



Newfoundland Labrador Housing

Strategic Plan 2011 – 2014

Message from the Chair



I am pleased to present the Strategic Plan for Newfoundland Labrador Housing (NL Housing) for 2011-2014. This plan provides an overview of NL Housing and identifies key goals and objectives to be accomplished over the planning period. The strategic directions of government were carefully considered in the preparation of this plan.

Secure and affordable housing provides a solid foundation for participation in the social and economic life of the community. In Newfoundland and Labrador, social housing programs assist more than 16,000 households. Our community and government partners have an important role in shaping housing options that are responsive to client needs and in delivering housing assistance to families and individuals.

In 2009, the Provincial Social Housing Plan - *Secure Foundations* was launched. It outlines strategic action priorities for achieving improved housing outcomes for lower income households over its ten year timeframe. Strategic Plan 2011-2014 supports the strategic priorities of *Secure Foundations* with a focus on two issues - sustaining the public affordable housing portfolio and responding to changing housing needs.

This Plan was developed under the direction of NL Housing's Board of Directors in accordance with the requirement of the *Transparency and Accountability Act* that category 1 entities table a Strategic Plan. As Chair of the Board of Directors, my signature is indicative of the Board's accountability for achieving the goals and objectives of Strategic Plan 2011-2014 and reporting on accomplishments over the planning period.

A handwritten signature in blue ink that reads "Len Simms". The signature is written in a cursive, flowing style.

Len Simms
Chair of the Board of Directors
Chief Executive Officer

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Plan at a Glance

Vision

That Newfoundlanders and Labradorians with the greatest need have access to secure and affordable housing.

Mission

By March 31, 2017, to address changing housing needs Newfoundland Labrador Housing will have improved housing conditions for low to moderate income households in Newfoundland and Labrador.

Goals and Objectives

Goal One: By March 31, 2014, NL Housing will have improved the condition of the public affordable rental housing portfolio.

- Objectives:**
- 1.1 By March 31, 2012, NL Housing will have upgraded public affordable housing homes and continued renewal plans in older housing neighbourhood(s).
 - 1.2 By March 31, 2013, NL Housing will have continued with upgrading and neighbourhood renewal plans.
 - 1.3 By March 31, 2014, NL Housing will have completed its three-year plan for modernization and improvement.

Goal Two: By March 31, 2014, NL Housing will have improved housing options within the stock of privately owned homes and rental homes in response to changing housing needs.

- Objectives:**
- 2.1 By March 31, 2012, NL Housing will have undertaken measures to respond to changing housing needs.
 - 2.2 By March 31, 2013, NL Housing will have further implemented measures to respond to changing housing needs.
 - 2.3 By March 31, 2014, NL Housing will have further implemented measures to respond to changing housing needs.

NL Housing Mandate and Overview

Newfoundland Labrador Housing is a provincial crown corporation which operates under the authority of the *Housing Corporation Act*. It is governed by a Board of Directors appointed by the Lieutenant-Governor in Council. The Board represents different geographic areas and interest groups and reports to the Government of Newfoundland and Labrador through the Minister of Human Resources, Labour and Employment, Minister Responsible for Newfoundland and Labrador Housing Corporation.

Mandate

To develop and administer housing policy and programs for the benefit of low to moderate income households throughout the province.

In 2009, the Provincial Social Housing Plan - *Secure Foundations* was launched. It outlines strategic action priorities for achieving improved housing outcomes for lower-income households over its ten-year timeframe. *Secure Foundations* is a strategic partnership of NL Housing and the Departments of Health and Community Services, Human Resources, Labour and Employment and Justice. By working together, we ensure more integrated responses to housing needs and alignment of strategic policy objectives for the benefit of individuals, families and communities.

NL Housing has a complement of 417 positions located at seven regional offices and at head office in St. John's. NL Housing's head office and Avalon Regional Office staff account for 274 employees or 66 percent of our workforce. There are regional offices in Marystown, Gander, Grand Falls-Windsor, Corner Brook, Stephenville and Happy Valley-Goose Bay. The 143 employees at these locations (34 percent of NL Housing's workforce) deliver programs and services to clients, a high percentage of whom live in rural communities. The gender breakdown for our staff is approximately 36 percent female and 64 percent male.

