



This following report provides detail of the meetings, stakeholders and major observations arising from our delegations attendance at the PowerHousing meetings in New York and the 2022 International Housing Partnership (IHP) leadership exchange in Toronto.

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## New York Study Tour and Briefings

**29-30 September 2022**

### Purpose and Overview

The New York study tour was attended by 13 Australian delegates and focused predominantly on ethical investment, Australia's obligations as a signatory to the UN and in particular Sustainable Development Goal #11 (SDG), contemporary research on housing and urban development, and Environmental Social and Governance (ESG) trends and reporting.

As per the previous San Francisco and Manchester study tours, our New York Study Tour and Immersion provided a unique and valuable opportunity for delegates to engage directly with key social and affordable housing academics, investors and practitioners.

In summary the New York tour provided:

- Strong positioning of Australian CHPs as partnering with global best practice for social and affordable housing;
- Strengthening of networks for ongoing support to PowerHousing positions and advocacy;
- Direct engagement with some of the largest social and affordable investors;
- Ability to further inform the global asset class work that PowerHousing is championing;
- ESG investment awareness and links to the largest institutional investors, intermediaries and partners in North America (and Canada);
- Best practice member exchange with US housing practitioners;
- Academic linkages to New York University (NYU) Furman Centre and world leading academics in social and affordable research.

### Takeouts and the Australian context

PowerHousing arranged key strategic meetings on behalf of Members through relationships that have been developed over many years and through different roles that the PowerHousing CEO has held. These meetings, held across New York City, were an informative and productive exercise. We aim to further build on these relationships to help create a network of international expertise that will inform the work we do in support of the Australia push for institutional investment from super funds.

In the past three months, Australia's new federal government has begun the urgent work of enabling large scale superannuation investment in social and affordable housing. This will take a large step forward with the November Investment Summit which Minister Collins' office is seeking sector engagement with.

This federal interest is long overdue and may provide the permanent capital stream needed to fund affordable housing. However, without comparable changes in zoning and regulatory policy, it's unclear whether inclusionary zoning and density reform will also occur. As an example, all new and/or repurposed apartment buildings funded with the tax credit system in the US must be at least 30% affordable rental, yet many are 100% affordable rental. The minimum is typically 60% in Toronto. In contrast there is no consistent approach in NSW (or anywhere in Australia) and developers sometimes 'voluntarily' dedicate a mere 5% of

the stock depending on the policy of the local council.

The United States has more than 30 years experience with the Low-Income Housing Tax Credit (LIHTC), which has created an investment ecosystem around affordable housing delivery. We aim to create a similar ecosystem within Australia, with ambitions to build a globally relevant asset class. Our work to create a Global Asset Class for Affordable Housing commissioned by PowerHousing Members ([see the 2019 Paxon report](#)) will be amplified by this kind of engagement. It will also be boosted by the 2022 edit of the report.

Further to our emerging awareness garnered from the 2019 PowerHousing pre-tour of San Francisco with the San Francisco Foundation, Chan Zuckerberg (Facebook Foundation), Morgan Stanley and several CDFIs, ESG investment has expanded at a rapid rate.

Corporate Australia is also rapidly embracing ESG investing in the same way that Europe and North America are. Both PowerHousing and CHIA National have ESG projects underway that will support the sector's ability to attract capital focus on these initiatives.

Of particular interest during the New York meetings was the need to be able to quantify and prove the value of ESG investment in affordable rental housing. The risk is that 'greenwashing' by other industries will divert capital that may otherwise have been attracted to the sector. Housing Trust has begun the arduous process of enabling ESG reporting and will continue to actively engage in the projects being led by our national peak bodies. Only a few CHPs have made any progress to-date.

The US corporate tax credit system is markedly different to anything in Australia and has facilitated billions of dollars of investment in social housing supply since the 80s. The system currently funds an additional 190,000 dwellings a year through not-for-profit housing companies. Mike Mantle, one of the original architects of the system and who heads sustainable investment at Morgan Stanley, is speaking at the PowerHousing conference in Canberra later this month. PowerHousing has secured several of the US experts including Mike Mantle (Morgan Stanley) and Alex Gold (BWD USA) who will be sharing their best practice at the 2022 Conference. They will also be meeting with Prime Minister and Cabinet, Department of Treasury and Finance as well as the Department of Social Services.

