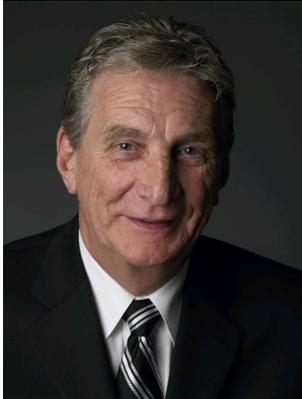


Strategic Plan

2008 - 2011



Message from the Chair



I am pleased to present the Strategic Plan for Newfoundland Labrador Housing (*Housing*) for 2008-2011. This plan provides an overview of *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.

There is increased pressure on Government to provide housing which is suitable and affordable for low and moderate income families, seniors, single persons and persons with disabilities and special needs. As part of Government's action plan to promote social justice, *Housing* was tasked with developing a comprehensive Provincial Housing Strategy to better position the province to provide suitable and affordable housing to those in need.

The Government of Newfoundland and Labrador believes that one means to promote a self-reliant people is through investment in housing and committed additional funding in 2007-2008 and in 2008-2009 to invest in the Public Rental Housing, the Provincial Home Repair and the Rent Supplement Programs.

The focus of the Strategic Plan will be to provide housing solutions which are responsive and flexible enough to address an aging public housing portfolio and changing demographics. *Housing* will work in partnership with community groups, departments, agencies, and the private and non-profit sectors to improve housing for those most in need.

In accordance with the *Transparency and Accountability Act*, *Housing* has been classified as a Category One government entity and is expected to plan and report on outcomes. This Strategic Plan was developed by *Housing's* Board of Directors in accordance with the *Transparency and Accountability Act*. The Board of Directors are accountable for achieving the specific goals and objectives outlined in the plan. I look forward to reporting on *Housing's* accomplishments over the planning period.

A handwritten signature in black 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

Table of Contents

Plan at a Glance.....	1
Introduction	2
Housing Overview	3
Mandate	6
Lines of Business	6
Values	6
The People We Serve	7
Vision	7
Mission	7
Strategic Issues	8
Appendix A	13

Plan at a Glance

Vision

The vision of Newfoundland Labrador Housing is that residents of the Province have access to safe and affordable housing.

Mission

By 2011, to address changing housing needs Newfoundland Labrador Housing (*Housing*) will have improved housing conditions for low and moderate income households in Newfoundland and Labrador.

Goals and Objectives

Goal One: By 2011, *Housing* will have improved the condition of the existing public rental housing

Objectives:

1. By 2009, *Housing* has upgraded public housing homes and commenced with redevelopment plans in at least one high density neighbourhood
2. By 2010, *Housing* has continued with upgrading and neighbourhood redevelopment plans
3. By 2011, *Housing* has completed its three-year plan for modernization and improvement

Goal Two: By 2011, *Housing* will have increased the supply of new rental accommodation under the Affordable Housing and Housing Trust Programs

Objectives:

1. By 2009, *Housing* has increased the number of new rental accommodations constructed under the Affordable Housing and Housing Trust Programs
2. By 2010, *Housing* will continue to partner with the private and non-profit groups to ensure completion of new rental accommodations under the Affordable Housing and Housing Trust Programs
3. By 2011, 468 new rental homes have been constructed under the Affordable Housing and Housing Trust Programs

Goal Three: By 2011, *Housing* will have improved the condition of privately owned homes of low income families assisted through the Provincial Home Repair Program (PHRP) and increased the number of clients housed under the Rent Supplement Program (RSP)

Objectives:

1. By 2009, *Housing* has increased the number of grants provided to private low income homeowners under the PHRP and increased the number of clients housed under the RSP
2. By 2010, *Housing* has continued to increase the number of low income households assisted under the PHRP and continued to increase the number of clients housed under the RSP
3. By 2011, *Housing* has reduced the wait lists for both the PHRP and the RSP

Introduction

Housing is a basic human need and an integral part of our province's social safety net. The key to a successful housing strategy will be to ensure that there are flexible and meaningful responses to accommodate changing housing needs.

