

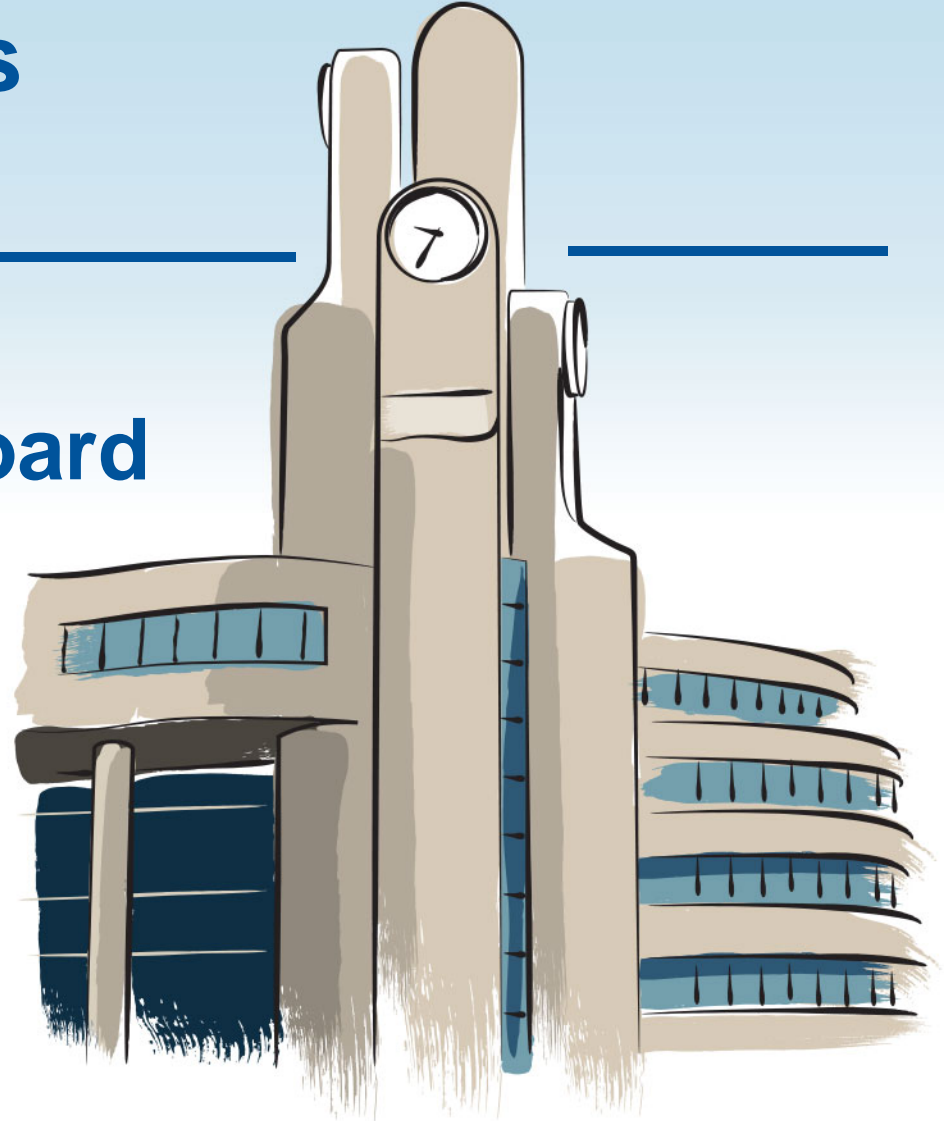
# Achieving New Heights through Innovation and Sustainability: Housing York Inc.'s 2017 –2020 Plan