Also of great interest was a case study on the NYC Mayoral election advocacy campaign led by a coalition of community organisations. PowerHousing Members similarly led a strong regional campaign at the 2022 Federal Election with some take outs from the sector campaigns in New York. It was also noted on the pre tour that sector campaigns (including the Federal seat of Gilmore and local Council elections in the region of Housing Trust), compares very favourably to the New York campaign.

The study tour meetings with Morgan Stanley, Pension Real Estate Association, BWD, Federal Reserve Bank of New York, Amazon and others provided deep insights into impact and ESG investment, and we will be sharing our KPMG Yield Stack modelling and Paxon Group Global Asset Class 2.0 work (both currently in development) with them for their feedback.

As the fourth engagement in these meetings over seven years by the CEO for PowerHousing (and for the previous Property Council role), it is our vision that the 30 plus year affordable asset class can operate in a similar manner here in Australia. The eagerness of those that we met with to assist will be supported by Morgan Stanley and BWD USA being keynotes in Australia at our November conference.

The positioning of Australian CHPs as partnering world leaders in social and affordable investment and delivery is bolstered by way of the study tour and our meetings, and these learnings were covered by the [Australian Financial Review featuring our Immersion and the key themes of the global asset class](#).

In conclusion, our positioning to see Australian institutional investment into social and affordable housing is seriously bolstered by these meetings and the tour has supported our position to build an investment ecosystem.

## Summary of Meetings

Our New York meetings were with:

### NEW YORK UNIVERSITY (NYU) FURMAN CENTRE

- **Rachel Fee** – Executive Director at New York Housing Conference.
- **Sarah Watson** – Executive Director at Citizens Housing and Planning Council.
- **Celia Smoot** – Senior Vice President, Head of Fund Investments at Key Community Development Corporation (Key Bank).
- **Callahan Seltzer** – Principal at HR&A Advisers.
- **Phillip Kash** – Partner at HR&A Advisers.

### PENSION REAL ESTATE ASSOCIATION (PREA)

- **Gail Haynes** – President of PREA.

### UNITED NATIONS HABITAT

- **Francesca De Ferrari** – Programme Management Officer.

### MORGAN STANLEY

- **Mike Mantle** – Head of Morgan Stanley Community Development Finance.
- **Courtney Thompson** – Executive Director, Global Sustainable Finance at Morgan Stanley.
- **David Erickson** – Senior Vice President, Federal Reserve Bank of New York.
- **James Bason** – President and CEO of TruFund Capital.
- **Alex Gold** – Head of ESG and CEO of BWD North America.

### COUNCIL OF NEW YORK COOPERATIVES & CONDOMINIUMS

- **Mary Ann Rothman** – CEO of CNYC.

### NEW YORK CITY HOUSING AUTHORITY

- **Persephone Tan, Debra Lopez, Heather Beck** - NYCHA.

### SENDERO VERDE SITE VISIT

- **Nicole Zaccack** – Rose Companies.

## Australian CHP Delegates

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## Program and Report

**Thursday, September 29**

### **NEW YORK UNIVERSITY FURMAN CENTER (NYU Furman Center)**

**Location: Furman Hall 245 Sullivan St, New York**

**Meeting Covered:** Social housing programs and research.

Set up in the structure of a CEO Roundtable PowerHousing CEOs and the San Francisco pre tour, met in Greenwich Village at NYU Furman Center with key organisations of the highest value to the best practice member exchange.

#### **The Organisation:**

The **NYU Furman Center** advances research and debate on housing, neighbourhoods, and urban policy.

