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July 19, 2019

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Dear Ms. Norio:

At their July 19, 2019 meeting, the Niagara Regional Housing Board of Directors, approved the 2019-2023 Strategic Plan for the Owned Units Division, as well as, the 2019 Business Plan for the Owned Units Division.

Section 1.1. of The Regional Municipality of Niagara/ Niagara Regional Housing Operating Agreement states:
The Region shall review and endorse if acceptable an annual business plan as submitted by the Corporation.

Your assistance is requested in moving report NRH 10-2019, Strategic Plan & 2019 Business Plan for Owned Units, through Public Health & Social Services Committee to Council for consideration.

Sincerely,



Mayor Walter Sendzik
Chair



REPORT TO: Board of Directors of Niagara Regional Housing

SUBJECT: Strategic Plan and 2019 Business Plan

RECOMMENDATION:

That the 2019-2023 Owned Units Division Strategic Plan **BE APPROVED**; and, that the 2019 Owned Units Division Business Plan **BE APPROVED**.

PURPOSE OF REPORT

To seek Niagara Regional Housing Board of Directors approval of the 2019 - 2023 Owned Units Division Strategic Plan (Appendix A) and 2019 Owned Units Division Business Plan (Appendix B)

REPORT

Through the development of this Strategic Plan, the NRH Board sets the direction of the corporation for the next four years for the Owned Units Division. While it is recognized that the ASD process is currently underway and may ultimately impact the Owned Units Division, it is incumbent on the organization to continue to operate this division with key strategic directions and a functional business plan.

The strategic planning process started in the summer of 2018 and initially was to encompass the entire operations of NRH. However, the motion by Regional Council in October of 2018 to undertake the ASD review significantly impacted the strategic planning process. The Board decided early in 2019 to continue this process for the Owned Units Division. The attached Strategic Plan (see appendix A) reflects the results of a series of meetings held over the past 10 months with board, community stakeholders, and staff. Through these meetings five strategic priorities were identified. These were later refined to the following priorities:

- **Building Homes:** Increase the stock and sustainability of affordable rental opportunities

- **Creating Vibrant Communities for Our Tenants:** Enable NRH to become more tenant-centric and responsive and provide better quality housing experience for our tenants
- **Promoting innovative processes:** Focus on sustainable, energy-conserving, and innovative practices that will reduce maintenance costs, improve operational efficiency and increase neighbourhood acceptability
- **Investing in Our People:** Create an engaged and informed workforce and board that supports a shared vision
- **Informing Action:** Raise awareness and educate the community about the impact that housing needs have on our community's health, sustainable growth and economic security.

The 2019 Business Plan is a companion document to the Strategic Plan and provides the work priorities that will be undertaken in 2019 to implement the strategic directions.

Submitted by:



Donna Woiceshyn

Chief Executive Officer

Approved by:



Walter Sendzik

Chair

Appendix A – 2019-2023 Strategic Priorities and Goals

Appendix B – 2019 Business Plan

APPENDIX A**Niagara Regional Housing
2019-2023 Strategic Plan – Owned Units Division**

VISION: Niagara is a community where everyone has a home

MISSION: To provide and develop quality affordable housing opportunities for individuals and families while promoting self-sufficiency and neighbourhood revitalization

STRATEGIC PRIORITIES AND GOALS:**1.0 Building homes: Increase the stock and sustainability of affordable rental opportunities**

- 1.1 Increase number of affordable housing units by 50 units per year for the next 4 years in partnership with housing providers and agencies
- 1.2 Reduce housing unit wait list
- 1.3 Increase revenue streams
- 1.4 Maximize asset utilization
- 1.5 Ensure efficient service delivery

2.0 Creating vibrant communities for our tenants: Enable NRH to become more tenant-centric and responsive and provide better quality housing experience for our tenants

- 2.1 Integrate new tenants into their housing community
- 2.2 Deliver innovative partnerships, programs and services to provide responsive tenant supports
- 2.3 Ensure efficient and effective response to service tenants' requests
- 2.4 Create and support healthy NRH communities

3.0 Promoting innovative processes: Focus on sustainable, energy –conserving and innovative practices that will reduce maintenance costs, improve operational efficiency and increase neighbourhood acceptability

