

# Kiwanis Homes Inc.

## VISION 2028



# Hamilton East Kiwanis Non-Profit Homes Inc.

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This document will serve to provide an overview of “**Vision 2028**”: outlining our corporate strategy for the next decade. It has been developed incorporating an extensive consultation process engaging our Board of Directors, staff team, residents, stakeholders, partners and colleagues. Through this process we aimed to understand their needs and forecast what the next decade will bring.

Concomitant with the stakeholder consultation was completion of an organizational business and financial review that explored the long-term financial viability of Kiwanis Homes Inc. This included identifying our major assets and exploring how best to leverage them to ensure our future financial self-sustainability.

During the “**Vision 2028**” process, we reviewed our organizational history, evaluated where we are now, and projected into the future, to envision what we want to become. This led to considering a range of options for how our organization should evolve and strategies to get there.

While considering the available options, a common theme that arose was the need for increased commitment to supporting our residents to live in quality affordable housing while ensuring our organization operates in a sustainable manner. This is our primary goal. Anything more that we accomplish as a business must complement and support its achievement.

## Our History

Hamilton East Kiwanis Non-Profit Homes Inc. (Kiwanis Homes) was incorporated in 1982 with the mandate of providing modest affordable housing to families with children. Our mission and mandate has evolved due to changing times and the needs of our community. As a non-profit housing provider, our focus was to improve the quality of life for persons in our community by providing decent, affordable housing accommodation, with security of tenure to people in need.

Since our incorporation, we have transformed our organization into a group structure, which delivers more than just traditional landlord functions. In 1996 Kiwanis Homes added Eastbourne Non-Profit Property Management Inc. to our consortium of organizations, with the aim of providing quality property management services for other organizations in our community. Subsequently, The Central Housing Registry was developed to assist member organizations to screen and place new residents.

In 2013 Brant Community Homes Inc. amalgamated with Kiwanis Homes, which expanded our portfolio to include properties in the City of Brantford. Finally, in 2014 Local 1005 Community Homes Inc. amalgamated with Kiwanis Homes, further increasing the number of units owned and operated by the organization. We are now the third largest social housing provider in the Hamilton Region.

## **Our Work**

Kiwanis Homes Inc. operates as part of the social housing network and provides services in compliance with the Housing Services Act and Residential Tenancies Act, as well as through operating agreements with the Canada Mortgage & Housing Corporation (CMHC), Ontario Ministry of Housing and the City of Hamilton.

In spite of these legislative and governance requirements, the environment in which social housing providers operate is in the process of dramatic change. Regulation is now based on a model of co-regulatory requirements with a more definitive focus on governance, financial viability, and value for money with organizations being held accountable to their customers for service delivery. While Kiwanis Homes Inc. continues to maintain a commitment the highest regulatory compliance possible, we recognize that there is a concomitant need to focus on meeting our mission and providing quality service to our residents.

We currently own and manage approximately 1,000 homes in the Hamilton area, predominantly in Ward 3 (Gibson/Lansdale/Sherman) and Ward 7 (South Mountain, consisting of Butler/Barnesdale/Chappell). In recent years, the number of homes we own has increased through acquisitions from other housing providers.

Some demographics of note:

### **Gibson/Lansdale/Sherman**

- 43% of children under 6 live in poverty compared with 26% in Hamilton.
- 21% of people identify with a visible minority group versus 16% in Hamilton.
- Life expectancy is 75.2 years versus 75.4 years for the City of Hamilton.

### **South Mountain**

- 32% of children under 6 live in poverty compared with 26% in Hamilton.
- 26% of people identify with a visible minority group versus 16% in Hamilton.
- Life expectancy is 69.8 years versus 75.2 years for the City.

## **Our Future**

While we continue to invest heavily in our assets, we realize the need to go beyond focusing solely on the bricks and mortar. We can best protect our assets by also investing in our neighbourhoods by facilitating new services to make our homes, and the neighbourhoods in which they are located more sustainable. This will also serve to improve the life chances of our residents living in them. Essentially we need to take a more active role in creating vibrant communities.

Moving forward, our focus is to mature into a sustainable housing organization rather than simply a transfer payment agency. The focus of our stakeholder consultation, business review and refinancing projects aim to remove the constraints of a transfer organization by helping us move to a business model where we control of our destiny.

**Vision 2028** will help us take bigger and bolder steps towards who we want to be as an organization while, more importantly, becoming what our stakeholders and residents want and expect us to be.

This is an exciting time for us to embark on this journey, as it comes when both our City and our residents are changing. The views we gained from our stakeholders told us that they expect us to deliver excellent landlord services, and that emphasis should be placed on investing in services within our neighbourhoods that add real value.

Further, our financial strength, derived through our ability to effectively leverage our assets, has led our Board of Directors to confirm that they want Kiwanis Homes to continue to be an independent, community-based organization which is an integral and responsive partner that actively works to meet the affordable housing needs of our community. This will be accomplished through our creation of new affordable housing communities, partnerships and collaborations with other organizations, creation of new organizational revenue streams and a focus on internal, organizational capacity-building.