Established in 1995, it is a joint center of the New York University School of Law and the Robert F. Wagner Graduate School of Public Service. Its mission is to:

- **Conduct objective academic and empirical research** on legal and public policy issues involving land use, real estate, housing, and urban affairs in the United States;
- **Promote frank and productive discussions** among elected and appointed officials, leaders of the real estate industry, leaders of non-profit housing and community development organisations, scholars, and students about critical issues in land use, real estate, and urban policy;
- **Present essential data and analysis** about the state of New York City's housing and neighbourhoods to those involved in land use, real estate development, community economic development, housing, urban economics, and urban policy; and
- **Train the next generation of urban policy leaders**—including researchers, analysts, and practitioners—by fostering an enriching environment where students meaningfully contribute to the Center's work.

#### **Speakers and Participants:**

**Matthew Murphy** – Executive Director of the NYU Furman Center. Previously, he served as Deputy Commissioner for the Office of Policy and Strategy for the New York City Department of Housing Preservation and Development (HPD) and was responsible for creating strategies to advance HPD's housing policy objectives and overseeing initiatives to help achieve agency goals and improve operations.

**Rachel Fee** – Executive Director at New York Housing Conference. The New York Housing Conference is a broad-based coalition that advocates for affordable housing for all New Yorkers. Working with non-profit and for-profit stakeholders and government partners, the New York Housing Conference promotes public investment and policy improvements to support the preservation and development of affordable housing for low and moderate-income New Yorkers.

**Sarah Watson** - Executive Director Citizens Housing and Planning Council. Sarah's organisation focuses on issues of public housing and affordable housing management, as well as land use issues and local zoning regulations. She is also an expert on affordable housing and will provide perspectives on issues in general.

**Celia Smoot** - Senior Vice President, Head of Fund Investments at Key Community Development Corporation (Key Bank) who discussed investment into social housing in the US.

**Callahan Seltzer** - Principal, HR&A Advisers who provided an update to PowerHousing Members following our San Francisco immersion and her keynote engagements at the 2019 PowerHousing Australia Conference on social housing financing. Also discussed emerging funds such as the Amazon Investment fund.

**Phillip Kash** - Partner, HR&A Advisers. As a leader of HR&A's affordable housing practice, Phillip focuses on improving housing affordability in American cities through comprehensive strategies that integrate land use policy, public funding, and tenants' rights. He has worked with dozens of local governments in the past four years to develop and implement affordable housing plans.

#### *Findings and Key Takeouts:*

**Matt Murphy** – NYU Furman Center

- Rental pricing still growing with nearly half of tenants in rent burden.
- Extraordinary demand for housing as is to be expected, as there are no available rentals under \$1500 (median rent).
- Some of the challenge was that there was low levels of residential development particularly in New York in the 1980s and 90s.
- Building at their highest rate and at record, this is coupled with construction cost up 40% during covid. \$600-700k cost per unit cost of build (1 bed).
- Demographic changes where people have left NYC.
- [Mandatory affordable housing incentivisation](#) where a rezoning will be possible if there are certain number of affordable units on offer.

**Rachel Fee** – Executive Director at New York Housing Conference

- Affordable housing heavily dependent on federal resources.
- Advocacy action – there has been positive action in the lead up to local elections with a coalition of 90+ housing organisations. Strong campaign in the 2 year period prior to NYC elections to tackle racial justice, and seek prioritisation of the preservation of public housing.
- Expanding supply, deepening affordability through programs such as the Low Income Housing Tax Credit (LIHTC) system which seeks to improve affordability for those with the lowest incomes vital.
- Institutional investment boosted by the Community Reinvestment Act at federal level which required banks to reinvest into disadvantaged areas.
- [New York City Tracker](#) – which puts metrics to the lack of affordable housing production. The tracker is also assisting in having some impact in applying metrics to homelessness to support coordinated housing and homelessness policy. New York Housing Conference is tracking housing need and affordable housing production in each borough and NYC Council district to ensure elected officials are held accountable.

**Sarah Watson** - Executive Director Citizens Housing and Planning Council

- Public housing relies on a national operating subsidy to keep it going however it is increasingly challenged.
- Standards for rental stock are important and required to maintain the stock levels.
- Code enforcement of the standards with code inspectors to check on that for renters.
- Well-regulated private affordable/ private market rental system must work for both renters and owners. Hasn't always been the way.