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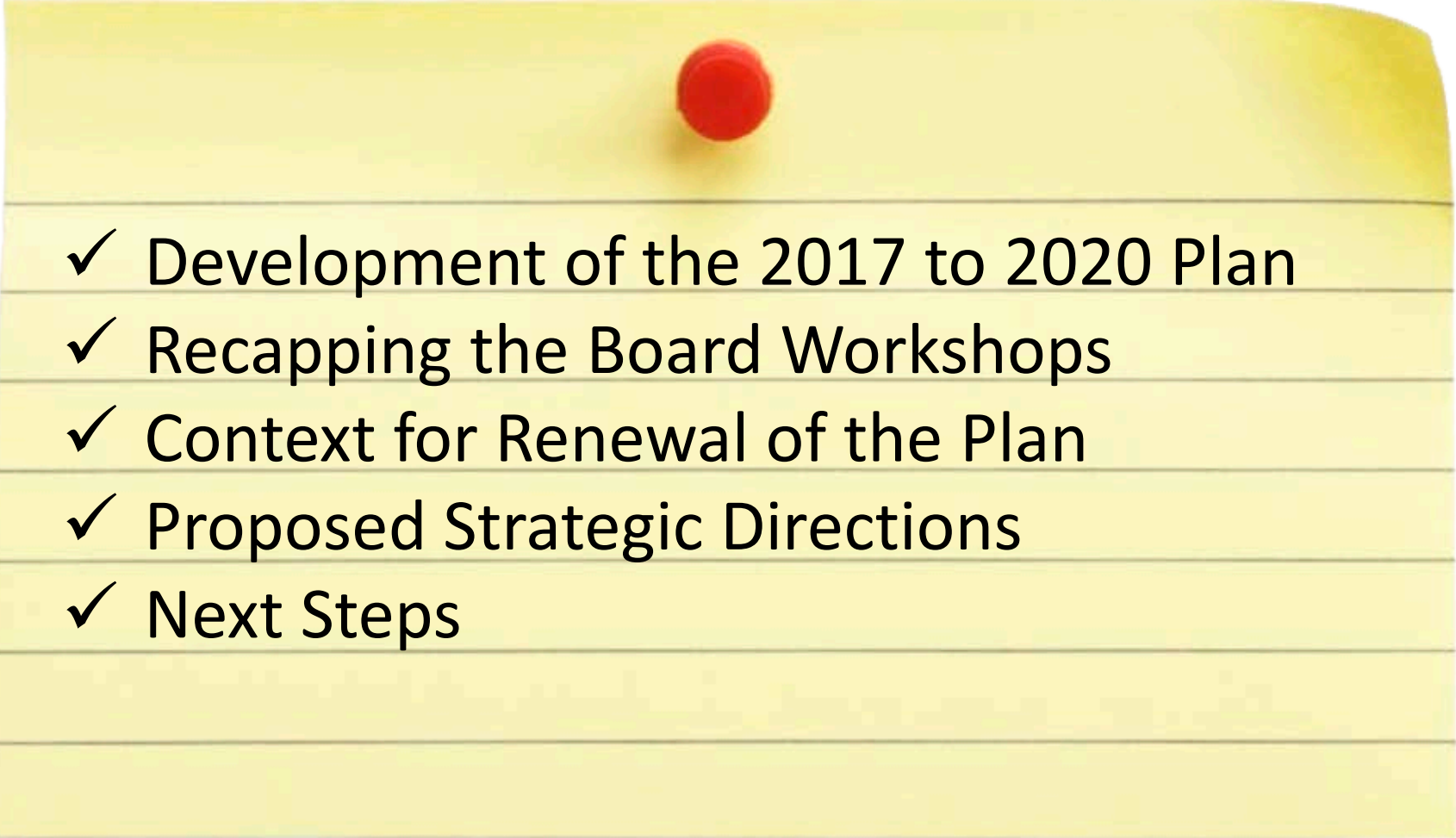
Presentation to  
**Housing York Inc. Board**

