardens built** | Newmarket (58 units)
- 2005** • **Woodbridge Lane acquired** | Vaughan (14 units)
- 2006** • **Blue Willow Terrace built** | Vaughan (60 units)
Trinity Square acquired | Markham (100 units)
- 2008** • **Tom Taylor Place built** | Newmarket (50 units)
- 2011** • **Thornhill Green acquired** | Markham (101 units)
Kingview Court expanded | King (39 units)
- 2012** • **Mapleglen Residences built** | Vaughan (84 units)
- 2013** • **Mackenzie Green** | Richmond Hill (140 units)
- 2014** • **Lakeside Residences built** | Georgina (97 units)
- 2015** • **Belinda's Place built** | Newmarket
- 2016** • **Richmond Hill Hub built** | Richmond Hill (202 units)

Mackenzie Green,
Richmond Hill



Belinda's Place, Newmarket
Photo courtesy of Danielle Koren

Future development

- 2019** • **Redevelopment of 275 Woodbridge Avenue and Woodbridge Lane**
Vaughan (proposed 160 units)
- 2020** • **New seniors housing** | Markham (proposed 250 units)



Woodbridge Redevelopment,
Vaughan





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

Oxford Village, East Gwillimbury



Provides affordable housing options

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

Residents of Lakeside Residences, Georgina



Residents of Mapleglen Residences, Vaughan



Increasingly diverse residents

37

housing communities and more than 2,600 units

More than 4,000

residents



Blue Willow Terrace, Vaughan

More than 1,500

units for seniors



communities by municipality



Residents of
Springbrook Gardens,
Richmond Hill



Resident of
Mapleglen
Residences,
Vaughan



Belinda's Place, Newmarket



Residents of
Mackenzie Green,
Richmond Hill



Resident of
Kingview
Court,
King



Resident of
Mapleglen
Residences,
Vaughan



Residents of
Mulock Village,
Newmarket

Leading innovation through collaboration

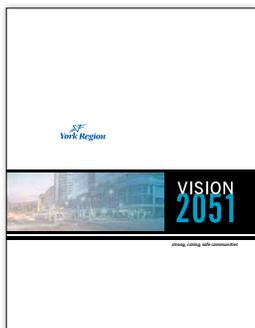
Under the leadership of Housing York’s Board of Directors, the guiding principles in this plan were informed through consultations with nearly 270 stakeholders, including residents, housing staff and community support agencies.

Development of the plan included:

- Three Housing York Board workshops held in December 2015, and January and February 2016
- Focused consultations in English, Cantonese and Russian with more than 100 residents from 10 Housing York communities, including seniors and families
- Focus groups with staff
- A discussion with community organizations that offer resident supports in partnership with Housing York

How the plan supports key Regional strategies

As the largest housing provider in York Region and home to more than 4,000 residents, Housing York plays a key role in advancing the Region’s strategic housing priorities. This plan supports Regional housing policy objectives and goals, such as:



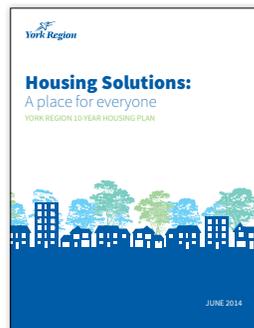
Vision 2051

In 2051, York Region will have housing to match the needs of its residents and workers. Housing choices will support affordable and sustainable living and address the needs of a diverse and aging population.



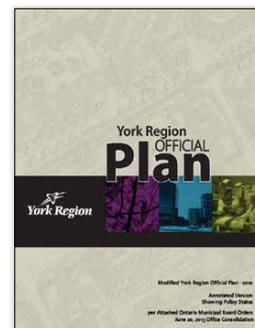
2015 to 2019 Strategic Plan

Increase the range of available and affordable housing choices in support of the Region’s community health and well-being strategic priority.



10-Year Housing Plan

Increase and sustain existing rental housing supply.



Regional Official Plan

Promote an appropriate mix and range of acceptable housing to meet the needs of residents and workers.



Residents of
Thornhill Green, Markham

Strengthen community health



Creating vibrant communities and homes

Housing York understands that social, cultural, economic and environmental factors influence overall resident well-being. We strive to create and maintain vibrant communities where residents are engaged, take leadership roles and are connected to each other in healthy and inclusive communities. We will continue connecting residents to programs and supports through effective partnerships with community organizations.