## Our Vision, Mission & Values

In 2016 & 2017 Kiwanis Homes Inc. conducted an extensive stakeholder consultation during which we spoke with over 400 residents, neighbours and funding partners. The feedback we received through this consultation process assisted our organization to create a new Vision, Mission & Values and develop a new strategic direction for the organization in the future.

### OUR VISION

“To be the affordable housing provider of choice for the greater Hamilton and surrounding area”

Our Vision Statement recognizes that choice in housing is not only desirable but is a right that all our stakeholders should expect.

- Our residents choose to live and stay with us as they know they can expect safe and well-maintained housing communities.
- Our partners choose to collaborate with us as they know we are creative, responsive and supportive in everything we do.
- Our funders choose to contract with us as they know we are transparent, accountable, effective and strive to make every penny count.
- Our neighbours choose to support us as they know we are good neighbours and make their neighbourhood a better place in which to live.

### OUR MISSION STATEMENT

“Provide safe, sustainable housing communities for families.”

Sustainability goes beyond simple dollars and cents to include meeting a triple bottom-line consisting of:

- A positive **Social Return on Investment** in which, for every dollar invested in our properties, our community derives a positive social impact far in excess of their investment.
- **Energy Sustainability** through ensuring that our new buildings are on the cutting edge of “green” energy environmental design, while our existing homes are continuously assessed to incorporate improvements to increase energy efficiency and decrease greenhouse gas emissions.
- **Financial Sustainability** through ensuring that we continue to effectively steward our limited financial resources, while relentlessly pursuing new and additional revenue streams to ensure long-term financial viability of all of our properties while making certain all assets return a positive Internal Rate of Return (IRR) and Net Present Value (NPV).

## OUR CORE VALUES

“Respect \* Integrity \* Humanity \* Community \* Service Excellence”

Our **Core Values** go far beyond the simple definitions of the words.

**RESPECT** means:

- We recognize that all people have differing strengths and differing needs.
- We value diversity.
- We solicit and value input from all of our stakeholders.

**INTEGRITY** means:

- We will be vigilant in avoiding potential instances of conflict of interest.
- We will be open and transparent in all financial transactions.
- We will respect the right to privacy of our residents.
- We will strive for fairness in all of our business decisions.

**HUMANITY** means:

- We are fundamentally a social service organization whose decisions are guided by our vision, mission & values.
- We seek to empathize with and accommodate the special needs of our residents to the greatest extent possible.
- We understand that we are often the housing provider of last resort for many of our residents and therefore have a responsibility to work beyond the normal landlord/tenant relationship.

**COMMUNITY** means:

- We value creating great places for families to live.
- We are an important and integral member of the housing community.
- We are good partners.
- We are great neighbours.

**SERVICE EXCELLENCE** means:

- We listen to and respond to what our residents say.
- We do what we say we will.
- We are flexible to meet individual needs.

## Our CHOICES

Accomplishing **Vision 2028** will require establishing an operational framework that supports us in making good decisions, based on complete and accurate information and implemented by a competent, committed and informed staff team.

Our Board of Directors understands that supporting an operating environment that facilitates this goal is an active process that requires making conscious, informed, organizational decisions that are continuously evaluated and modified. This process is fundamentally one of choice to embrace change rather than acceptance of the status quo. Based on this premise the Board of Directors has made the following four **CHOICES** for Kiwanis Homes Inc. to achieve our vision:

### 1. We CHOOSE to be Sustainable.

- We will create a sustainable business model by developing mixed income communities for families, which are not solely dependent on receiving long-term operational subsidies.
- We will be fiscally responsible by making every penny count.
- We will focus on lowering costs through exploring a range of partnerships and collaborations with other organizations to create economies of scale and to leverage collective skills and expertise.
- We will relentlessly pursue new and increased revenue streams.
- We will seek collective solutions to assist residents to meet their tenancy agreements and look after their homes, thereby reducing Kiwanis Homes' costs in relation to income collection, anti-social behaviour and resident services.

### 2. We CHOOSE to be the Best Organization to Work For & With.

- We will support effective colleague retention through integrated and inclusive approaches to career development, succession planning and promotion.
- We will work to create and sustain a happier and healthier workforce.
- We will create and implement a performance management system that enables our staff team to succeed according to their strengths.
- We will implement a compensation system that rewards our staff team appropriately by recognizing their individual contributions.
- We will support our staff team to pursue accreditation and lifelong learning.
- We will ensure that our Board of Directors is reflective of our community and possesses the necessary skill set to fulfill their obligations.

### 3. We CHOOSE to provide Excellent Service to our Residents.

- We will create an environment where residents have the opportunity to provide feedback in relation to issues that affect their communities.
- We will encourage and support the establishment of resident associations.

- We will establish partnerships with other social service organizations to increase supports available to our residents.
- We will respond to all stakeholder inquiries in an expedient manner.
- We will seek to create an environment where our residents are responsible, engaged, empowered and satisfied with the services we provide.

**4. We CHOOSE to be the Most Visible & Active Provider of Affordable Housing in the Hamilton Region.**

- We will work to increase our positive profile in the community and with our stakeholders through information-sharing, education and community events.
- We will keep all our stakeholders informed and educated through an expanded and effective use social media.
- We will utilize up-to-date technological aids to ensure our staff team, residents and stakeholders have access to important information in a timely manner.