- 3.1 Build and maintain high-quality innovative supplier relationships and capabilities
- 3.2 Improve efficiency and sustainability of new and existing buildings
- 3.3 Enhance new development project management processes and policies
- 3.4 Research, develop and implement effective, innovative and efficient delivery of capital programs, asset management plan and maintenance programs
- 3.5 Enhance IT systems for business continuity and performance
- 3.6 Implement comprehensive performance measurement system

4.0 Investing in our people: Create an engaged and informed workforce and board that supports a shared vision

- 4.1 Enhance employee and board expertise
- 4.2 Develop and implement succession planning strategy
- 4.3 Promote a positive organizational culture

5.0 Informing action: Raise awareness and educate the community about the impact that housing needs have on our community's health, sustainable growth and economic security

5.1 Become leading advocate for affordable housing in Niagara

5.2 Increase public profile as subject matter expert

NIAGARA REGIONAL HOUSING – OWNED UNITS DIVISION - 2019 BUSINESS PLAN

Appendix B

1.0 BUILDING HOMES: Increase the stock and sustainability of affordable rental opportunities

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
1.1 Increase number of affordable housing units by 50 units per year over the next 4 years in partnership with housing providers and agencies	Using existing social housing property in Niagara Falls, intensify a tenatable block from 12 units to 73 units	K1.1.1 Business case for Niagara Falls property and contribution agreement by December K1.1.2 Application filed for co-investment and seed funding for Niagara Falls property	Capital funding/reserve/possibly 2 FTE (shared with both NF projects)	CEO/Mgr. Housing Operations/Project Mgr. (WP)/Funded Program Support Analyst	4 th quarter
	Project management for Thorold provider build – 45-60 affordable units	K1.1.3 Project manager for Thorold provider hired by end of 2 nd quarter	No NRH funding required	Project Manager/CEO/ Mgr. Housing Operations/Funded Program Support Analyst	2 nd quarter
	Project management for Home for Good (YWCA) – 20 affordable units	K1.1.4 Project manager for Home for Good project hired by end of 2 nd quarter	No NRH funding required	Project Manager/CEO/ Mgr. Housing Operations/Funded Program Support Analyst	2 nd quarter
	St. David's/Ormond property – 4 net new units	K1.1.5 Construction completed of St. David's/Ormond units by end of 3 rd quarter	Funding secured	Capital Works Mgr./Mgr. Housing Operations	3 rd quarter
	Complete Roach Street project – 8 net new units	K1.1.6 Moved into Roach Street project on August 1 st	Funding secured	Mgr. Housing Operations/Project Mgr. (WP)/Funded Program Support Analyst	3 rd quarter
1.2 Reduce housing unit wait list	Commit to 25% of new Niagara Falls build project – approximately 50 units	K1.2.1 Full business case is developed for Niagara Falls build project	Yes - depends on business case/ possibly 2 FTE (shared with both NF projects)	CEO/Mgr. Housing Operations/Region - Program Financial Specialist/Funded Program Support Analyst/new Project Manager	4 th quarter
	Work with NRH program side to prioritize Welcome Home applicants to tenants currently living in social housing	K1.2.2 # of successful Welcome Home applicants	Funding secured	Mgr. Housing Programs/Mgr. Community Resource Unit/Funded Program Support Analyst/Program Coordinator	2 nd quarter