**Celia Smoot** - Senior Vice President, KeyBank

- Investment in ESG is growing in a significant manner across the US.
- Additional funds through LIHTC has brought institutions such as KeyBank to the table. Has created an investment 'eco-system' that provides housing year in and year out irrespective to some extent to the economic downturns that normally shut down other housing delivery.
- Australia is well positioned to repeat the institutional investment position achieved in the US.

**Phillip Kash and Callahan Seltzer** - Partner, HR&A Advisers

- Massive increase in the investment in purchasing housing over the past two years.
- House pricing up by 29% since 2020.
- Mission motivated and ESG funding is pouring in. Depending on the investment stack a good return (7%) compared to other investments.

- Investment into funds for real estate social impact investment is also expanding and they are looking for new markets, with Australia being prime for this.

**Action:** The Global Asset Class work to be shared with speakers and participants from the NYU Furman Center sessions.

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## **PENSION REAL ESTATE ASSOCIATION (PREA)**

**Location:** Paul Hastings LLP offices, 200 Park Avenue 26th Floor

**Meeting Covered:** ESG, Investment innovations.

Provided an overview of PowerHousing of Australia, its role, its membership and current activities relating to affordable housing commitment and development in the institutional real estate marketplace occurring in Australia. Further, PREA provided updates in the area of investment in the US that they have been involved with.



**The Organisation:**

Founded in 1979, the **Pension Real Estate Association (PREA)** is a non-profit trade association for the global institutional real estate investment industry. PREA currently lists over 700 corporate member firms across the United States, Canada, Europe and Asia. Their members include public and corporate pension funds, endowments, foundations, insurance companies, investment advisory firms, REITs, developers, real estate operating companies and industry service providers.

**Speakers and Participants:**

**Gail Haynes** – President of PREA, discussed pension fund investment into housing throughout USA and Canada and options for this investment into Australia.

**Findings and Key Takeouts:**

- Historically investors come in during the low part of the cycle and sell at the top, however now

institutions are coming in to stay despite uncertainty and with ESG they are now staying around and favour it as an asset class as it isn't as sensitive to economic shocks.

- Global raising of capital but funds look for good governance around the investment.
- ESG Framework is being established in Australia which supports the investor frameworks and governance and this was seen as a positive.
- There is a lot of capital out there and this needs to be deployed into legitimate funds.
- ROI not just on financial but social returns also, but social ROI harder to measure.
- Environmental Social and Governance (ESG) disclosure has reporting obligations that apply to fund managers
- Article 8 or the higher standard of article 9, has environmental and social disclosure coverage that relates to housing delivery. The KPI on the article 8 is required to avoid greenwashing.
- Article 8 is easier to measure for environmental, but the social part is more difficult to measure. Article 9 also considers the disclosure in regard to Governance investment but is challenging to measure and reporting financial transactions particularly in housing are still complicated and have a level of uncertainty.
- In terms of typology, largely multifamily rentals have institutional capital investment focused on apartment living.
- Single family detached is being considered more and has been singled out as a future focus.
- Previously pension funds were not investing due to not wanting to take the risk but then the financial numbers became infallible.
- Yield gap subsidy framework is being developed in Australia by KPMG and will be shared with PREA.

**Action:** The KPMG Yield Framework that's being undertaken currently in the US, is to be circulated to PREA.

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### UNITED NATIONS HABITAT

**Location:** UN-Habitat New York Office (DC2) 2 UN Plaza, 44th Street and 1st Avenue, New York

**Meeting Covered:** ESG, international housing programs, UN SDGs.

UN-Habitat NYO, PowerHousing Australia and relevant stakeholders discussed:

- Broad housing challenges and opportunities;
- Sustainable Development Goals (SDG) integration into Australian Community Housing;
- Homelessness;
- UN Habitat evolving role and responsibilities;
- The New Urban Agenda;
- World Urban Campaign.

