

Clause No. 13 in Report No. 5 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on November 21, 2013.

13

HUMAN SERVICES PLANNING BOARD OF YORK REGION: COLLABORATIVE ADVOCACY: CREATING THE CONDITIONS TO INCREASE THE SUPPLY OF PRIVATE MARKET RENTAL HOUSING OPTIONS

Committee of the Whole recommends:

- 1. Receipt of the presentation by Susan La Rosa, Co-Chair, Human Services Planning Board and Valerie Shuttleworth, Director, Long Range Planning.**
- 2. Adoption of the following recommendations contained in the report dated October 25, 2013 from the Commissioner of Community and Health Services:**

1. RECOMMENDATIONS

It is recommended that:

1. Council endorse the Human Services Planning Board of York Region Collaborative Advocacy Plan to encourage the development of purpose built private market rental housing options in York Region (see *Attachment 1*).
2. The Regional Clerk circulate this report to local municipalities seeking endorsement of the Human Services Planning Board of York Region Collaborative Advocacy Plan with an offer to present the Plan to any local municipality should they wish to receive it.
3. The Regional Clerk circulate this report to the Human Services Planning Board of York Region, the Community Partnership Council under the Local Immigration Partnership, local Members of Parliament, local Members of Provincial Parliament, the Regional Municipalities Peel, Halton, Durham, and the City of Toronto, Federation of Canadian Municipalities, Association of Municipalities Ontario, Canadian Rental Housing Coalition, Ontario Municipal Social Services Association, Ontario Non-Profit Housing Association, Canadian Housing and Renewal Association, and Greater Toronto Civic Action Alliance for information.

2. PURPOSE

This report seeks Council endorsement of the Human Services Planning Board of York Region (the Board) Collaborative Advocacy Plan to encourage the development of purpose built private market rental housing options in York Region.

3. BACKGROUND

More private market rental housing options are needed in York Region

A healthy housing sector able to meet the range of needs across income levels is essential to York Region economic and social well-being. The Bank of Canada recently identified imbalances in the housing market as the number one risk to the economy. Rental housing is a vital component in the housing continuum, and in York Region that market is under supplied. Rental housing traditionally provides housing options to young people and seniors who do not wish to own and to low and moderate income residents and workers who cannot afford the ownership market.

Under the Housing Affordability Community Result, the Board is using indicators to monitor community progress in creating rental housing options, including the proportion of housing stock that is rental, the rental vacancy rate, rental housing unit starts and rental affordability. The following rental housing trends are cause for concern and point towards action needing to be taken:

- 1) **York Region housing market has the lowest percentage of rental housing in the Greater Toronto Area (GTA):** In 2011, approximately 11.5 per cent of the Region residential units were rented, which is well below the national average of 30.6 per cent, the Provincial average of 28.4 per cent and lower than any other region in the GTA.
- 2) **York Region vacancy rate was among the lowest in the GTA at 1.6 per cent** as of October 2012, which is below the 3 per cent vacancy rate that indicates a healthy rental market where sufficient choice in the market prevents rents from increasing too quickly.
- 3) **Construction of purpose built rental housing has flat-lined in York Region since 2001:** Out of the 10,570 housing starts in 2012, a total of 270 or 2.6 per cent of housing starts were for the rental market, including 237 built by Housing York Inc. and 33 by the private sector.

- 4) **Housing is becoming less affordable for low and moderate income groups:** 32 per cent of low and moderate income renters spent 50 per cent or more of their gross income on housing in 2005.

Purpose-built rental housing offers a more stable rental housing supply

Through various discussions, the members of the Board have concluded that the significant shortage of adequate rental housing is the single most important issue impacting the economic self-sufficiency of many individuals and families. The Board is therefore suggesting that it focus its efforts on encouraging the development of purpose built private market rental housing options. These units are protected by the Regional Official Plan (ROP) and, therefore, offer a more stable supply of rental housing. ROP policy 3.5.21 requires local municipalities to adopt official plan policies that protect rental housing from both demolition and conversion to condominium or non-residential use, including provisions that would prohibit demolitions or conversions resulting in a rental vacancy rate of less than 3 per cent in the local municipality.

As of mid-2006 the secondary rental market consisted of approximately 2,543 condominium units and 12,488 low density units. The secondary rental market, which includes units in the ownership stock that are rented, such as rented condominiums or secondary suites, is also an important source of rental supply that play an important role in meeting the demand for rental. However, there are risks to relying on the secondary rental market as these units are not as stable. They can come and go from the market at the discretion of their owner. For example, if mortgage rates increase and carrying costs of a condominium unit outpace rents, the owner could sell it effectively removing the unit from the rental market.

The Regional Official Plan (2010) requires a minimum of 25 per cent of all new housing units Region-wide and a minimum of 35 per cent of all new housing units in Regional Centres and key development areas to be affordable

The Regional Official Plan (ROP) promotes an appropriate mix and range of housing choices and options to meet the needs of residents and workers. This includes the provision of affordable housing. Increasing private market rental housing options in York Region will likely help achieve the ROP affordable housing targets, since rental housing has traditionally been a more affordable housing option for low and moderate income families.