1.0 BUILDING HOMES continued					
Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
1.3 Increase revenue streams	Investigate mixed income communities in new builds	K1.3.1 Feasibility of mixed income communities is determined	n/a	Mgr. Housing Operations/ CEO/Region - Program Financial Specialist/Funded Program Support Analyst	4 th quarter
	Increase non-rental revenue stream	K1.3.2 Feasibility of increasing non-rental revenue stream is determined	n/a	Mgr. Housing Operations/Senior Property Administrator	4 th quarter
	Investigate project management opportunities	K1.3.3 Feasibility of new project management opportunities is determined	n/a	Mgr. Housing Operations/CEO	4 th quarter
	Determine feasibility of charging non-profits property management administration fees (ex. rents calculations)	K1.3.4 Feasibility of charging non-profits property management admin. Fees is determined	n/a	Senior Property Administrator/CEO	4 th quarter
1.4 Maximize asset utilization	Undertake feasibility study for determining ROI and the FCI on NRH land, facilities and other land for future development (eg. land banking)	K1.4.1 Consultant hired to do feasibility study to determine ROI and FCI on NRH land, facilities and other land for future development; K1.4.2 Study completed by 2 nd quarter 2020	Funding in place	Capital Works Mgr./Mgr. Housing Operations	3 rd quarter
1.5 Ensure efficient service delivery	Engage staff in ways to reduce duplication and increase efficiency	K1.5.1 50% pf process maps and work instructions to clarify responsibilities are updated	ICOP	SMT	4th quarter
	Formalize Shared Services Agreement	K1.5.2 Shared Services Agreement is finalized	Regional departments	CEO	2 nd quarter of 2020
	Review and improve appeals process	K1.5.3 New terms of reference for appeals is developed		Mgr. Housing Programs/Mgr. Community Resource Unit/SMT	1st quarter of 2020

2.0 CREATING VIBRANT COMMUNITIES FOR OUR TENANTS: Enable NRH to become more tenant-centric and responsive and provide better quality housing experience for our tenants

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
2.1 Integrate new tenants into their housing community	Explore new tenant 'cleaning supplies bucket' (CSB) program	K2.1.1 Recommendations made with respect to implementing CSB program	Donations of product and/or funds	Mgr. Community Resource Unit	4 th quarter
2.2 Deliver innovative partnerships, programs and services to provide responsive tenant supports	Explore Income Retention program	K2.2.1 Report to SMT on feasibility of Income Retention program		Mgr. Community Resource Unit	4 th quarter
	Implement regular partner engagement and recognition	K2.2.2 Annual partner engagement and recognition, including survey, is undertaken	Operating funds	Mgr. Community Resource Unit	4 th quarter
	Evaluate success of Social Enterprise partnerships	K2.2.3 Social Enterprise partnerships evaluated with recommendations for moving forward	No additional resources	Mgr. Community Resource Unit	December 2020
2.3 Ensure efficient and effective response to service tenants' requests	Monitor workflow and processes with TSRs	K2.3.1 Evaluation undertaken on pre and post outputs of work-flow and processes with TSRs	TSR	Senior Property Administrator	3 rd quarter
2.4 Create and support healthy NRH communities	Investigate embedding public health grad student in senior's building	K2.4.1 Report to SMT on feasibility of embedding public health grad	Unit out of stock	Mgr. Community Resource Unit/Senior Property Administrator	4 th quarter
	Evaluate CPC pilot program	K2.4.2 Feasibility of CPC pilot program presented to SMT	Secured	Mgr. Community Resource Unit/Mgr. Housing Programs	2 nd quarter 2020

3.0 PROMOTING INNOVATIVE PROCESSES: Focus on sustainable, energy –conserving and innovative practices that will reduce maintenance costs, improve operational efficiency and increase neighbourhood acceptability

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
3.1 Build and maintain high-quality supplier relationships and capabilities	Establish contractor meeting with staff to share expectations	K3.1.1 Meeting with contractors has taken place K3.1.2 Reduction in complaints by staff on contractors	Monitoring mechanism	Mgr. Housing Operations/Senior Property Administrator/Capital Works Mgr.	2 nd quarter for K3.1.1 2 nd quarter 2020 for K3.1.2
3.2 Improve efficiency and sustainability of new and existing buildings	Install heat control systems	K3.2.1 Savings in kilowatt consumption	Funding secured	Capital Works Mgr.	3 rd quarter
	Develop a long-term strategy for sustainability and energy efficiencies	K3.2.2 Short and long-term capital strategy developed	Annual capital funding	Capital Works Mgr./Mgr. Housing Operations	3 rd quarter