**The Organisation:**

The **United Nations** is an international organisation founded in 1945. Currently made up of 193 Member States, the UN and its work are guided by the purposes and principles contained in its founding Charter. The UN has evolved over the years to keep pace with a rapidly changing world. The UN remains the one place on Earth where all the world's nations can gather together, discuss common problems, and find shared solutions that benefit all of humanity.





### ***Speakers and Participants:***

Francesca De Ferrari, Programme Management Officer provided a briefing on her career as a sustainable development expert with over 21 years of work experience, 18 of which she has had in the United Nations in various capacities and duty stations. Her roles cover political engagement with Member States in writing policies, drafting resolutions, and supporting governmental negotiation on an array of subjects, to donor relations, fundraising, project reporting, liaison, and representation. Francesca has also had 10 years experience working on water sanitation and hygiene promotion, as well as engagement in education from early child development at a university level.

### ***Findings and Key Takeouts:***

#### **Focus**

- SDG Goals and Targets are all interconnected.
- New Urban Agenda is advancing as a shared vision for a better and more sustainable future – one in which all people have equal rights and access to the benefits and opportunities that cities can offer. It also offers a way in which the international community reconsiders urban systems and the physical form of our urban spaces.
- The second “SDG Summit” the high-level political forum on Sustainable Development will be convened in September 2023 during the General Assembly high-level week in New York. The Summit will mark the mid-point in the implementation of the 2030 Agenda and the Sustainable Development Goals. Climate, housing financing and housing crises will be prioritized.
- The Australian Government (through Tanya Plibersek) has made a commitment to the *SDG Goal 11 Sustainable cities and communities*, advising that the Government will report back against these. Education is one of the deliverables under this Goal.
- Australia must meet the September reporting timeframe. They have to consider what kind of

achievements could countries, international institutions and other stakeholders deliver by the time of the Summit.

- Australian CHPs can work closely together on the 17 SDGs and embed this in their operating and delivery frameworks. This will be critical to attracting global investors moving forward.
- Accreditation relating to SDGs would be helpful.
- It's important for there to be a unified language around housing and the resolutions required to avert any crises. There would be value in focusing on the language that has already been approved and accepted.
- PowerHousing and our Members have been engaged in the Pacific Urban Forum and we were encouraged to work with this engagement in 2023.

**Action:** Seek to generate processes that further align the private sector with the SDGs, mobilise engagement and action of all stakeholders partnering to meet the 2030 Agenda. Seek to assist the Federal Government with its reporting on the SDG 11.

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**Friday, September 30**

**MORGAN STANLEY**

**Location: 1585 Broadway, New York**

**Meeting Covered:** ESG and investment innovations.

Set up in the structure of a CEO Roundtable, PowerHousing CEOs and the San Francisco pre tour met with Morgan Stanley and the Federal Reserve Bank of New York to discuss their work around investment.

**The Organisations:**

**Morgan Stanley** provides first-class service to their clients, in a way that reflects their commitment to creating a more sustainable future and fostering stronger communities around the world. In each line of business, Morgan Stanley strive to demonstrate their belief in the power of transformative thinking, innovative strategies and leading-edge solutions—and in the ability of capital to work for the benefit of all society.

**Federal Reserve Bank of New York** works to make the US economy stronger and the financial system more stable for all segments of society. They do this by executing monetary policy, delivering financial services, supervising financial institutions and providing thought leadership on issues that impact the nation and communities we serve, as part of the Federal reserve system.

**Trufund Capital** is a Community Development Financial Institution (CDFI) with a mission to help historically disadvantaged individuals and communities to create thriving and resilient small businesses and entrepreneurial ecosystems, in order to close racial and economic disparities and ensure an inclusive and equitable society.

**BWD Strategic** are global leaders in ESG investment and sustainable business strategy.

**Speakers and Participants:**

**Mike Mantle** – Head of Morgan Stanley Community Development Finance and Managing Director provided an update to PowerHousing leaders on the advancement in ESG strategies which was first previewed with the group in San Francisco in 2019 and at the 2019 PowerHousing Conference.