Opening the door to more rental housing options is a positive step to encourage more affordable rental options. It has been documented that one way to improve housing affordability is to increase supply and competition between housing providers. Broadening rental housing options will lead to a greater diversity of housing types, which by extension may lead to greater housing affordability. The Board is undertaking research to evaluate the impact increased rental supply has had on affordability in other communities. The Board will regularly monitor how their work is encouraging housing affordability.

Increased rental housing options will lead to greater economic self-sufficiency for many low and moderate income residents

In order to address the shortage of rental housing, the Board convened an education session in May 2013 hosted by IBM (a Board Member organization) where Board members learned from private and public sector experts about the tools, levers and opportunities to create purpose-built private market rental housing. Following the education session, IBM facilitated another session with Board members in June 2013 to create a shared vision for increasing York Region private market rental housing supply that forms the foundation of the Collaborative Advocacy Plan.

While most of the Board expertise is not in developing housing, they came away from those discussions understanding that their role in encouraging private market rental housing includes:

- Telling the story of the need for rental housing in York Region and raising awareness of solutions.
- Engaging government, the building industry and corporate leaders in discussions to create the conditions for private market rental housing development.
- Identifying and connecting partners and stakeholders.

4. ANALYSIS AND OPTIONS

The Board developed a Collaborative Advocacy Plan to attempt to change the current conditions that impact the rental market so that the private sector would re-engage in developing private market rental housing options in York Region

The Board approved the Collaborative Advocacy Plan at its meeting on September 18, 2013 (see *Attachment 1*). Pending Council approval, the Plan will be used to engage the following target audiences: all orders of government; building industry; and corporate leaders to identify how they can contribute to turning the private market rental housing curve. Communication tools will be tailored for each of the target audiences to use when engaging their networks.

Creating the conditions to build private market rental housing involves a balance of influencing behavior, beliefs and attitudes, as well as changes to the regulatory frameworks that govern how rental housing is built

The Collaborative Advocacy Plan identifies actions that contribute to achieving the affordable housing targets outlined in the Regional Official Plan and Goal #1 of the 10-Year Housing Plan to increase the supply of private sector rental. To do this, the Board will bring together key stakeholders to discuss changes that could lead to the development of more purpose built rental.

Initial discussions with representatives from the building industry indicate that high land costs, risk tolerance of lenders and a legacy of inconsistent rent control policies are key challenges, however, they have also noted that other changes could be made to make building rental more attractive. While the private sector is looked upon to invest and build rental, all orders of government must create the conditions for this to be attractive. Some examples of legislative and policy changes that governments could make may include:

Regional and local municipal governments:

- Where appropriate, encourage municipalities to adopt policies that support rental housing construction, such as more permissive zoning bylaws to permit increased height or density, streamlined development application approval processes, and reduction or temporary deferral of development cost charges.

Provincial government:

- Review provincial tax policy, including land transfer tax, to ensure they do not impede the delivery of rental housing.
- Inclusionary zoning to require rental in new developments.
- Review Ontario Building Code standards to minimize barriers to building rental housing. For example, in British Columbia the building code has been amended to increase the maximum height of wood-framed residential construction from four storeys to six storeys, which reduces construction costs and increases design flexibility. The Building Industry and Land Development Association is currently seeking a similar change to the Ontario Building Code.

Federal government:

- A national economic strategy that includes an adequate supply of rental housing.
- Initiate federal tax incentives to stimulate private market rental housing development.

All partners have a role to play in creating the conditions to build private market rental housing

The Board, all levels of government, the building industry and corporate leaders each has key and interconnected roles to play to help create the conditions to build private market rental housing. The strategy to attain this goal and the specific role that each stakeholder will have are included in the Collaborative Advocacy Plan.

The Board will have the overall role of coordinating the implementation of the Plan and bringing the key players to the table. At each step of the way, the Board will rely on the local municipalities, the building industry and corporate leaders to participate, share information and identify collective priorities and areas requiring change. All decision makers will need to embrace and endorse a common vision and find ways to create changes that support increased private sector rental development in York Region.

Role of the Board

The Board will host roundtable discussions and meet with local municipalities, the building industry, and corporate leaders to inform the development and refinement of a Compelling York Region Rental Housing Story. The story will document the viewpoints of these key stakeholders and how they see the current rental situation in York Region. The story will also examine the social and economic threats to the Region if action is not taken to address the rental issue. The story will then be used to inform a Collective Statement of Commitment. The statement should galvanize all of the stakeholders around a commitment of the things that they are prepared to do to make rental happen in York Region.

The Board will then share the Rental Housing Story and Statement of Commitment with provincial and federal government staff, local Members of Parliament, local Members of Provincial Parliament, neighbouring regional governments and their networks. The Board will also seek to broaden its collective voice by creating strategic alliances with other associations focused on encouraging private market rental housing.