See Appendix B for NL Housing Organizational chart.

For fiscal 2011-12, NL Housing has a gross budget of \$122 million. This is comprised of \$51 million in provincial funding and \$53 million of federal funding. Rental and other revenue sources account for the balance of \$18 million. Cost shared provincial/federal funding for social housing programs is provided under the following agreements:

Agreement	Time Frame
Social Housing Agreement, 1997	1997 - 2037
Affordable Housing Program Agreement	2011 - 2014 (Under negotiation)
Housing Renovation Program Agreement	2011 - 2014 (Under negotiation)

Lines of Business

Newfoundland Labrador Housing's lines of business summarize our main areas of responsibility and the types of programs and services we provide. Our work focuses on four lines of business:

Subsidized Rental Housing

- Provides rental accommodation to low-income households on a rent-geared-to-income basis.

Housing Supply Assistance

- Provides forgivable grants for critical repairs, accessibility modifications or energy efficiency improvements to protect existing housing options for low-income households.
- Provides forgivable capital grants to public, private and non-profit organizations to develop affordable rental housing for low-income households.

Community Based Housing

- Provides financial, technical and administrative support to housing partners in the non-profit, co-operative, and health sector, who provide rental housing for low to moderate income households.

Property Stewardship

- Manages land and property holdings in a manner that is cost effective and sensitive to social housing and related government policy direction.

Who We Serve

Our clients are families and individuals who require assistance to access secure and affordable housing. The programs we deliver serve renters and homeowners, persons who have disabilities or complex service needs, seniors and youth. To achieve better housing outcomes for people and communities, Newfoundland Labrador Housing works collaboratively with many partners.

Our primary partners are:

- Canada Mortgage and Housing Corporation
- Provincial Departments of Health and Community Services, Human Resources, Labour and Employment and Justice
- Private-sector landlords and housing developers
- Community-based housing and support service providers
- Municipalities
- Housing advocates and researchers.

Programs	Households Served¹
Public Affordable Rental Housing	5,573
Rent Supplement Assistance	1,382
Home Repair Grants	2,493
Subsidized Mortgages	138
Community-Based Housing	4,429
Affordable Housing	644
Residential Energy Efficiency Grants	1,217
Aboriginal Home Repair Grants	299
Oil Tank Replacement Loans	32
Total	16,207

¹ Housing service data indicates the number of households served in 2010-11, except for data on Affordable Housing which reflects new units completed up to the end of March 2011. An additional 242 Affordable Housing units have received funding approval and will be completed in 2012-13.

Values

NL Housing's core values focus on providing the best possible service to clients and collaborating with our partners to achieve positive housing outcomes. Our work is guided by the following values and related action statements:

Client Service

- Seeking solutions based on needs and abilities.
- Showing initiative to find new ways to improve service delivery.

Respect

- Treating clients and colleagues with courtesy and tolerance.
- Making the workplace an inclusive, productive, and healthy environment.

Teamwork

- Identifying opportunities to work with others to achieve goals.
- Working to improve housing conditions.
- Adapting to changing priorities.

Communication

- Sharing information, cooperating with one another.
- Listening to others' views and communicating with respect.

Leadership

- Motivating others to performing to their maximum potential.

Accountability

- Answering for the obligations of our job assignments.
- Accepting responsibility for our actions.
- Following through on requests and commitments.

Vision and Mission

Vision

That Newfoundlanders and Labradorians with the greatest need have access to secure and affordable housing.

In 2009, the Province launched a ten year Social Housing Plan - *Secure Foundations*. It outlines key issues and strategic action priorities in addressing the housing needs of lower-income households in rural and urban areas of the province. The goals of the Social Housing Plan are:

- Increased emphasis on individual well-being and strengthened communities
- Strengthened partnerships and management practices
- Improved housing assistance.

Through a variety of social housing programs and with the involvement of private sector, non-profit and government partners, Newfoundland Labrador Housing will work to achieve these broad goals.

Mission

By March 31, 2017, to address changing housing needs Newfoundland Labrador Housing will have improved housing conditions for low to moderate income households in Newfoundland and Labrador.