**Courtney Thompson** – Executive Director, Global Sustainable Finance, Morgan Stanley shared her thoughts on ESG and the global sustainable finance investment asset class.

**David Erickson**— Senior Vice President discussed the Federal Reserve and his experience as a leader in the collaboration between the Federal Reserve and the Robert Wood Johnson Foundation in bringing the health sector together with community development. To date, this collaboration has resulted in 52 conferences and numerous publications, including a cluster of articles in Health Affairs in November 2011. David also has a book on the history of community development, *The Housing Policy Revolution: Networks and Neighborhoods*.

**James Bason**— President and CEO to discuss the role of a Community Development Financial Institution (CDFI), projects and investments made in partnership with the social housing sector in the US.

**Alex Gold**— Head of ESG, CEO of BWD North America. Alex has a PhD in climate change risk management. He is an expert in delivering integrated reporting, corporate sustainability strategies, scenario analyses and the TCFD, as well as helping companies respond to key ESG investor benchmarks.



#### **Findings and Key Takeouts – Morgan Stanley:**

- 1 in 3 dollars are in sustainable investing with a focus on harnessing capital for the source of good.
- Impact investing for measurable outcomes – is a much smaller investment number but still critical.
- Engaging in asset and wealth management of \$10 trillion.
- New levels of interest is being driven by social challenges.
- Rural housing is important to MS. Work closely with small banks to deliver capital into their communities. Morgan Stanley invests \$1-2bn a year in this space, and considers this as a community business not just bricks and mortar.
- Investor interest has changing demographic characteristics– 90% of millennials are investing into community conviction focused investment.
- In terms of the investment at scale, it is not that large investors do not want to invest in



community, it is that they often do not necessarily know what and where it is that they should invest in. Uncertainty and lack of a historic yield is a challenge.

- There is the risk where large investors are heading towards rent to buy and this is destroying communities. Demand has grown but need diligence and governance, a lot of corners can get cut.
- Difficulty showing historical numbers in Australia, as a stable asset class given the maturity of our market. Australia also hasn't had a significant recessionary downturn to test the housing market.
- It was suggested that Australia should set up an advisory board as there are many who would be keen to share their expertise and knowledge around this. There would be value in selecting global industry associations and coalitions of real deal impact investors.

#### **Findings and Key Takeouts – Other speakers/participants:**

- LIHTC needs refocus in the US, LIHTCs account for nearly 90 % of all affordable rental housing created in the United States today. Creates over 100k+ affordable units per year.
- LIHTC provides good homes but there are deeper problems that go beyond housing such as \$4.4 trillion on medical – 80% is for chronic disease. This disease is preventable and downstream investment is what is needed with housing in a position to reduce this burden.
- LIHTC program gives State and local LIHTC-allocating agencies the equivalent of approximately \$8 billion in annual budget authority to issue tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households
- More humane finance systems are needed – CDFIs do offer this intermediary to access finance.
- There are new types of bonds coming in such as a 'Ready to Learn' children bond which will be something available in future years.
- Create the market to use medical databasing and have interventions with investment linkages. One example is the Maui health programs where health intervention outcomes are linked to housing.
- New environmental requirements will see additional investment (e.g. Ithaca New York) with all buildings zero carbon 2040.
- Pick your target audience (i.e seniors/ veterans) – politically important to all parties. Seniors tend to attract favourable political attention.
- Unite Us is an online platform which allows a guiding of a process for veterans and can be used for anybody seeking longer-term housing and wraparound support.
- Climate change is a non negotiable which is a challenge for the sector. Important to pitch housing as a solution to health and climate problems.

**Action:** The Global Asset Class work and KPMG Yield Framework to be shared with speakers and participants from the Morgan Stanley sessions.