The Board engages a government relations strategist to help guide implementation of the Plan

The Board has engaged the services of a government relations strategist to help implement the Plan. A government relations strategist provides the level of expertise required to ensure the Board is equipped to influence the legislative environment primarily at the provincial and federal levels and build support for legislative changes that encourage the creation of rental housing options.

To prepare for the advocacy activities the strategist will conduct original research and gather data on promising practices to help understand current perceptions and the attitudes within senior levels of government around creating private market rental options. With this understanding, a carefully crafted communication plan will be developed to engage decision makers. In the final stage, contacts will be mapped out and meetings arranged in order to work with decision makers to influence legislative change.

The Region and local municipalities will provide knowledge and expertise in developing the rental story for York Region

The Region and local municipalities play important roles throughout the Plan, including endorsing the Plan, dedicating staff to share local knowledge and expertise during roundtable discussions, sharing the Compelling Rental Housing Story among networks and endorsing the Collective Statement of Commitment.

The federal and provincial governments will work with the Board to find solutions

Targeted provincial and federal government staff insight will be sought to review prospective legislative and policy changes that would encourage the development of private market rental housing. The basis for these discussions will be the information collected through the Board consultations with local municipalities, the building industry, and corporate leaders during earlier phases of the Plan. Board members will then meet with local Members of Parliament and local Members of Provincial Parliament to discuss their role in supporting legislative changes to encourage the development of private market rental housing.

The building industry and corporate leaders will help the Board to identify the tools and gaps in developing rental housing

Contributions from the building industry and corporate leaders at roundtable discussions will be essential to identifying existing tools and priority gaps that need to be addressed to encourage the development of private market rental housing. Following the roundtable discussions, the building industry and corporate leaders will play important roles; including meeting with Board Members to refine the Rental Housing Story and Collective Statement of Commitment, and sharing among their networks.

Link to key Council-approved plans

The Board collaborative advocacy efforts support the vision of having housing choices that allow people to live in the Region through all stages of their lives. This is consistent with Council policy as reflected in the following documents:

- *Vision 2051's* Goal Statement: “In 2051, York Region has housing to match the needs of its residents and workers. Housing choices support affordable and sustainable living, and address the needs of a diverse and aging population.”
- *York Region 2011–2015 Strategic Plan's* objective to “support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents.”
- *York Region Ten Year Housing Plan's* goal of increasing the rental housing supply.
- *York Region Official Plan's* encouragement of the construction of new rental units with a full mix and range of unit sizes, including family-sized and smaller units and the requirement that 25 per cent of all new housing and 35 per cent of new housing in Regional Centres and key development areas be affordable.
- *York Region Investing in our Communities: Multi-Year Plan for the Community and Health Services Department* goal to support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents.

5. FINANCIAL IMPLICATIONS

The 2013 budget for the Human Services Planning Board activities is \$581,000. Increases of \$50,000 in 2014 and 2015 will be requested through the Regional budget process to continue to support and enhance the Board activities.

The Board has procured a government relations strategist to conduct original research, data gathering, develop a communication plan and implement advocacy activities. The costs for these activities are included within the existing budget.

6. LOCAL MUNICIPAL IMPACT

Creating healthy, sustainable, complete and inclusive communities is a common goal for local municipalities, York Region and the Board. Availability of housing options, including rental housing options, impacts the health of all communities.

The Region and local municipalities are partners in the development of housing affordability. The Regional Official Plan sets out affordable housing targets and local municipalities play an important role in achieving those targets. The collaborative advocacy work the Board is undertaking supports the efforts of local municipalities in encouraging a full mix and supply of housing options. The Plan goes beyond monitoring housing affordability by developing an understanding of the uniqueness of the current local situation and encouraging the conditions necessary for private market rental housing options.

A critical component of the Plan's success will be the support of local municipalities and their participation in each step of the Plan. Endorsement of the Plan will help advance a legacy for housing that encourages a full mix and supply of housing options. In 2014, the Board will contact local municipal staff to seek their participation in sharing information and local knowledge during roundtable discussions on encouraging purpose built private market rental housing development in York Region with representatives of the Region, private building sector, and corporate leaders.

7. CONCLUSION

The Board is dedicated to taking a leadership role in supporting the growth of rental housing options through the development of good smart policy. Although private market rental housing is not the only solution to creating housing options, an increase in rental housing supply would provide more options for residents unable or not wanting to purchase a home.

Providing housing options in optimal locations allows residents to contribute positively to the economy and society. When housing options, including rental housing, are available in reasonable proximity to employment, travel times and stress are reduced which increases productivity, lowers absenteeism and improves the ability of employers to attract and retain employees. This in turn increases incentive for employers to relocate to the Region or remain invested in the Region. Reduced travel time also reduces stress on the road system and decreases greenhouse gas emissions. Encouraging residents to work in and contribute to the area in which they live supports the Region urban structure and transportation networks, thus promoting vibrant, healthy communities, a strong economy, and a clean environment.

For more information on this report, please contact Lisa Gonsalves, Director, Strategies and Partnerships Branch at ext. 2090.

The Senior Management Group has reviewed this report.

(The attachment referred to in this clause is attached to this report.)