3.0 PROMOTING INNOVATIVE PROCESSES continued					
Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
3.3 Enhance new development project management processes and policies	Hire new project manager, document project management processes	K3.3.1 Standardized document for project management functions completed	Funding secured	CEO/Mgr. Housing Operations	4 th quarter
	Establish and determine new best practices for New Development Committee	K3.3.2 Upskill and education of committee members on the new terms of reference undertaken		Mgr. Housing Operations/Project Manager (WP)	3 rd quarter
	Develop process to review and share 'lessons learned'	K3.3.3 Project evaluation processes completed after each project is completed		Mgr. Housing Operations/Project Manager (WP), Project Manager (new)	3 rd quarter
3.4 Research, develop and implement effective and efficient delivery of capital programs, asset management plan and maintenance programs	Delivery of capital program to maintain high level performance of NRH stock	K3.4.1 Capital program tenders secured and maintaining high Facility Condition Index	Funding in place	Mgr. Housing Operations/Capital Works Mgr.	Progress reported semi-annually
3.5 Enhance IT systems for business continuity and performance	Investigate virtual tours of units	K3.5.1 Available virtual tour options determined for implementation in 2020	Regional IT	Senior Property Administrator/ Mgr. Community Resource Unit/Mgr. Housing Programs/Jeanette	4 th quarter
	Improve arrears collection process	K3.5.2 Arrears collection process for collections is improved K3.5.3 Arrears collection arrears policy developed	Regional Finance, ICOP	Mgr. Housing Operations/Senior Property Administrator/ Region Pgm. Financial Specialist	3 rd quarter
	Update Shared Services agreement relating to IT	K3.5.4 Shared services agreement updated with respect to IT	Regional departments	CEO/SMT	4 th quarter
	Investigate alternate property management systems	K3.5.5 Sufficient information to determine most appropriate action on alternate property management system		Senior Property Administrator/CEO	4 th quarter
	Develop and integrate organizational values	K3.5.6 Organizational values developed and integrated into core business	staff	SMT	3 rd quarter
3.6 Implement comprehensive performance measurement system	Develop operational KPIs	K3.6.1 Operational KPIs developed in 2019 for implementation in 2020		Mgr. Housing Operations/CEO	4 th quarter

4.0 INVESTING IN OUR PEOPLE: Create an engaged and informed workforce and board that supports a shared vision

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
4.1 Enhance employee and board expertise	Develop organization-wide professional development program in mental health, addictions, drug awareness, critical incident stress management, aging in place, contract mgmt., and on the performance mgmt. system	K4.1.1 Professional development program is delivered, and effectiveness assessed	Trainers/ funding secured	SMT	2nd to 4th quarters
	Implement annual process to educate board members on NRH programs	K4.1.2 Board knowledge of NRH programs increased	Staff	CEO/SMT	3rd quarter
4.2 Develop and implement succession planning strategy	Ensure process maps and work instructions are up to date and completed	K4.2.1 50% of work on updating process maps and work instructions is completed with goal to finish by end of 2020	ICOP/temporary staff assistance	SMT	4th quarter
	Promote Regional Mentorship program throughout organization	K4.2.2 Regional Mentorship Program promoted at check-point meetings	HR	SMT	2nd quarter
	Expand employment options for retirement and transitions	K4.2.3 Retirement and transition employment options explored and costed	HR	Mgr. Community Resource Unit/SMT	3rd quarter
4.3 Promote a positive organizational culture	Develop and utilize internal communication processes	K4.3.1 Communication Task Force created, and recommendations implemented		Megan/staff and SMT	3rd quarter
	Implement annual employee satisfaction survey	K4.3.2 Employee Satisfaction Survey implemented, and results evaluated (note: KPI for subsequent years should be improved satisfaction)	HR	SMT	4 th quarter

5.0 INFORMING ACTION: Raise awareness and educate the community about the impact that housing needs have on our community's health, sustainable growth and economic security

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
5.1 Become leading advocate for affordable housing in Niagara	Develop communication, social media and advocacy plan to board, staff and stakeholders on impact of changes to legislation, including: Utility Scales; OW Scales; ODSP Scales; regulation amendments; additional funding	K5.1.1 Communication, Social Media and Advocacy Plan is developed and implemented K5.1.1 Updated NRH website	Board/local MPPs and MPs	Mgr. Community Resource Unit/SMT	Start 2nd quarter; complete by 4th quarter

5.2 Increase public profile as subject matter expert	Identify and implement communication strategy to increase public profile (prior to ASD determination)	K5.2.1 Public profile strategy implemented	Regional communications; modest funding	Mgr. Community Resource Unit/Mgr. Housing Pgm/Region Pgm. Financial Specialist	3 rd quarter
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