As a result of changing demographics a rethinking around the type of accommodation and housing services will be necessary. The province is currently experiencing a change in demographic trends with:

- a decline in household size
- a rapidly aging population
- a high rate of poverty
- out-migration
- a shifting rural to urban population

Such demographic shifts will mean increased pressure on government to provide housing which is suitable and affordable for families, seniors, single persons, persons with disabilities and special needs. This coupled with the recent upswing and growth in the economy of Newfoundland and Labrador will place increased stress on the available housing stock and will result in higher housing costs and possible displacement of lower wage earners and their families.

While changing demographics will challenge housing resources, the issue around declining federal support for social housing will be even more challenging. In 1996, the federal government decided to withdraw from the administration and delivery of social housing. In April, 1997, Canada Mortgage and Housing Corporation (CMHC) signed a Social Housing Agreement (SHA) enabling the transfer of housing programs to *Housing* and set out a schedule for declining federal funding over the next thirty years. Reduction in CMHC funding for social housing programs began in 2001-2002 and all federal funding under this agreement will terminate in 2037-2038.

Declining federal support necessitated the need to define a future provincial role in the development of strategies, policy guidelines and program criteria for the delivery of social housing in Newfoundland and Labrador. As part of government's action plan to promote social justice, *Housing* was tasked with the development of a comprehensive Provincial Housing Strategy to position the province to meet current and future housing needs of low income households and individuals. The Provincial Housing Strategy is scheduled to be completed by October, 2008.

In April 2007, the Government of Newfoundland and Labrador tabled its budget for the province calling it a budget of vision and action and indicating that one means to promote a self-reliant people is through investment in housing. Priority was given to finding additional funds to invest in two major housing programs, the Public Rental Housing Program and the Provincial Home

Repair Program. In April, 2008, the province approved additional funding for the Rent Supplement Program.

This strategic plan represents the performance planning requirement for *Housing* for 2008 -2011. These dates fall within government's fiscal year calendar which is April 1 to March 31. This strategic plan identifies key strategic issues with associated goals, objectives and measures. These strategic issues are:

- *Improve the physical condition of the public housing portfolio*
- *Partner with private and non-profit groups to construct new rental housing for low and moderate income households*
- *Assist low income households living in private housing*

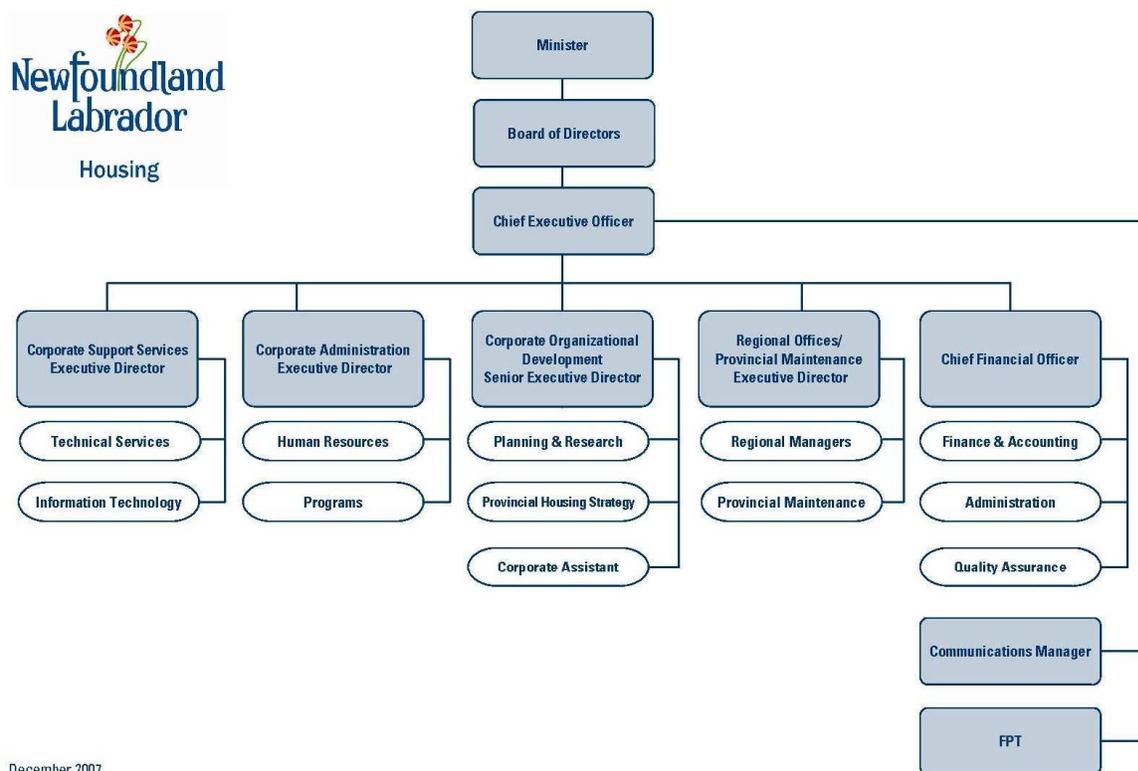
This strategic plan is not intended to reflect the full range of services and activities of *Housing* and its staff. *Housing* provides a variety of supports and services through its operational activity in areas such as maintenance repair, tenant relations, community centre and tenant association involvement. We also work with many community groups, departments and agencies to foster improvements in housing and the community at large in Newfoundland and Labrador.