**Rick Farrell**

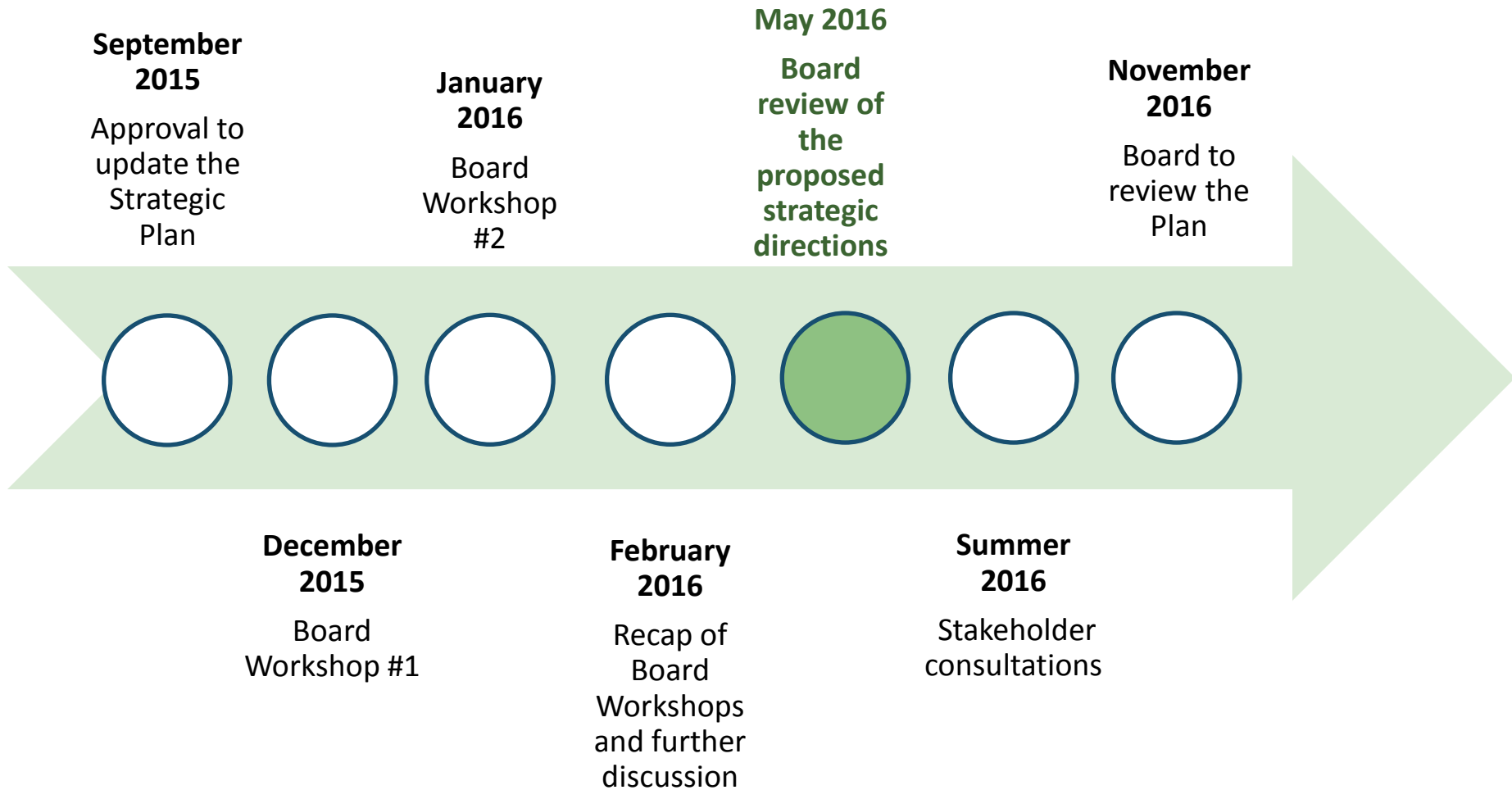
May 5, 2016



# Agenda

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- ✓ Development of the 2017 to 2020 Plan
  - ✓ Recapping the Board Workshops
  - ✓ Context for Renewal of the Plan
  - ✓ Proposed Strategic Directions
  - ✓ Next Steps