The mission statement identifies the priority focus of NL Housing over the next two planning cycles, the first of which is 2011-2014. It reflects the strategic directions of government regarding housing infrastructure and social housing assistance and represents the key longer term results that the Board of Directors and NL Housing will work towards.

In working towards improved housing outcomes, NL Housing will focus on priority allocation of social housing resources for housing options that assist those with the greatest need. Our response to housing need in Newfoundland and Labrador will be influenced by many factors including:

- the aging of both the social housing and private housing stock;
- limited construction of private rental accommodations, low vacancy rates, and upward pressure on rents;
- strong demand for smaller housing units by lower-income households; and an aging population.

We are committed to working closely with our partners to understand the challenges faced by low income households and to coordinate our work in helping them achieve positive housing outcomes.

The measure and indicators which will identify the achievement of NL Housing's mission are:

Measure

- Improved housing conditions to address changing housing needs.

Indicators

- Number of public affordable rental housing homes upgraded
- Renewal of older public affordable housing neighbourhoods
- Number of new rental accommodations constructed under the Affordable Housing Program
- Number of lower income households whose circumstances were improved in terms of housing affordability and/or adequacy.

Strategic Issues, Goals and Objectives

In consideration of government's strategic directions and the mandate and financial resources of Newfoundland Labrador Housing, the key priorities for the Board of Directors during the 2011-2014 planning cycle are:

- Sustaining the public affordable housing portfolio
- Responding to changing housing needs

For each of these strategic issues, an associated goal indicates the results expected in the three-year timeframe. Annual objectives indicate what will be achieved within each year. For monitoring and evaluation of progress in achieving desired results, measures and indicators are provided for both the goal and the first year's objective.

Strategic Issue 1

Sustaining the public affordable housing portfolio

The public affordable housing operated across the province by NL Housing provides homes to more than 5,500 lower-income households. More than half of these properties were developed between 30 and 50 years ago. These housing assets require significant capital investment to address deterioration due to aging and limited funding for upgrading in past years, to improve energy efficiency and to bring the units up to current day construction standards.

Our approach to protecting and renewing this important housing infrastructure will target funding for upgrading of building envelopes and interiors, improving neighbourhood design and layout and addressing environmental issues. The goal and objectives for addressing this issue support government's strategic direction regarding housing infrastructure and social housing assistance.

The quality and safety of the housing we provide to our tenants contributes to their quality of life and well-being. NL Housing is committed to extending the life of public affordable housing homes for the benefit of current and future clients who have the greatest need for secure and affordable housing.

Issue 1:	Sustaining the public affordable housing portfolio
Goal:	By March 31, 2014, NL Housing will have improved the condition of the public affordable rental housing portfolio.
Measure:	Improved condition of the public affordable rental housing portfolio.
Indicators:	Upgraded public affordable rental housing homes. Renewed select older public affordable housing neighbourhoods.
Objective 2012:	By March 31, 2012, NL Housing will have upgraded public affordable housing homes and continued renewal plans in older public affordable housing neighbourhood(s).
Measure:	Upgraded public affordable rental housing homes and continued renewal in older public affordable housing neighbourhoods.
Indicators:	Number of public affordable rental housing homes upgraded. Renewal of older public affordable housing neighbourhoods.
Objective 2013:	By March 31, 2013, NL Housing will have continued with upgrading and neighbourhood renewal plans.
Objective 2014:	By March 31, 2014, NL Housing will have completed its three-year plan for modernization and improvement.

Strategic Issue 2

Responding to changing housing needs

Affordability is the primary reason that households find themselves in housing need. This is the case for both lower-income renters and homeowners. One-person households and households whose major source of income is from government transfers experience a particularly high incidence of housing need.

Housing need also arises when housing stock requires significant repairs. Market factors can also contribute to housing need, particularly when affordable rental housing is in short supply relative to demand.

Home Repair Assistance

NL Housing assists both lower income homeowners and landlords who rent to lower income tenants by providing forgivable grants for critical repairs and accessibility modifications. This financial assistance responds to both housing affordability and housing adequacy challenges. Most homeowner clients live in rural areas and approximately 70 percent are seniors. Funding that is approved for accessibility modifications enables a household member to maintain their independence. The average household income of clients assisted is \$17,800.