Why it's important

We provide quality homes and healthy communities for more than 4,000 residents. It is important for us to understand our residents so we can provide them with appropriate housing and connect them to the right supports.

What we heard during consultations

- Expand partnerships with community agencies that offer supports to residents
- Ensure communication between residents and Housing York is responsive
- Better understand our changing resident demographics and promote resident diversity through new communication techniques
- Create opportunities for increased resident engagement and enable residents to provide input into policies and programs
- Explore social enterprise opportunities to support residents
- Create resources that support resident economic self-sufficiency



Our long-term objective

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

What we will do

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 			●	



Tom Taylor Place,
Newmarket

Build long-term financial sustainability



Responsible stewards of public resources - exploring new revenue streams

The strength of Housing York's future depends on the financial decisions we make today. We are aligning efforts around profit for purpose initiatives that generate revenues to support social mandates. We will continue to search for new revenue opportunities that support future growth plans, enhance resident services and help maintain existing buildings. To advance our efforts we will explore new rent models and financing opportunities. We will also develop a financial plan that takes a balanced approach to growth, capital repairs, investments and retained earnings while addressing long-term financial sustainability.

Why it's important

Our success in providing quality housing and communities for residents is dependent on our long-term financial health. We must remain fiscally responsible, safeguard our assets and be accountable for effectively managing our resources.

What we heard during consultations

- Continue practicing strong financial stewardship and be well positioned to deliver objectives in a fiscally responsible and progressive manner
- Explore profit for purpose opportunities
- Consider new housing models that generate additional revenue



Our long-term objective

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

What we will do

Actions	2017	2018	2019	2020
<p>Develop and implement a consolidated long-term financial plan.</p> <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 				●



Kingview Court Expansion, King

Effectively manage assets



Creating and maintaining strong communities

Housing York is committed to providing quality affordable housing while managing its assets responsibly. We have invested in asset management solutions to help us understand and plan for the future needs of our buildings. Moving forward, we will explore strategic opportunities to leverage assets. We will also ensure that the value and quality of our existing assets are well-maintained and the lifespans of our assets are maximized.

Why it's important

The quality and affordability of our housing influences our residents' standard of living, health and well-being. Well maintained assets provide long-term portfolio sustainability and greater opportunities to leverage initiatives.

What we heard during consultations

- Foster predictive and collaborative approaches to building design, capital, operations and maintenance
- Make evidence-based decisions when evaluating growth opportunities and maintenance needs
- Prioritize maintenance that extends building life cycles and retains maximum asset value
- Work with residents to reduce energy use



Our long-term objective

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

What we will do

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 			●	

Residents of
Armitage Gardens,
Newmarket



Provide good governance and strengthen organizational capacity



Inspiring creativity and excellence

York Regional Council appoints 10 members to the Housing York Board of Directors. The Housing York Board oversees operations, including:

- Establishing annual and long-range strategies and plans
- Creating policies consistent with regulatory obligations and Regional objectives
- Establishing and maintaining appropriate reserves consistent with sound financial principles

Through a Management Services Agreement, York Region provides staff to manage the day-to-day work of Housing York.

Why it's important

Our governance structure ensures we meet our operational goals and achieve our responsibilities to residents and Regional Council.

What we heard during consultations

- Define a clear mission and vision to guide decision-making
- Ensure Housing York's governance and organizational capacity enables good decision-making and effectively manages our portfolio
- Explore performance measurement options that incorporate all aspects of Housing York
- Create online tools that increase efficiencies and enhance services for residents and contractors



Our long-term objective

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

What we will do

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 				●



York Region
Administrative
Centre,
Newmarket

Inform and implement Regional housing initiatives



New thinking, new possibilities

York Region and Housing York will continuously strive to find solutions to challenges facing housing providers. We will combine our experiences in creating healthy communities with lessons learned from national and international counterparts. New ideas and opportunities for revenue will be explored as well as home ownership models and mixed use buildings. We will inform rent subsidy income and asset limit policy options that will be developed for Regional Council's consideration.

Why it's important

As the Region's housing corporation and the operator of nearly 40 per cent of all Regionally funded housing, we are well positioned to explore and pilot solutions that help York Region residents and non-profit housing providers.

What we heard during consultations

- Inform and implement the Region's housing and homelessness initiatives
- Inform modernization strategies for the Regional subsidized waitlist
- Explore alternative housing models in Housing York communities



Our long-term objective

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

What we will do

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 				●

How we will implement and monitor the plan

This plan will guide Housing York from 2017 to 2020. The actions outlined in the plan will be implemented through our annual business plan and budget process. This process will propose specific actions and identify budget implications.