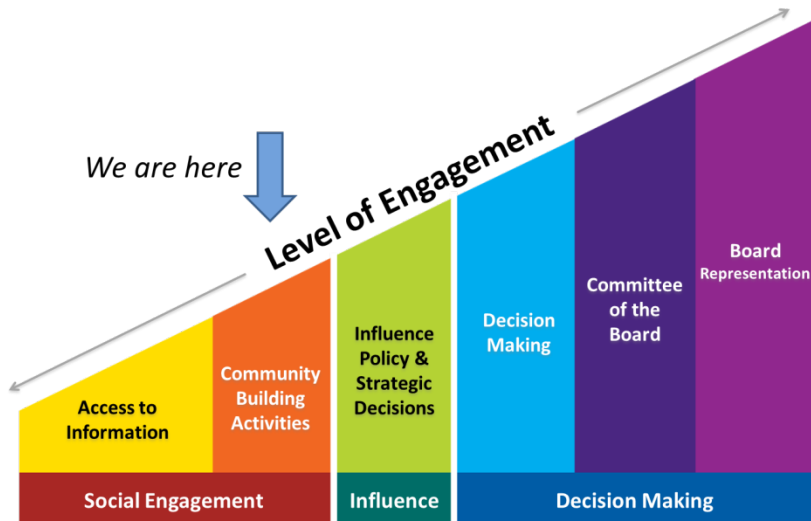
# Development of 2017-2020 Plan



# Board Workshop #1 - People

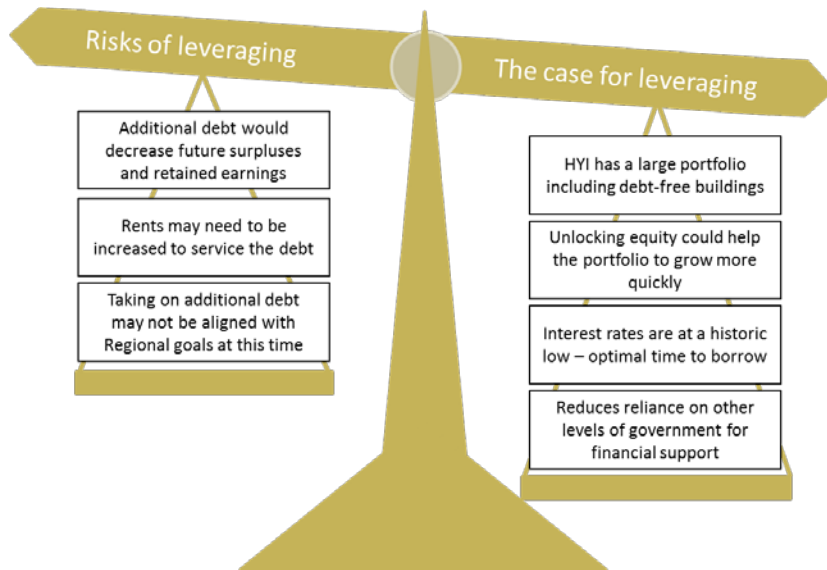
Engagement and Support

Assets and Incomes

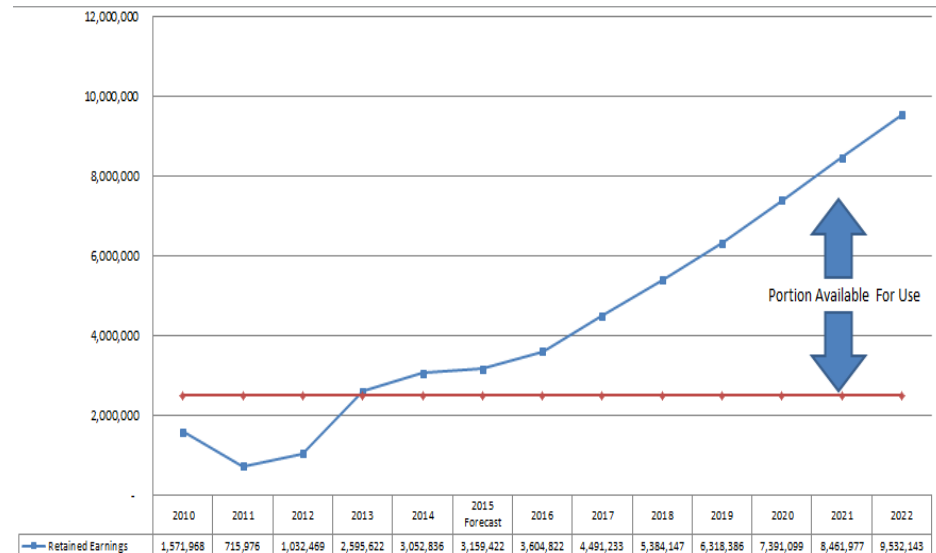


# Board Workshop #2 – Assets and Finance

## Portfolio Growth

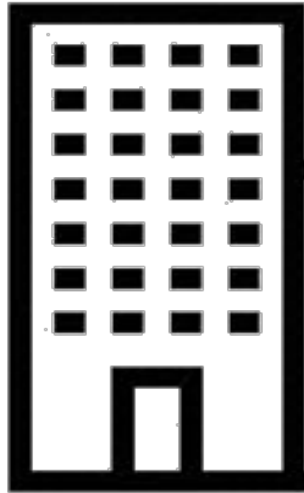


