

# Modernizing Ontario's/Canada's Social Housing System

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# Outline

- Why modernize
- Legacy context
- Role of standards and regulation
  - borrowing from Ireland



# Why modernize

## Traditional system

- No vision for a coherent sector or system
- Series of programs, incremental project by project growth
- Public funding and finance
- Open access (pdf, queue for allocation – no provider accreditation)
- Unprofessional and unsophisticated
- Fragmented with many small providers + Public sector
- RGI model defies sound asset management
- At risk and unsustainable

## A modern system



# Why modernize

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## A modern system

- Limited public funding (need to augment) – less dependent
- Need to retool, reskill to optimize asset and asset leverage
- To secure private finance need to be credible and investible
- Profit for purpose – maintain social mission within a sound financial framework
- System based approach and funding mechanism (s)
- **A role for standards and regulation?**



# Unregulated Legacy

- Social housing developed project by project
- Project level operating agreements (contractual) vs. regulation of accredited providers
- Regulatory oversight (project level) BUT for public finance accountability vs. outcomes
- Ontario heavily regulated (SHRA/SHA) - but is it effective?
- No pro-active oversight (black box reporting)
- Fragmented and inconsistency (SM variation)
- Exception is the Agency for Coop Housing



# Do we need/want regulation?

- Distinguish purposeful regulation from ineffective control (excessive reporting, but for what?)
- Establishing a risk management system
- Much of Canada's social housing is exiting operating agreements = no regulation = risk
- Risky organizations face barriers in securing finance for asset renewal or new development
- Existing projects and tenants also at risk
- The Irish experience: voluntary to mandatory regulation



# Why Regulation matters (Ireland)

By focusing on good governance structures and financial viability of organisations, regulation can:

- Enhance access to private finance
- Facilitate renewal and growth
- Help to ensure existing and future tenants are protected (post EOA)
- Protect public and charitable funding/investment
- Assist SH sector to build capacity and become stronger
  - create better organisations,
- Ensure organisations are meeting their objectives,
- **Ultimately provide more homes for social housing use.**



# From Ireland Housing Agency Regulation Office

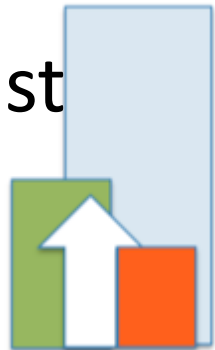
*Our mission is to protect AHB assets and safeguard the interests of their current and future tenants by regulating for a **well governed, well managed and financially viable** sector.*



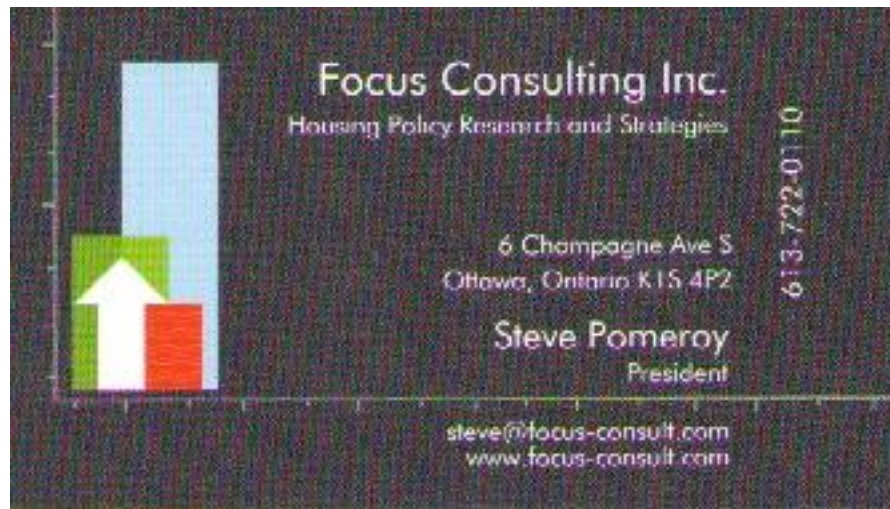


# Conclusions

- Canada's housing "system" poorly regulated
- Need to rethink/reform for effective regulation
  - Risk management
  - Credit enhancement (for lenders)
- Regulation need not be onerous
- Regulate providers (accreditation) not projects
- Think about building a strong sector, not just projects



# Thank you!



Additional background reports available at  
**[www.focus-consult.com](http://www.focus-consult.com)**



[www.sectorscorecard.org.uk](http://www.sectorscorecard.org.uk)

# Sector Scorecard – selecting a peer group

Peers can be selected based on organisation characteristics, such as:

- Type
- Location
- Size (units owned)
- % supported housing
- % housing for older people

### Sector Scorecard 2017: Select your comparison data

Select your peer group using the filters below

Selected landlord (to be highlighted)

Filters

HA type  
(All)

Location  
(All)

Stock band  
10,000+ units

Supported Housing % of stock  
0.00 100.00

Housing for Older People % of stock  
0.00 100.00

Or select manually from the list below

Organisation Name  
(All)

Guidance

Use these easy filters to select the organisations you want to include in your view. The selections you make will apply throughout. You can either build a group using the categories provided, or build manually. If building manually ensure the filters are set to 'all'.

Select a landlord to be highlighted in the visualisations. Note this needs to be a member of the group you select.

HouseMark

Your selected group

Selected organisation	Organisation Name	HA type	Location	Stock band
Landlord				10,000+ units
Group	A2Dominion Group	Traditional	Mixed	10,000+ units
	AmicusHorizon	LSVT	South East	10,000+ units
	Anchor	Traditional	Mixed	10,000+ units
	asra Housing Group	Traditional	East Midlands	10,000+ units
	Aster Group	LSVT	South West	10,000+ units
	Bolton At Home	LSVT	North West	10,000+ units
	BPHA	Traditional	East of England	10,000+ units
	Bromford Group	Traditional	West Midlands	10,000+ units
	Catalyst Housing	Traditional	London	10,000+ units
	Coast and Country Housing	LSVT	North East	10,000+ units
	County Durham Housing Gr..	LSVT	North East	10,000+ units
	Cross Keys Homes	LSVT	East of England	10,000+ units
	Curo Group	LSVT	South West	10,000+ units
	DCH Group	Traditional	South West	10,000+ units
	Dumfries and Galloway Hou..	LSVT	Scotland	10,000+ units
	East Midlands Housing Group	Traditional	East Midlands	10,000+ units
	emh homes	Traditional	East Midlands	10,000+ units
	Family Mosaic	Traditional	London	10,000+ units
	First Ark	LSVT	North West	10,000+ units
	Flagship Housing Group	LSVT	East of England	10,000+ units
	Fortis Living	LSVT	West Midlands	10,000+ units
	ForViva	LSVT	North West	10,000+ units
	Genesis Housing Association	Traditional	London	10,000+ units
	Gentoo Group	LSVT	North East	10,000+ units
	Great Places Housing Group	Traditional	North West	10,000+ units
	GreenSquare Group	Mixed Group	South West	10,000+ units
	Guinness Partnership (The)	Traditional	Mixed	10,000+ units
	Hanover Housing Association	Traditional	Mixed	10,000+ units
	Home Group	Traditional	Mixed	10,000+ units
	Housing and Care 21	Traditional	Mixed	10,000+ units
	Hyde Group (The)	Traditional	London	10,000+ units

# Sector scorecard – comparing performance

Results across the 15 indicators are then presented at three levels:

- Landlord
- Group
- Sector median

This allows individual organisations to compare their performance against their peer group and the sector overall