Make Rental Happen:

Creating the Conditions to Build
Private Market Rental Housing

Message from Human Services Planning Board of York Region Co-Chairs

A good mix of housing options is essential to creating a healthy, complete community.

The development of rental housing is not keeping pace with our growth. We have one of the lowest rental vacancy rates in the GTA, which means that many individuals and families looking to call York Region home have few choices.

The high cost of home ownership forces many prospective residents to live elsewhere. Rental housing traditionally provides housing options to new graduates, young families, newcomers and seniors unable or not wanting to buy a home. There are not enough rental units to meet this demand. The real risks this creates are possible shortages in our local workforce, more congestion on our roads and communities that lack the vibrant mix of residents that characterize a complete community.

York Regional Council has shown leadership in tackling the shortage of rental housing by endorsing its 10-year housing plan – *Housing Solutions: A place for everyone*. Through the Human Services Planning Board, Council is collaborating with all levels of government, corporate leaders and the building industry to forge a new direction in our community where residents have housing options for all ages and stages of their lives.

Make Rental Happen: Creating the Conditions to Build Private Market Rental Housing begins a dialogue about what each of us can bring to the table to address the shortage of rental housing.

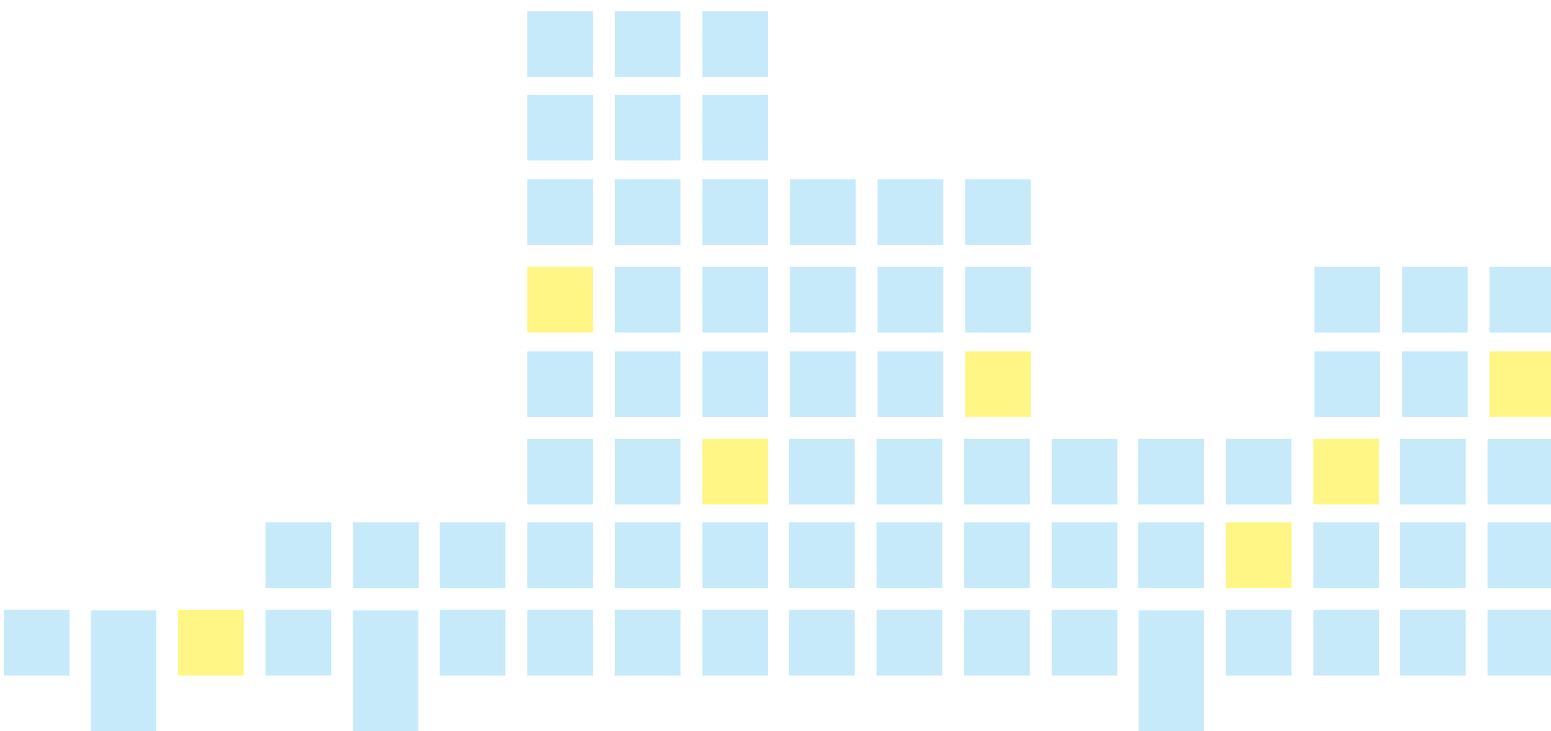
No single group can address this issue in isolation but by working together we can Make Rental Happen.



