



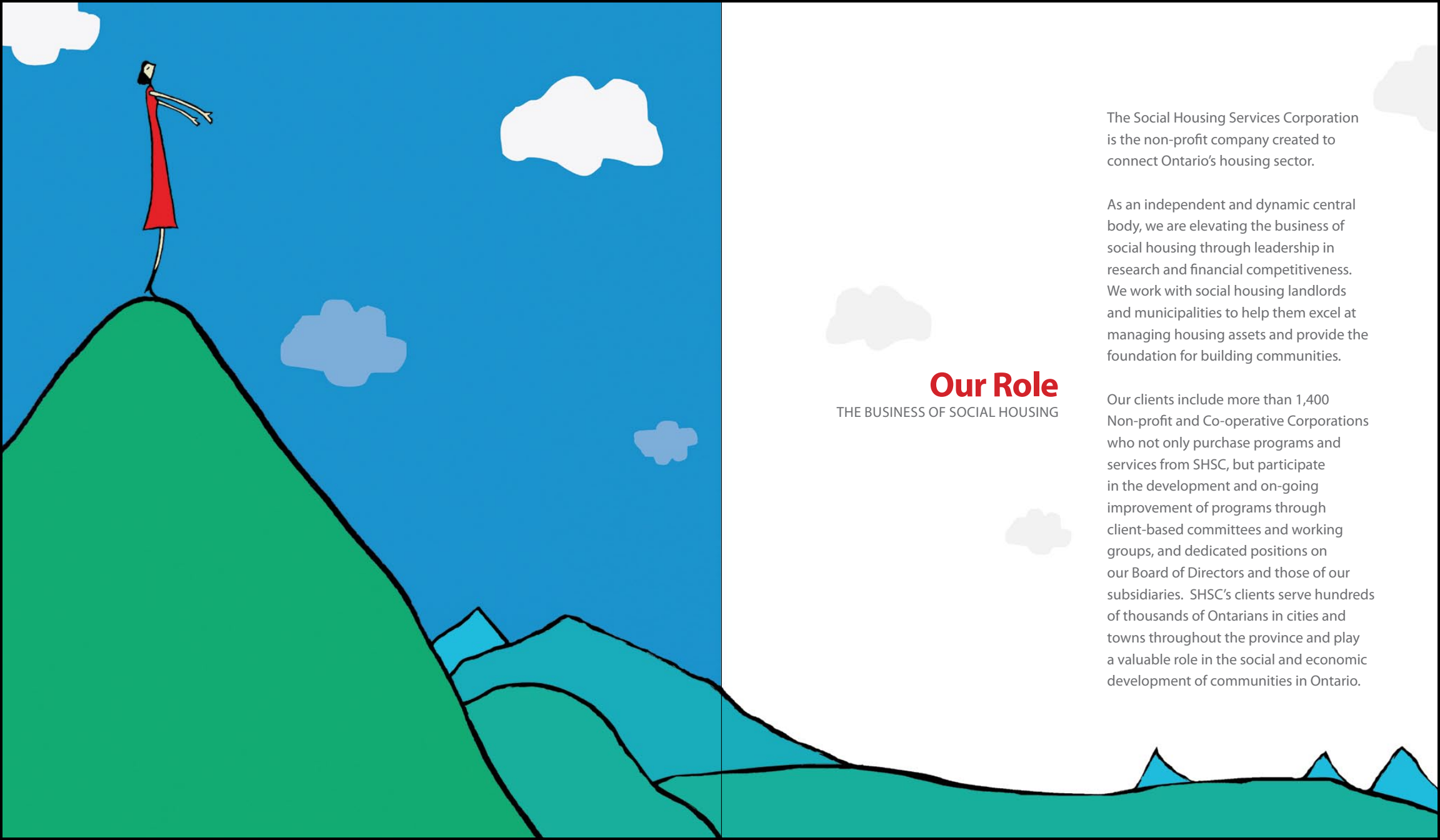
SOCIAL  
HOUSING  
SERVICES  
CORPORATION