This strategic housing response improves the quality of the existing housing stock and enables individuals to continue living in their home. It has benefits for both individual well-being and quality of life, helps to sustain rural communities and preserves private rental stock that serves lower income households. In response to strong demand for home repair assistance, service delivery was expanded substantially in 2007. This was possible as a result of the Province's commitment to additional funding of \$4 million per year for a six-year period. Budget 2011 provided a further \$1.5 million per year of funding specifically for grants to fund accessibility modifications and repair of private rental stock.

Rent Supplement Assistance

In recent years, low-income renters in high-rent communities have been experiencing serious affordability challenges and have found it difficult to access rental accommodation in the private market. Since 2009, NL Housing has increased the number of households assisted through the Rent Supplement program by 38 percent. Strategic Plan 2011-2014 will provide additional rent supplements to address the housing need of applicants currently on file with NL Housing.

Approximately 90 percent of applicants for NL Housing's rental assistance programs require either one or two bedroom housing. However, the public affordable housing stock consists primarily of family housing that has three or more bedrooms. NL Housing partners with landlords in the private market to access rental accommodation for applicants whose housing need does not match available public affordable housing resources. Through Rent Supplement Agreements with landlords, NL Housing selects applicants for suitable rental accommodation and pays a portion of the monthly rent to the landlord. Rent Supplements also benefit persons with complex service needs who are referred for housing assistance through partnerships with community-based supportive living providers. The average household income of Rent Supplement clients is \$12,500.

New Rental Supply

Another priority focus of this strategic plan is the creation of new affordable rental housing for households who are challenged in accessing housing suited to their particular need. There is considerable demand for smaller homes from low-income seniors, non-elderly singles, individuals with a disability, and persons who have complex service needs and require supportive housing options. We will continue to partner with non-profit supportive living and private-sector housing providers to achieve the goal of increasing housing supply for these priority groups.

The goal and objectives for addressing this issue support government's strategic direction regarding housing infrastructure and social housing assistance. Our planned interventions also support

- through Rent Supplement housing assistance and creation of new affordable rental housing, the strengthened partnerships focus of the Poverty Reduction Strategy and
- through funding for accessibility modifications and for new affordable rental housing, the accessibility component of Inclusion of Persons with Disabilities.

Issue 2:	Responding to changing housing needs
Goal:	By March 31, 2014, NL Housing will have improved housing options within the stock of privately owned homes and rental homes in response to changing housing needs.
Measure:	Improved housing options within the stock of privately owned homes and rental homes in response to changing housing needs.
Indicators:	Addressed select housing affordability challenges. Addressed housing adequacy challenges. Increased affordable housing supply. Worked with community, government and private-sector partners.
Objective 2012:	By March 31, 2012, NL Housing will have undertaken measures to respond to changing housing needs.
Measure:	Initiatives undertaken to respond to changing housing needs.
Indicators:	Number of repair and modification grants provided. Number of repair and modification grants provided to specific target groups. Number of households assisted under the Rent Supplement Program. Number of new affordable housing units approved for development. Number of new affordable housing units constructed. Number of new affordable rental housing units developed for specific target groups.
Objective 2013:	By March 31, 2013, NL Housing will have further implemented measures to respond to changing housing needs.
Objective 2014:	By March 31, 2014, NL Housing will have further implemented measures to respond to changing housing needs.

Appendix A - Strategic Directions

Strategic directions are statements of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through Throne and Budget Speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to consider these strategic directions in the preparation of their performance-based plans. This facilitates the integration of planning practices across Government and ensures that all entities are moving forward together on key commitments.

The directions related to Newfoundland Labrador Housing are comprised of a number of components or focus areas that will be addressed through this strategic plan or through operational or work planning processes.

Title: Housing

Outcome: Responsive social housing options for households with the greatest need.

Components of Strategic Direction	Applicable to Other Entities Reporting to The Minister	Strategic Plan	Operational Plan	Work Plans
Housing Infrastructure		√		
Social Housing Assistance		√		

Title: Poverty Reduction

Outcome: Enhanced self-reliance through the prevention, reduction and alleviation of poverty.