## Asset Management



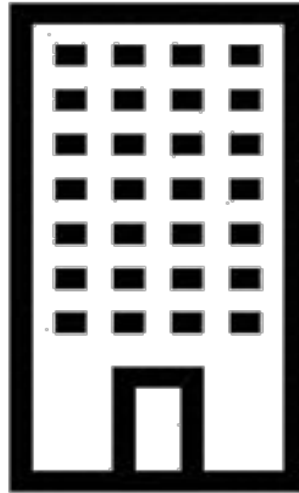
# Board Workshop #3 - Recap

100% geared to income rents



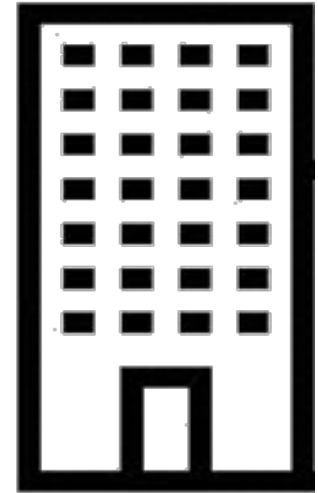
- High annual Regional subsidy costs
- Break even budget

Mix of market and income based rents



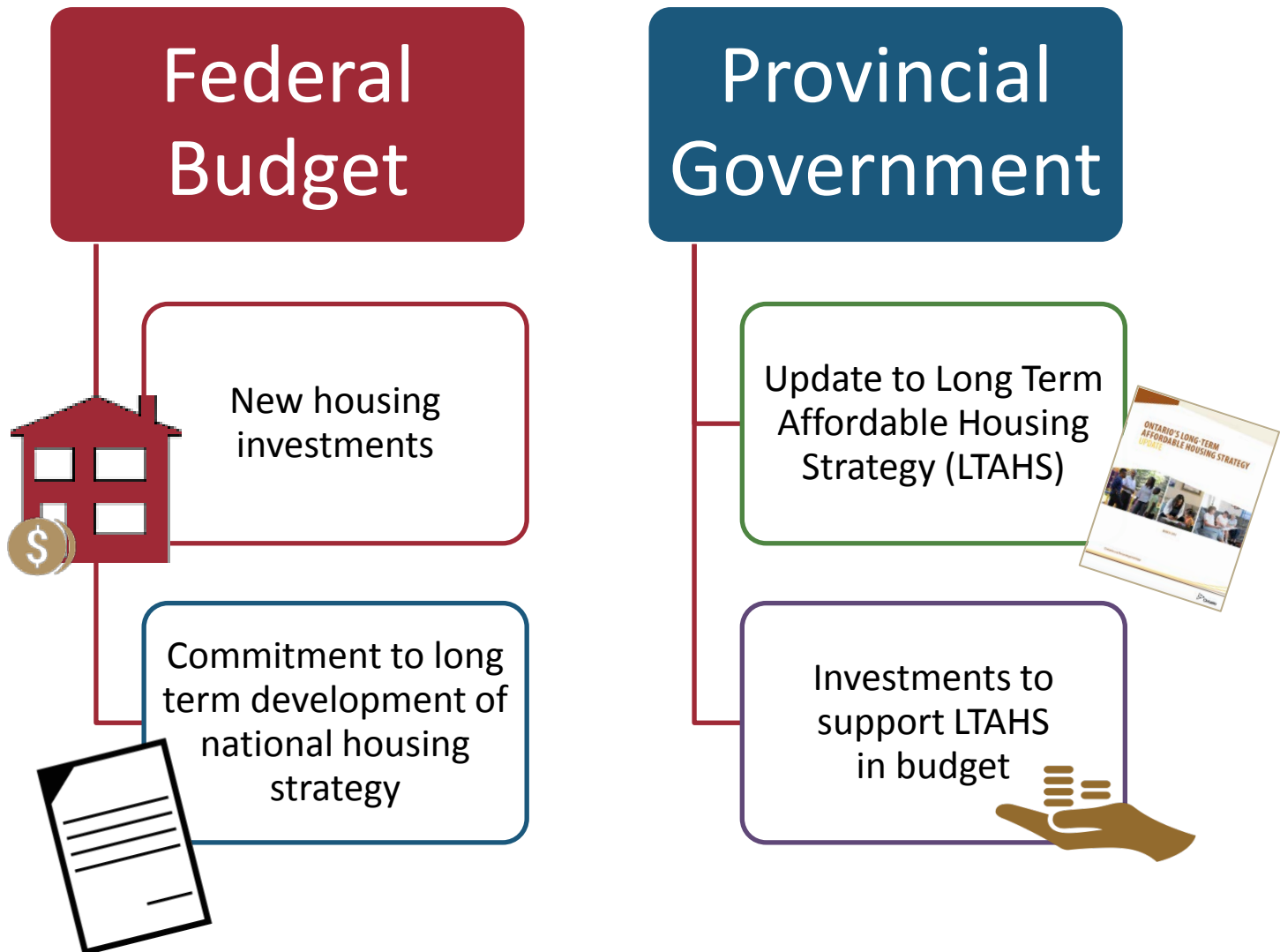
- Capital funding required
- Modest revenue surplus