John Taylor
Regional Councillor, Town of Newmarket
Co-Chair, Human Services Planning Board
of York Region



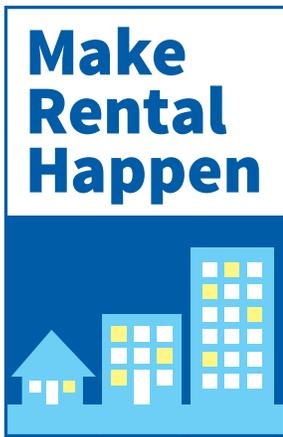
Susan LaRosa
Co-Chair, Human Services Planning Board
of York Region





Make Rental Happen:

Creating the Conditions to Build Private Market Rental Housing



Building a complete community in York Region begins with building a healthy housing market with a full mix of housing options as the core of our economic competitiveness, social well-being and community health.

Our population and urban structure are growing and diversifying, and our housing options need to do the same. We need an appropriate mix of housing that offers options for all levels of income and provides all residents a place to call home and a foundation to thrive.

How does the lack of housing options affect York Region?

Increased pressure on social housing infrastructure

Today, over 10,000 households are on the social housing waiting list and demand for units keeps rising. To make matters more difficult, very few existing tenants transition out of their units, which means space isn't opening up for those on the waiting list.

Economic competitiveness

It takes diversity of workers in all income levels to provide the services that create a healthy, vibrant community. A healthy housing market with a variety of options gives young professionals, skilled workers and new immigrants housing close to places of employment. Access to these housing options, such as rental housing, can be a major factor in businesses' ability to attract and retain skilled employees. In turn, accessing the Region's skilled workforce can play a role in new businesses investing here and in existing businesses deciding to stay.

Transportation

A lack of housing options also means our workers need to commute further on a daily basis to get to work. The Region has the second lowest live/work ratio in the Greater Toronto Area at 53 per cent. This means that about half of the jobs in the Region are filled by people living outside the Region and about half of the Region's workforce leaves the Region for work every day. This begs the question: are our roads congested due to lack of housing options close to work?

Quality of Life

Longer commutes adversely impact the environment, our health and our quality of life through increased carbon emissions, stress and time away from home.

The wicked question

How might we create the conditions within the current environment to increase the supply of private market rental housing options in York Region for residents of all ages and stages to thrive?

Affordable housing

A good mixture of safe and affordable housing options and programs throughout York Region for low and moderate income families and individuals to make ends meet.

Indicator areas where, as a community, we need to focus efforts and investments with program, services, and funding

- Housing options
- Housing affordability
- Housing policy decisions

The current rental housing trends that will be used to monitor progress in advancing the community results

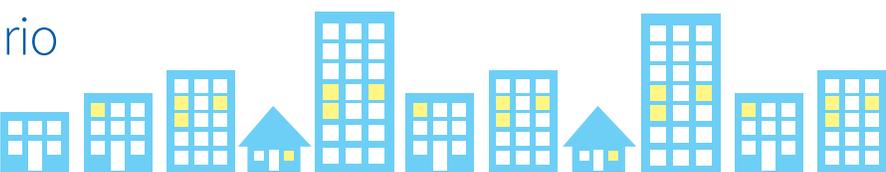
Housing Tenure

York Region has the lowest proportion of rental housing in the Greater Toronto Area. In 2011, approximately 11.5 per cent of the Region's residential units were rented, which is well below the national average of 30.6 per cent, the provincial average of 28.4 per cent and lower than any other region in the GTA.

York Region

11.5% 

Province of Ontario

28.4% 

Canada

30.6% 

Average Rental Vacancy Rate

As of October 2012, York Region's rental vacancy rate was 1.6 per cent – well below the three per cent vacancy rate that indicates a healthy rental market and prevents rents from increasing too quickly.



Rental Housing Unit Starts

Out of the 10,570 housing starts in 2012, a total of 270 or 2.6 per cent of housing starts were for the rental market, including 237 built by Housing York Inc. and 33 by the private sector.



Housing Affordability for Tenants

Thirty-two per cent of low- and moderate-income renters spent 50 per cent or more of their gross income on housing in 2005.



We know there is demand for rental housing in York Region. We also know the private sector is not building the housing needed to meet this demand, but what are the stories, causes and forces at work behind these trends?

1. What are the barriers preventing private sector investment in the rental housing market?

A number of barriers underlie the lack of private investment in the rental market. Although not an exhaustive list, the following provides a few key considerations:

High cost of land

Competition for multi-residential land often results in inflated land values that are based on anticipated condominium development. This undermines the viability of new rental construction because it increases upfront costs, which in turn increases risk. In some communities they are investigating the use of a community land trust as a way of securing affordable land for designated residential developments.

Fundamentals of building rental housing don't add-up compared to condominium development

Building multi-residential developments requires a significant upfront investment of capital, reaching up to \$30 million. When dealing with this level of risk it is difficult for the development industry to maintain the long-term horizon needed to earn a significant return on investment in rental housing. In comparison, condominium development generates a more immediate return on investment. Exploring alternative development standards for private market rental projects could help reduce costs, such as:

- Conditional grants for development charges and development application processing fees.
- Reduced parking and parkland dedication requirements.
- Broader use of agreements to permit increased height and density in exchange for a community benefit.