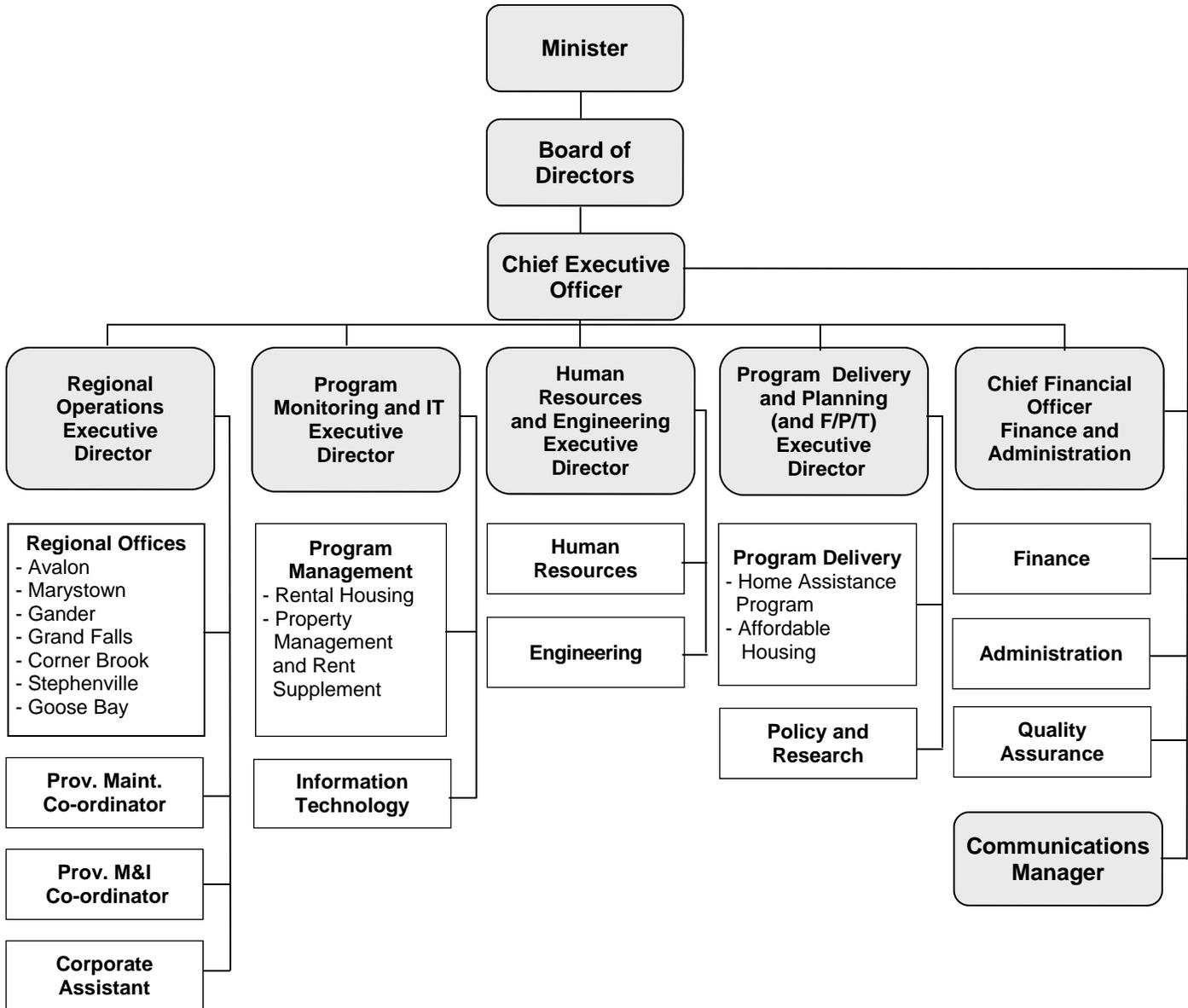
Component of Strategic Direction	Applicable to Other Entities Reporting to The Minister	Strategic Plan	Operational Plan	Work Plans
Strengthened Partnerships			√	

Title: Inclusion of Persons with Disabilities

Outcome: Enhanced inclusion of persons with disabilities in all aspects of society.

Component of Strategic Direction	Applicable to Other Entities Reporting to The Minister	Strategic Plan	Operational Plan	Work Plans
Accessibility			√	

Appendix B - NL Housing Organizational Chart





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