Housing Overview

Newfoundland Labrador Housing is a provincial crown corporation which operates under the authority of the *Housing Corporation Act*. *Housing* is responsible for implementing all public housing policies and programs within Newfoundland and Labrador. *Housing* is governed by a Board of Directors appointed by the Lieutenant-Governor in Council and reports to the Government of Newfoundland and Labrador through the Minister of Human Resources, Labour and Employment, Minister Responsible for Newfoundland Labrador Housing.

Housing has 341 full-time and 55 seasonal staff. Approximately 61% of full-time employees are male and 39% are female. The seasonal employees are all male. In terms of management, 74% are male and 26% are female. Programs and policies are delivered in five regions across the province. These regions are: the Avalon Peninsula, Burin Peninsula, Central, Western and Labrador. The Corporation's head office is located in St. John's. The budget for *Housing* in 2008-2009 is estimated at \$131.7M. Approximately \$71.5M is federal funding, \$30.8M is provincial funding, \$16.9M is revenue received from public rental housing and \$12.5M was carried over from 2007-2008.

The current organization structure of *Housing* is as follows:



December 2007

Housing assists approximately 28,000 residents of the province each year. These families reside in approximately 14,700 low and moderate income households as follows:

Program	Number of Households	Number of Persons
Public Rental Housing¹	5,511	13,833
Rent Supplement	1,005	1,226
Home Repair Assistance	2,500	5,250
Subsidized Mortgages²	493	1,035
Non-Profit and Co-operative Housing	4,746	6,180
Affordable Housing³	468	571
Total	14,723	28,095

¹ Number of public housing units available to families and individuals.

² This number is being reduced yearly.

³ Number of units which will be completed over the three-year planning cycle.

The principal funding sources for programs that assist low and moderate income households in Newfoundland and Labrador comes from the federal and provincial governments through four main housing agreements; the Canada-Newfoundland Social Housing Agreement, the Canada-Newfoundland and Labrador Housing Renovation Agreement and the Canada-Newfoundland and Labrador Affordable Housing Agreement and the Affordable Housing Trust.

The **Social Housing Agreement** which was reached in 1997 transferred the administration of social housing programs from the Government of Canada to the Government of Newfoundland and Labrador. There are at present 11,262 social housing units funded under this agreement. Approximately 70 percent of these units are deeply subsidized with rent or mortgage payments based on a percentage of household income. In 2008-2009, the province will receive a little over \$50.4M in federal funding through this agreement. More than half of this funding will go towards the amortization of debt on the public housing stock and for housing stock in other programs. The rest of the funds are used to subsidize the operation of housing programs. This funding declines gradually over a period of thirty years and will terminate in 2037-2038. In 2007, the Government of Newfoundland and Labrador increased funding to accelerate the modernization of the public housing stock under this agreement by \$27.5M over a five-year period.