We will develop performance measurement and reporting tools to report progress to the Board. As the housing landscape evolves, we will monitor and adjust strategies as needed. Prior to the end of this plan's mandate, the Board will be engaged in developing a new plan for beyond 2020.

We will measure our progress by completing the key actions highlighted below:

2017

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

2018

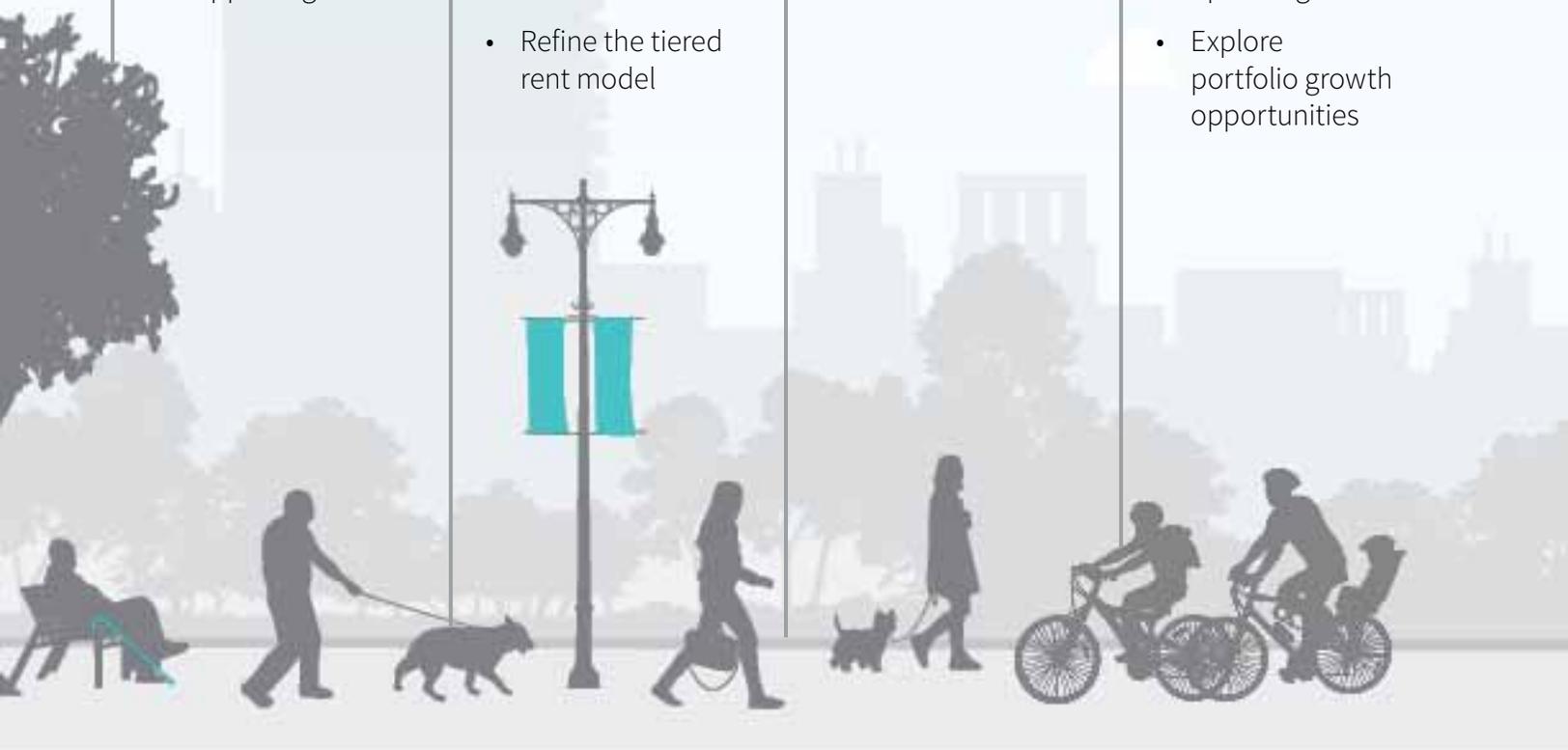
- Resident diversity and inclusion strategy
- Emergency housing program framework
- Energy management plan
- Performance management framework
- Refine the tiered rent model

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





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Accessible formats or communication supports are available upon request



Community and Health Services
Housing Services