Financing

It is more difficult to receive financing for rental developments. Lenders do not want to expose themselves to a higher level of risk in comparison to condominium developments that may be considered a safer investment. Lenders don't want to risk the possibility of owning a rental property that needs to be managed.

Mindset

Private market rental housing development requires two distinct business mindsets – one to build the property, and one to lease it to tenants and provide ongoing property management. In comparison, a condominium developer is able to sell units prior to construction and be in a position to sell the building following its completion, which translates into a faster return on investment for the developer.



Skeptical of government support

The private sector is skeptical of government support for the private market rental housing sector for a variety of reasons, including:

- Unpredictable changes to rent control guidelines;
- A tax system that does not provide incentive to build rental housing; and
- A number of senior government policies provide incentives to encourage ownership, such as first-time-buyer tax credits, RRSP down payments and favourable mortgage terms. These incentives have increased the consumer's ability to pay high ownership costs, which increases profitability of building ownership-housing and reduces incentive to build rental housing.

Not in my backyard (NIMBY)

Changing the perception of rental housing and getting neighbourhoods to accept alternative forms of housing is critical to meaningfully expanding the supply of private market rental housing. Negative community perceptions and reactions to rental housing can cause private developers and investors to reconsider building rental. Lack of public support for development applications can result in longer timelines due to community conflict and longer development application review processes, which creates added costs for the developer. Initiating streamlined, development-review processes for private market rental housing applications could reduce costs and shorten timelines.

2. Where are some of the opportunities for private market rental housing?

High costs of owning a home creates demand for rental housing

High home ownership costs have pushed ownership out of reach for some prospective home buyers and caused others to stay in the rental market longer as they save for a down payment.

Federal policy

Concerns about high household debt and over-valued housing have led the federal government to tighten lending conditions, such as limiting the maximum mortgage amortization period to 25 years.

York Region's aging population will keep demand for rental housing high:

Population forecasts suggest demand for rental accommodations will increase over the next 20 years as our population continues to age and diversify. Today, 20 per cent of York Region residents over 75 years old live in rental units. It is anticipated the number of residents over 75 will increase from approximately 48,000 people in 2009 to 137,000 people in 2031.

Interest rates

Low interest rates still provide an opportunity for developers to access capital and invest in building new rental housing developments.



Economic conditions

The Canadian economy faces economic challenges as the resource export boom subsides and weak global economic growth continues. During this time, household income may be minimized as more households face job insecurity or job loss. This could reduce the number of residents ready to buy a home each year and cause some families that currently own a home to look for rental options.

Who are the partners that need to do better?

Finding solutions to the rental housing challenge requires coordinated and strategic approaches with contributions from partners in all sectors, including:

- All levels of government
- Major employers and corporate leaders including: public sector labour associations, housing associations, coalitions
- The building industry including: land developers, planners, architects, property managers, engineers, suppliers contractors
- The financial sector

What are the actions to do better:

The Human Services Planning Board has developed the *Make Rental Happen: Creating the Conditions to Build Private Market Rental Housing* using an adoption model to focus its efforts in turning the private market rental housing curve. The adoption model mirrors the way many of us adopt new actions. It begins with gathering information; the second step raises awareness and builds understanding of the need for rental housing; the next engages those who have a role in the rental supply and the last provides opportunities for stakeholders to support efforts and do their part to increase the private market rental housing stock in York Region. Rather than signal the end of the change process, efforts must be sustainable over time – just think about how long Health Canada has advocated for smoking cessation – and needs to be re-evaluated from time-to-time.