The **Housing Renovation Agreement** has been available to low income homeowners since the mid 1970's to make repairs to address emergency items, building envelope and home modifications to allow seniors and persons with disabilities to remain in or return to their homes. *Housing* delivers this agreement through its Provincial Home Repair Program (PHRP). This agreement has been typically renewed and extended at three year intervals. The current agreement is scheduled to expire on March 31, 2009. Federal funding for 2008-2009 is \$4.1M. While the province has been required to pay at least 25 percent towards program costs, it has for many years provided roughly 50 percent of total program funding. For 2008-2009, the provincial funding of \$8M amounts to 67 percent of total program funding. Beginning in 2007-2008, the province approved an additional \$4M per year to enhance the PHRP.

The **Affordable Housing Agreement** was reached in 2003 and was renewed in 2005. The objective of the program was to stimulate the development of affordable rental accommodation for low and moderate income households by the public, private and non-profit sectors. Federal funding of \$20.43M was matched with \$20.43M by the province for a combined funding of \$40.86M. All funding commitments must be finalized by March 31, 2009.

The **Affordable Housing Trust** was established by the federal government in 2006 and provides one-time funding to help address short-term pressures with the supply of affordable housing. A total of \$20.8M is allocated to Newfoundland and Labrador, with \$8.2M earmarked for Off-Reserve Aboriginal Housing. The time frame for draw down from the trust is March 31, 2009.

Mandate

Newfoundland Labrador Housing is a crown corporation whose mandate is to develop and administer housing assistance programs for the benefit of low to moderate income households throughout the province.

Lines of Business

Housing has four lines of business:

1. **Social Housing:** Provides subsidized rental accommodation to low income households who meet pre-determined criteria. Social housing assistance is subject to the number of available units funded in the public housing and private stock.
2. **Housing Supply Assistance:** Provides forgivable loans to property owners to undertake critical repairs or modifications to their homes and to public, private and non-profit organizations to develop new affordable rental housing stock for low to moderate income households
3. **Community-Based Housing:** Provides financial, technical, and administrative support to non-profit, co-operative and health sector housing providers who meet specified criteria. Subsidies are provided under various types of funding and operating agreements.
4. **Real Property Stewardship:** Develop and/or divest of corporate land and property holdings. Manage the financial interests in lands divested to municipalities and properties financed by *Housing* and operated by government departments and boards.

Values

The core values of an organization are the fundamental principles that guide the decision making and the behaviour of the people of the organization. The employees of *Housing* will focus their efforts during the planning cycle on the following values:

Values	Each Person
Accountability	Answers for the obligations of his or her job assignments Accepts responsibility for his or her actions Follows through on requests and commitments
Communication	Shares information, cooperates with one another Listens to others' views and communicates with respect
Leadership	Motivates others to perform to their maximum potential
Customer Service	Seeks solutions based on needs and abilities Shows initiative to find new ways to improve service and delivery
Respect	Treats clients and other employees with courtesy and tolerance Makes the workplace a productive and healthy environment Welcomes another's culture, race, religion, creed, personal individuality and opinions
Teamwork	Identifies opportunities to work with others to achieve goals Works to promote the overall interests of the corporation Adapts to changing priorities

The People We Serve

Housing serves families, seniors, persons with disabilities and special needs, victims of family violence, homeowners and landlords. *Housing* also works with the provincial government, federal government, landlords, developers, housing operators, community groups, municipalities and advocacy groups.

Vision

The vision of *Housing* is that residents of the Province have access to safe and affordable housing.

Mission

The mission statement identifies the priority focus area of the Board of Directors over the next three planning years. It represents the key longer term result that the Board of Directors and the Corporation will work towards as they move forward on the strategic directions of Government.

The statement also identifies the measure(s) and indicator(s) that will assist both the Corporation and the public in monitoring and evaluating success.

Housing is faced with an aging public rental housing portfolio, declining federal funding resources and a dramatic demographic shift. The issues facing *Housing* have become more pronounced over the past decade. *Housing* is preparing a Provincial Housing Strategy to address changing demographics and the condition of the housing stock and review the financial implications of the withdrawal of the Federal Government from social housing. Accordingly, the mission statement references the condition of housing in the Province and the link to a change in demographics. In keeping with the *Transparency and Accountability Act*, the mission statement is time limited to encompass the three year planning cycle.