THE BUSINESS OF HOUSING

# Our Strategic Plan

## 2009-2011





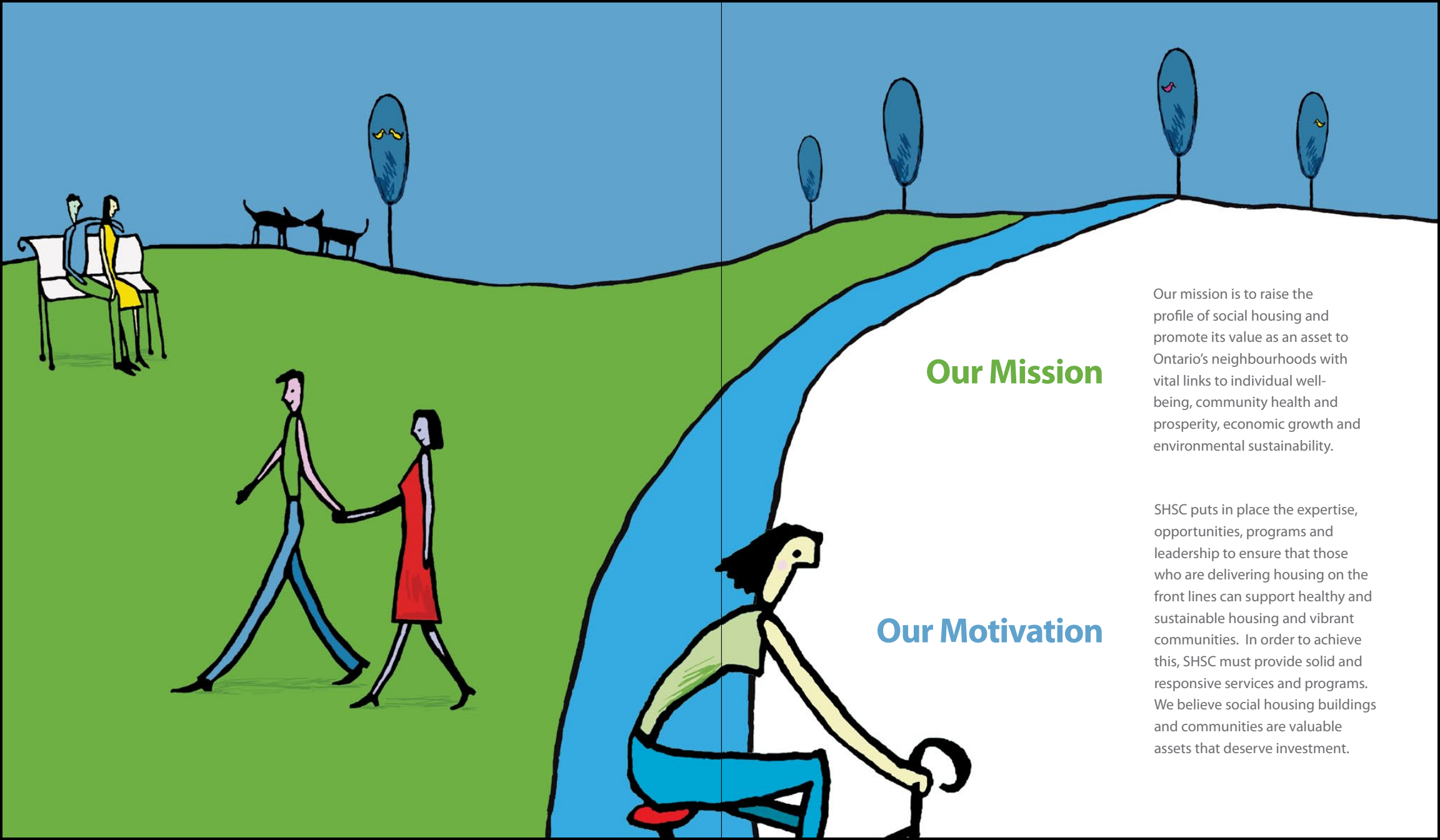
The Social Housing Services Corporation is the non-profit company created to connect Ontario's housing sector.

As an independent and dynamic central body, we are elevating the business of social housing through leadership in research and financial competitiveness. We work with social housing landlords and municipalities to help them excel at managing housing assets and provide the foundation for building communities.

Our clients include more than 1,400 Non-profit and Co-operative Corporations who not only purchase programs and services from SHSC, but participate in the development and on-going improvement of programs through client-based committees and working groups, and dedicated positions on our Board of Directors and those of our subsidiaries. SHSC's clients serve hundreds of thousands of Ontarians in cities and towns throughout the province and play a valuable role in the social and economic development of communities in Ontario.

## Our Role

THE BUSINESS OF SOCIAL HOUSING



## Our Mission

Our mission is to raise the profile of social housing and promote its value as an asset to Ontario's neighbourhoods with vital links to individual well-being, community health and prosperity, economic growth and environmental sustainability.

## Our Motivation

SHSC puts in place the expertise, opportunities, programs and leadership to ensure that those who are delivering housing on the front lines can support healthy and sustainable housing and vibrant communities. In order to achieve this, SHSC must provide solid and responsive services and programs. We believe social housing buildings and communities are valuable assets that deserve investment.

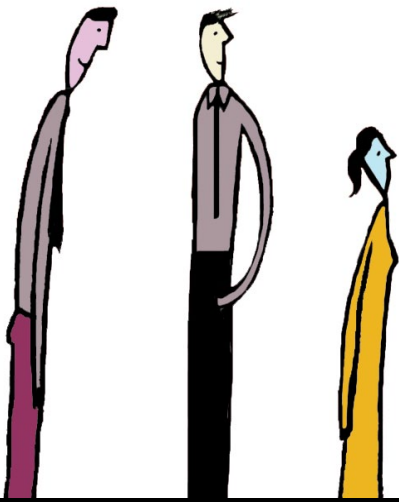


## Our Actions

We listen to and are guided by our clients' needs. It enables us to deliver programs that make sense to our clients and that promote housing as a viable business.