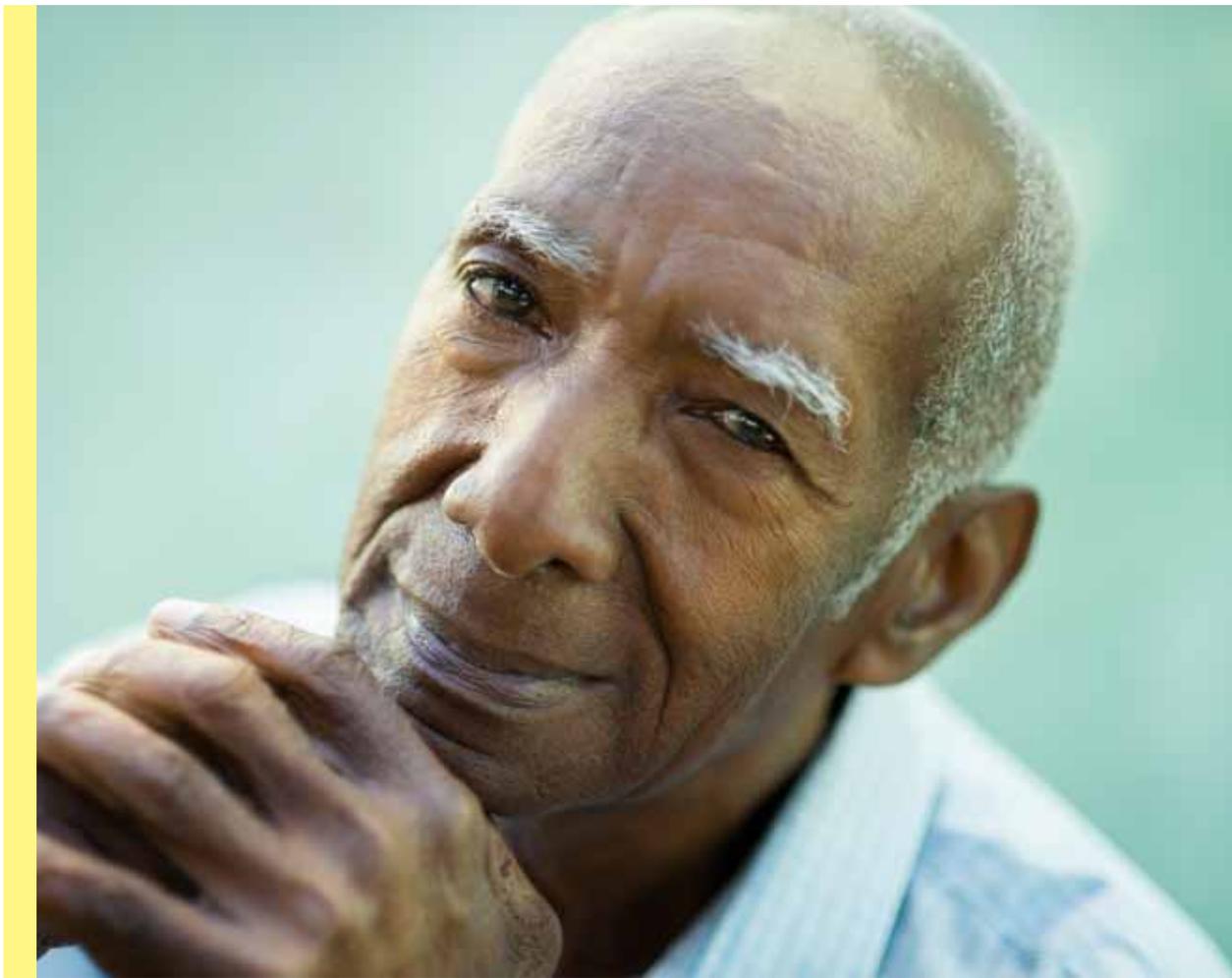
Make Rental Happen:

From advocacy to action

Target Audiences

The Plan will be used to engage the following target audiences:

- All levels of government (federal, provincial, regional, municipal)
- Building industry
- Corporate leaders



1. Laying the foundation

December 2013 - June 2014

Focus

Information gathering and conducting research

Outcomes

- The compelling York Region rental housing story
- A collective statement of commitment
- Partnerships and alliances

Getting there

- **Map out key target audience contacts** for discussion, engagement and information sharing to create private market rental housing options
- **Use a cross-disciplinary team of technical experts (planning, finance, building, community) to conduct research and review promising practices on the current rental housing environment:**
 - Identify the existing tools and the barriers to using those tools including: process, timing, policy, expertise, finance
 - Identify the priority gap areas that require advocacy
 - Identify leverage points for successful rental housing models
 - Understand the size of the rental housing issue in Ontario and Canada
 - Identify how rental housing is affecting York Region quality of life, economic competitiveness, transportation and social housing infrastructure
- **Host roundtable discussions, collect data and conduct surveys to:**
 - Attain target audience perspective of the current environment to build rental housing, points of view and understanding of the issue
 - Identify interconnected benefits of rental housing options in creating a healthy complete community
 - Engage private sector champions who have explored the feasibility of rental housing in York Region on lessons learned and what leads to success
- **Create strategic alliances** with others, including associations and coalitions that are aligned: Federation of Canadian Municipalities, Association of Municipalities Ontario, Canadian Rental Housing Coalition, Ontario Municipal Social Services Association, Ontario Non-Profit Housing Association, Canadian Housing and Renewal Association, Greater Toronto CivicAction Alliance and other Regions

2. Raising awareness, building understanding January – September 2014

Focus

Strategic inquiry

Outcomes

- Innovative ideas received from post-secondary Rental Housing Challenge submissions
- A refined compelling rental housing story based on key audience input
- A refined collective statement of commitment based on key audience input
- Tailored communication tools for telling the rental housing story

Getting there

- Host a post-secondary student challenge event to discuss and recognize innovative ideas for creating rental housing options in York Region using existing regulations
- Develop and implement the communication plan to reach each target audience that includes tailored communication tools
- Meet with local Members of Parliament, local Members of Provincial Parliament, employers, the building industry, senior policy staff of targeted Ministries to test the story and collective statement, gain insights as to views on the issue, future direction, check on positioning and who else needs to be involved