Mission Statement

By 2011, to address changing housing needs Housing will have improved housing conditions for low and moderate income households in Newfoundland and Labrador.

The measures and indicators which will identify the achievement of *Housing's* mission are:

Measures

- Improved housing conditions to address changing housing needs

Indicators

- Number of public housing homes upgraded
- Redevelopment of high density public housing neighbourhoods
- Increase in the number of new rental accommodations constructed under the Affordable Housing Program
- Number of low income households assisted through the PHRP
- Number of low and moderate income groups assisted
- Reduction in wait lists

Strategic Issues

Government has identified a number of strategic directions directly affecting Newfoundland Labrador Housing which have been considered in preparation of the *Housing* Strategic Plan for 2008-2011. In keeping with these strategic directions, the mandate and financial resources, the following areas have been prioritized by the Board of Directors as issues over the next three-year planning cycle.

The goals identified for each issue reflect the results to be achieved over the three-year timeframe and the objectives provide specific targets on an annual basis. To assist *Housing* and the public in evaluating our performance, measures and indicators have been provided.

Issue One: Improve the physical condition of the public housing portfolio

Newfoundland and Labrador has some of the oldest public housing in Canada. Construction began in 1949, and at that time, homes were built to house larger families. Almost 80% of the rental housing portfolio are homes with three or more bedrooms. Our population has changed and now the majority of our housed tenants and applicants are smaller families who require only one or two bedroom homes. Seventy percent of public housing tenants are either single occupants or are single parent families. Almost 85% of applicants for social housing are single parents, single individuals and seniors.

Housing will target funding to upgrade building envelopes and interiors, address visibility and security issues and redevelop and revitalize targeted housing neighbourhoods. This will improve the living conditions of current tenants and address the demand for housing among smaller families who require smaller homes. In 2007-2008, the Province provided increased funding of \$27.5M over a 5 year period for accelerated modernization of public housing. In 2008-2009, the Province approved an additional \$2M per year for 5 years to undertake interior repairs to public housing and received one time approval of \$2M to address mold and mildew issues. Renovation of social housing homes will deal with issues around energy efficiency and environmental concerns. Lower maintenance costs in the homes which have been upgraded will also be a benefit.

Issue One: Improve the Physical Condition of the Public Housing Portfolio
Goal: By 2011, <i>Housing</i> will have improved the condition of the existing public rental housing
Measure: Significant improvement in the condition of public rental housing
Indicators: Number of homes upgraded Redevelopment of high density public housing neighbourhoods
Objective 2009: <i>Housing</i> has upgraded public housing homes and commenced with redevelopment plans in at least one high density housing neighbourhood
Measures: Upgraded public housing homes Commencement of redevelopment plan
Indicators: Number of upgraded homes Completion of neighbourhood improvements
Objective 2010: <i>Housing</i> will have continued with upgrading and neighbourhood redevelopment plans
Objective 2011: <i>Housing</i> has completed its three-year plan for modernization and improvement

Issue Two: Partner with private and non-profit groups to construct new rental accommodation for low and moderate income households

Over the last 30 years, Newfoundland and Labrador has aged faster than any other province in the country. Within 10 years, 20% of our population will be over the age of 65 years and 45% will be over the age of 50. *Housing* recognized that the Affordable Housing Program offered the greatest opportunity to increase the number of homes available to seniors, disabled and clients with special needs. By working with private sector and community-based groups, new accommodation will be constructed under the Affordable Housing and Housing Trust Programs for low and moderate income households.

Issue Two: Partner with private and non-profit groups to construct new rental accommodation for low and moderate income households
Goal: By 2011, <i>Housing</i> will have increased the supply of new rental accommodation under the Affordable Housing and Housing Trust Programs
Measure: Increased supply of newly constructed rental accommodation
Indicator: Number of rental accommodations available to families, seniors, disabled and clients with special needs
Objective 2009: <i>Housing</i> has increased the number of new rental accommodations constructed under the Affordable Housing and Housing Trust Programs
Measure: Increase in the number of new rental accommodations constructed
Indicators: Number of new rental accommodations constructed. Number of rental accommodations occupied by families, seniors, disabled and clients with special needs
Objective 2010: <i>Housing</i> will continue to partner with the private and non-profit groups to ensure completion of new rental accommodations under the Affordable Housing and Housing Trust Program
Objective 2011: By 2011, 468 new rental homes have been constructed under the Affordable Housing and Housing Trust Programs

Issue Three: Assist low income households living in private housing

In 2003, the Government of Newfoundland and Labrador announced a blueprint to guide the province on a journey of self-reliance. In April, 2007, the Government of Newfoundland and Labrador tabled its budget for the province calling it “a budget of vision and action” and indicating that one of the means to promote self-reliance was through investment in housing programs.