100% full market rent



- May require capital funding
- Generate profit for social purpose

# Context for Renewal of the Plan



# Proposed Strategic Directions



**Strengthen Community Health**



**Build Long-term Financial Sustainability**



**Effectively Manage Assets**



**Provide Good Governance and  
Strengthen Organizational Capacity**



**Support and Inform Regional Housing  
Initiatives**



# Strengthen Community Health



- Formalize partnerships and/or invest in direct service
- Engage tenants more often and on a broader range of HYI policies and programs
- Explore opportunities for social enterprise, skills development programs, and innovative service delivery hubs

# Strengthen Community Health

## Consultation and Research:

- What capacity do partners have to enhance service?
- What services would tenants prioritize?
- What opportunities do we have to leverage health and community investments from senior levels of government?



# Build Long-Term Financial Sustainability

- Develop rent model options for Woodbridge and the Hub
- Explore opportunities to increase market rent revenues
- Explore opportunities to create “profit for purpose” to reinvest for social good
- Develop a long-term financial plan addressing growth, capital repair needs, policies to address investments and reserves



# Build Long-Term Financial Sustainability

## Consultation and Research:

- Engage Regional treasury department to ensure alignment with Regional fiscal strategy
- Explore opportunities to work through the Canadian Housing Bank
- Explore leveraging opportunities within the existing portfolio
- Engage potential partners to explore additional revenue opportunities



# Effectively Manage Assets

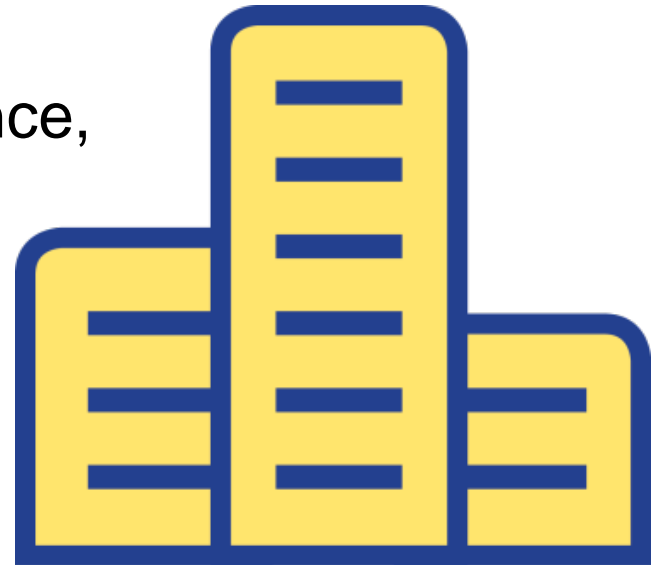
- Enhance preventative maintenance and energy efficiency programs
- Continue to enhance long term asset management planning
- Explore opportunities to work with local municipalities to partner on development opportunities