3. Engaging our partners June 2014 – March 2015

Focus

Demonstrating leadership

Outcomes

- Endorsement of the York Region collective statement of commitment
- The compelling story is shared by the target audience with networks
- Discussions with Provincial and Federal Ministers
- Host a broad rental housing forum

Getting there

- Seek endorsement from the Region, local municipalities, building industry, corporate leaders of the collective statement of commitment reflecting the tools and contributions available in York Region and the points of agreement for changes to the current legislative environment
- Attend meetings with Provincial and federal Ministers to share the compelling story, the collective statement of commitment, discuss gaps and find the win-win for both sides
- Bring target audience together at a broad rental housing forum, including traditional and non-traditional funders, to identify solutions, synergies, partnerships and investments that create solutions to the rental housing shortage



4. Adopting the vision 2015 - Ongoing

Focus

Maintaining momentum and sustaining the changes

Outcomes

- Encourage the development of business practices and organizational structures to facilitate the development of private market rental options
- Make rental happen – increased ability to navigate current environment
- Establish partnerships to create the conditions needed to build private market rental housing
- The collective statement of commitment is used as a communication tool in York Region
- Tools are being used effectively to build private market rental options
- Legislative changes encourage the creation of private market rental options
- Developing rental housing is a sound investment in York Region

Getting there

- Repository of information created on tools available and using them effectively
- Policies and procedures are flexible to encourage the creation of rental housing options
- Recommendations are identified to continuously improve housing affordability in York Region



Human Services Planning Board of York Region (HSPB-YR)

Mandate

To enhance the effectiveness and efficiency of human services in York Region through capacity building in the human services sector and collaborative advocacy.

Vision

A healthy and vibrant community enhanced through inclusive, collaborative and innovative human services.

Mission

To develop and implement system solutions which enhance community health and well-being.

Seven Guiding Principles

- Accountability and Transparency
- Collaboration
- Communication
- Community Engagement
- Creating a Healthy Community
- Mindset of Sharing
- Respect and Diversity



Member Organizations

Regional Government Sector:

Bill Fisch, Chairman and Chief Executive Officer (CEO), The Regional Municipality of York

John Taylor, Regional Councillor, Town of Newmarket and Co-Chair, Human Services Planning Board of York Region

Adelina Urbanski, Commissioner of Community and Health Services, The Regional Municipality of York

Education Sector:

Patricia Preston, Director of Education, York Catholic District School Board (YCDSB)

Ken Thurston, Director of Education, York Region District School Board (YRDSB)

Hospital-based Healthcare Sector:

David Cox, Director, Human Resources and Occupational Health and Safety, Southlake Regional Health Centre and Vice-Chair of the Human Services Planning Board of York Region and representing all three York Region hospitals.

Community-based Healthcare Sector:

Isabel Araya, Executive Director, Vaughan Community Health Centre (VCHC)

Rebecca Shields, CEO, Canadian Mental Health Association (CMHA) York Region

Non-Profit Community

Investment Sector:

Daniele Zanotti, CEO, United Way of York Region

Community Safety Sector:

Chief Eric Jolliffe, York Regional Police

Children, Youth and Family Services Sector:

Sylvia Pivko, Executive Director, Blue Hills Child and Family Centre and Co-Chair of the Forum for Children, Youth and Their Families in York Region

Seniors/Healthy Aging Sector:

Christina Bisanz, CEO, CHATS-Community & Home Assistance to Seniors

Training-Education/Labour Market/ Business Community Sector:

Paula Curtis, President and CEO, Vaughan Chamber of Commerce

Tina DiSimone, Dean, Faculty of Applied Arts and Health Sciences, Principal of King Campus, Seneca College

Pat Horgan, Vice President, Manufacturing, Development and Operations, IBM Canada

Newcomer/Immigrant

Support Services Sector:

Patricia Cousins, Chief Executive Officer, Social Enterprise for Canada (SEC) and representing the Welcome Centre Immigrant Services and its five lead agencies

Community and Social Support-Based Services Sector:

Kirsten Eastwood, Executive Director, Women's Centre of York Region

Community Leader Members

Jim Baird, Commissioner of Development Services, Town of Markham

Bill Hogarth, Former Co-Chair, Human Services Planning Coalition (HSPC)

Stephen Gaetz, Associate Dean, Research and Field Development, Faculty of Education, York University

Rehana Sumar, Executive Director, Mosaic Interfaith Out of the Cold (MIOTC)

Deborah Bonk Greenwood, Community Leader Member

Susan LaRosa, Co-Chair, Human Services Planning Board of York Region

Government Advisor and Resource Members

Sandy McMillan, Service Delivery Manager, Ministry of Training Colleges and Universities

Catherine Campbell, Regional Advisor, Ministry of Culture, Ontario Ministry of Citizenship and Immigration, Ontario Ministry of Health Promotion (Sport and Recreation Branch)

Mark Salerno, Corporate Representative, Canada Mortgage and Housing Corporation (CMHC)

Kim Baker, CEO, Central Local Health Integration Network (CLHIN)



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