SHSC demonstrates its value as the "go to" organization for social housing, in the following ways:

- ▶ **Delivering** cost-effective and valuable financial tools and training programs
- ▶ **Developing** research that builds the case that housing is a valuable public asset and deserves government reinvestment
- ▶ **Acting** as a resource and information portal for "made-in-Ontario" solutions to housing issues
- ▶ **Supporting and encouraging** good business practice
- ▶ **Leading** the greening of housing
- ▶ **Seeking** solutions to province-wide housing issues that can be implemented individually by municipalities or housing providers or collectively by the entire social housing sector



## Our Core Services

Our services help support the long-term viability of non profit and co-op housing in Ontario.

We leverage the purchasing power of the sector, strengthen partnerships, and canvas and share best practices and knowledge to support the needs of providers and municipalities:

- ▶ **SHSC Group Insurance** is one of the largest group insurance programs in North America, offering housing providers comprehensive coverage and competitive rates
- ▶ **Social Housing Investment Program** is a professionally managed series of investment funds for providers to enhance returns on capital reserves
- ▶ **Natural Gas Bulk Purchasing** offers providers gas at the lowest possible price at the greatest possible cost stability
- ▶ **Training** is building capacity with the delivery of workshops geared to help those who work, or want to work, in social housing
- ▶ **Research** ensures the sector has up-to-date and relevant information about its challenges and provides insight to form solutions
- ▶ **GLOBE** is an energy management program that connects the sector with the services and tools for housing conservation and sustainability

# Our Future

2009-2011



Over the next three years, we have an ambitious and bold agenda to propel us into the future.

We will expand the capacity of the sector to meet its future needs, promote and foster relationships that encourage

partnerships, and make the connection that housing is a central component of a healthy community.



We have four key directions.



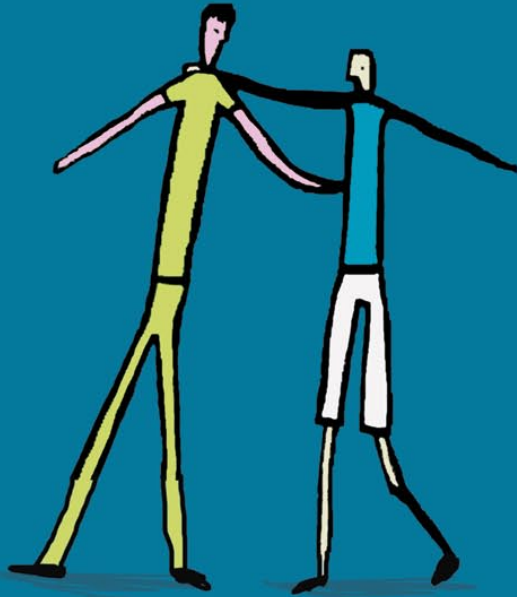
one.

KEY DIRECTION No.1

# Raising

## THE PROFILE OF SOCIAL HOUSING

- **Working directly** with municipal politicians on social housing issues and maintaining the investment in affordable housing
- **Expanding the scope** of the SHSC/Canadian Policy Research Networks (CPRN) Housing Research Internship and Scholar Program to bring attention to housing issues, disseminating student papers among established housing networks
- **Encouraging** youth to pursue a career in housing
- **Seeking useful** solutions and tools to solve complex problems faced by residents, housing providers and service managers
- **Developing effective** and strategic partnerships with universities, colleges, professional institutions and international social housing organizations



two.

KEY DIRECTION No.2

# Working

WITH LIKE-MINDED  
PEOPLE & ORGANIZATIONS

- **Engaging with** established housing provider, property manager, housing access and policy resource groups
- **Developing the** products that our clients ask for and need
- **Leading the** creation of a strategic vision of housing
- **Using the power** of our networks to thoroughly and diligently problem-solve our way into the future
- **Exploring on-line** learning and social networking for the social housing sector and implementing the framework to support it



three.

KEY DIRECTION No.3

# Leveraging

## OUR POSITION

- **Developing financial** instruments to support sound business strategies
- **Adapting viable and** useful business concepts for our residents, housing providers and service managers
- **Developing new** financial models to pool housing provider resources more effectively
- **Expanding business** ventures, incubating ideas and products to enhance our clients' performance
- **Partnering with** both the private and public sector to bring business opportunities to our sector



four.

KEY DIRECTION No.4

# Demonstrating

## BUSINESS EXCELLENCE

- **Setting an example**  
with a strong business model that ensures financial sustainability
- **Actively working**  
with other social enterprises who manage a double or triple bottom line
- **Demonstrating**  
strategic stewardship of successful, high quality, self-sustaining subsidiary corporations
- **Managing risk and**  
acting prudently in our business practice
- **Promoting the**  
importance of using our collective strength to support mission-based activity with sound business performance
- **Approving governance**  
structures that ensure diligent and effective management, ensuring that our subsidiaries are at the forefront of their industry
- **Maintaining sound**  
and progressive strategies to ensure market competitiveness



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