Housing, in partnership with the Government of Canada, delivers the Provincial Home Repair Program (PHRP) which provides home repair assistance to low income families who own their own homes mainly in rural Newfoundland and Labrador, a significant number who are seniors. Funding is available on a priority basis to address repairs which are considered an emergency or are life safety in nature and covers home modifications to allow seniors and persons with disabilities to remain in or return to their homes. Financial assistance is provided to undertake home repair to address problems associated with the building envelope. Applicants for this program are placed on a waiting list.

The Federal component of the PHRP was extended for a two-year period and is scheduled to expire on March 31, 2009. To date there is no commitment from the Federal Government to extend the agreement. One of the initiatives to promote self-reliance through investment in housing programs was the enhancement of the PHRP by the Province. *Housing* received a commitment from the Province for an additional \$4M per year beginning on April 1, 2007, for the next six years. The additional funding will help to address the wait list for repairs and improve the housing conditions of low income clients assisted under the PHRP.

Housing, in partnership with the Government of Canada delivers the Rent Supplement Program (RSP) which targets low income households by paying a portion of their rent for private rental accommodations. The tenant’s rental payment to the landlord is between 25 to 30 percent of their income with the remaining portion of the rent paid directly to the landlord by *Housing* by written agreement. The RSP subsidizes mainly one and two-bedroom apartments primarily in urban parts of the province and serves to reduce *Housing*’s wait list; \$1M per year provides 250 rent supplements for seniors and persons with special needs.

Issue Three: Assist low income households living in private housing
Goal One: By 2011, <i>Housing</i> will have improved the condition of privately owned homes of low income families assisted through the PHRP and increased the number of clients housed under the RSP
Measure 1: Improvement in the condition of privately owned homes assisted under the PHRP
Indicators: Number of grants provided to low income households to make home repairs Number of target groups assisted Reduction in the PHRP wait list
Measure 2: Increased the number of clients housed under the RSP
Indicators: Number of seniors, low income households, non-elderly and persons with special needs assisted Reduction in rental housing wait list
Objective 2009: <i>Housing</i> has increased the number of grants provided to private low income homeowners under the PRHP and increased the number of clients housed under the RSP
Measures: Increased the number of grants provided under the PRHP Increased the number of clients housed under the RSP Reduced the wait lists
Indicators: Number of grants provided to households assisted under the PHRP Number of target groups assisted under the PHRP Number of targeted households housed under the RSP Reduction in wait lists
Objective 2010: <i>Housing</i> has continued to increase the number of low income households assisted under the PHRP and continued to increase the number of households assisted under the RSP
Objective 2011: <i>Housing</i> has reduced the wait lists for both the PHRP and the RSP

Appendix A

Strategic Directions

Strategic directions are clear statements of the 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 action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward together on key commitments.

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

Title: **Housing**

Outcome: **Sustainable social housing for households with the greatest need. This outcome supports a policy direction of Government and requires systemic intervention in the following areas:**

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	The Direction is Addressed:		
		Strategic Plan	Operational Plan	Work Plans
1. Public rental stock		√	√	
2. Public housing wait list		√	√	

Title: **Poverty Reduction**

Outcome: **Enhanced self reliance through the prevention, reduction and alleviation of poverty. This outcome supports a policy direction of Government and requires systemic intervention in the following areas:**

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	The Direction is Addressed:		
		Strategic Plan	Operational Plan	Work Plans
3. Social housing		√	√	

Photographs by Ned Pratt:
MacMorran Community Centre
McGrath Place, St. John's
Virginia Park Community Centre



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