# Effectively Manage Assets

## Consultation and Research:

- Engage local municipalities to explore opportunities arising from Long Term Affordable Housing Strategy initiatives
- Enhance preventative maintenance, asset management, and energy efficiency programs (consult front-line staff on opportunities to increase efficiency and enhance asset management)
- Continue current redevelopment initiatives and examine existing portfolio for opportunities for intensification and/or redevelopment



# Provide Good Governance and Strengthen Organizational Capacity



- Establish vision and mission statements
- Develop performance management framework
- Develop Enterprise Risk Management Framework
- Strengthen business processes and communications with technology enhancements

# Provide Good Governance and Strengthen Organizational Capacity

## Consultation and Research:

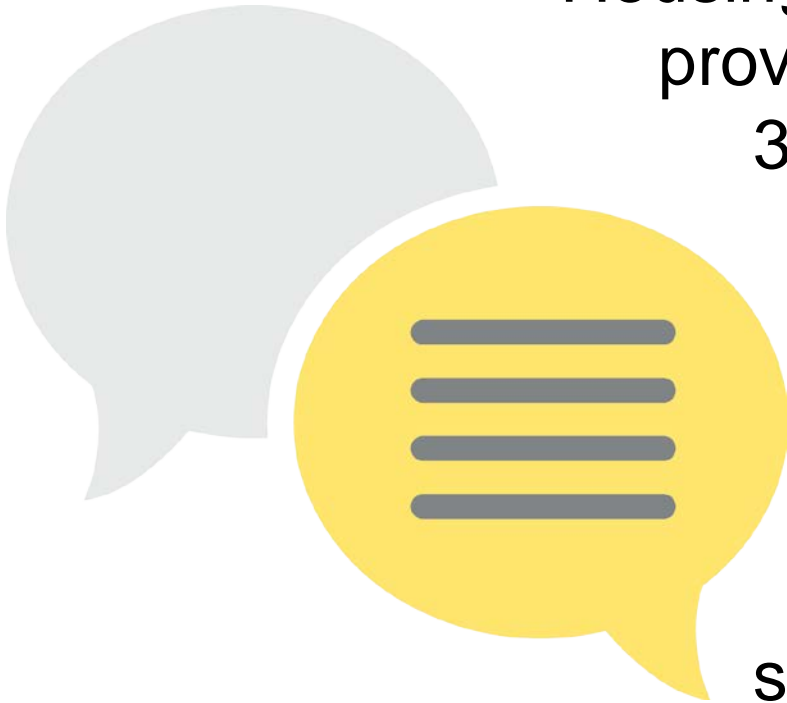
- Coordinate a Board workshop to develop the mission and vision statements
- Engage staff and Regional partners to inform enhancement of performance and risk management systems
- Review current technology and identify future needs in collaboration with Regional partners





# Support and Inform Regional Housing Initiatives

- Housing York is the largest housing provider in the Region, operating 39% of the units in the overall portfolio
- Housing York is ideally positioned to explore housing policy and program options to inform the development of staff reports to Regional Council



# Support and Inform Regional Housing Initiatives

- Inform development of income and asset limit policies for all subsidized units
- Explore affordable home ownership options
- Prepare for future federal/provincial policy initiatives and investments
- Enhance access to housing and supports for applicants
- Facilitate access to mental health supports for tenants



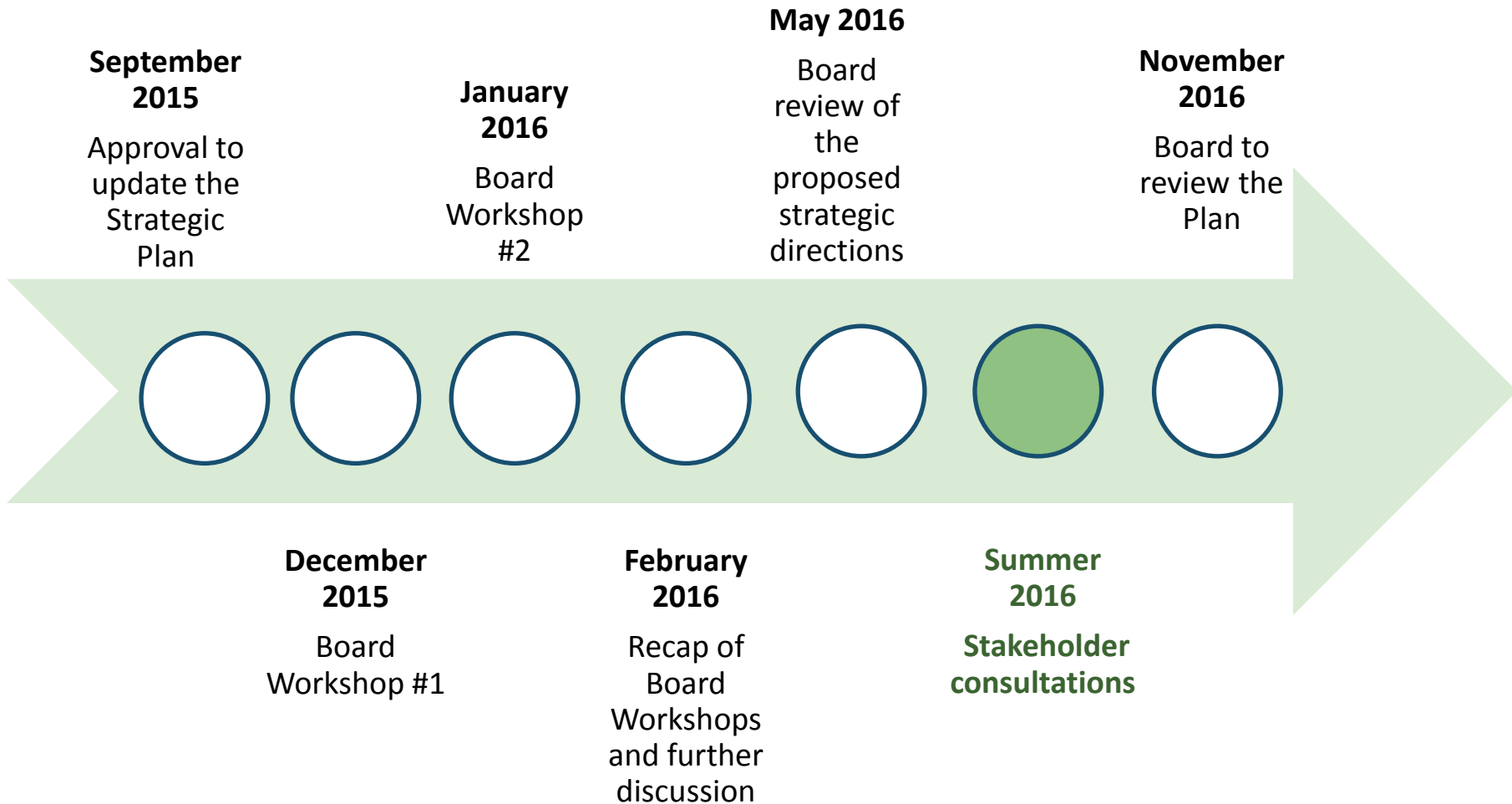
# Support and Inform Regional Housing Initiatives

## Consultation and Research:

- Research implications of a range of asset and income limits for rent subsidy
- Consult Non-Profit and Co-operative Housing Providers and seek the Housing York Board's advice on asset and income limits options prior to seeking Council approval
- Monitor evolving provincial policy and federal investment announcements



# Next Steps



Thank you