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### **COUNCIL OF NEW YORK COOPERATIVES & CONDOMINIUMS**

**Location: 31 West 52<sup>nd</sup> Street on the 10th Floor, New York**

**Meeting Covered:** History of the cooperative model and wider New York City Housing Affordable Development and Asset Management. This meeting considered the asset management practices of New York's largest providers of housing. Whilst not having a deep social housing focus, the key elements of operating, tax, employment laws, energy requirements of scale housing complexes were discussed. This provided an awareness of a different but uniquely New York style of affordable home ownership and provision.



### ***The Organisation:***

The 11-member executive board works to set policy and goals for CNYC and work for cooperatives on a wide variety of issues. In 2009, the City Council enacted a group of laws designed to improve the energy and water efficiency of New York City's largest existing buildings. These laws form the basis for the Greener, Greater Building Plan (GGBP). GGBP is part of New York City's plan for sustainable growth called PlaNYC, which targets a 30% reduction of greenhouse gas emissions by 2030.

### ***Speakers and Participants:***

Stuart Saft who is the practice group leader of Holland & Knight's New York Real Estate Practice Group and Chair of CNYC and Mary Ann Rothman (CEO of CNYC) discussed development, financing, leasing, conversion-to-condominium and cooperative ownership, exchange, syndication, sale-leaseback, timeshare, restructuring, acquisition and sale of residential property throughout the United States.

### ***Findings and Key Takeouts:***

- The leaders of three co-operative housing companies shared the history of their homes and the links to historical crashes in property values that left many buildings vacant in major cities that then allowed them to develop their housing cooperatives.
- City and neighbourhoods in the late 1970's was left neglect – See the documentary 'A decade of Fire'.
- Many urban regeneration outcomes have been achieved by this model of housing.
- There is a changing nature of the cooperatives now that those previous tenants are moving on and the original purpose is lost on those moving in.
- This is a great model that can be replicated in an Australian context.

### ***Contact Details:***

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## **NEW YORK CITY HOUSING AUTHORITY**

**Location: NYCHA offices 90 Church Street Floor 10, New York**

The New York City Housing Authority (NYCHA), the largest public housing authority in North America, was created in 1935 to provide decent, affordable housing for low- and moderate-income New Yorkers. NYCHA is home to roughly 1 in 16 New Yorkers across over 177,569 apartments within 335 housing developments through public housing, Section 8, and PACT/RAD programs. NYCHA serves over 339,900 residents in 162,143 apartments within 277 housing developments through the conventional public housing program (Section 9). NYCHA also serves 29,789 authorized residents in 15,426 units within 58 developments that have been converted under the Permanent Affordability Commitment Together (PACT) program. In addition, NYCHA connects residents to opportunities in financial empowerment, business development, career advancement, and educational programs. With a housing stock that spans all five boroughs, NYCHA is a city within a city.

**Meeting Covered:** NYCHA Sustainability Department and Real Estate Development Department. (REDD) discussed the sustainability and decarbonization efforts (Sustainability Agenda as of Sept.2021)

- and the RAD/PACT projects, which is how NYCHA leverages available funding structures to address challenges to complete comprehensive repairs in aging developments.

### ***Speakers and Participants:***

Alex Gold, Head of ESG and CEO of BWD Strategic.

Persephone Tan, Federal Affairs Officer at New York City Housing Authority.

### ***Findings and Key Takeouts:***

- There is a need to focus on energy sustainability and environmental planning.

- There are 1 in 16 New Yorkers in 177,000 apartments that are under the management of the Authority.
- The New York City Council passed the Climate Mobilization Act (2019), which is an ambitious package of legislation to reduce greenhouse gas (GHG) emissions by 80% by 2050. This “Green New Deal” will take effect in 2024 and is comprised of eleven pieces of legislation, but the centrepiece is the carbon emissions limits law for large NYC buildings.
- A commitment to 30MW of solar by 2025 – with New York City Government to run on solar. There is still a long way to go to get to this level.
- RetrofitNY – RetrofitNY is revolutionizing the way multifamily buildings are renovated in New York State. They are spearheading the creation of standardized, scalable solutions and processes that will improve the aesthetic and comfort of New York’s buildings to be suitable for net zero retrofit solutions with cladding that reduces costs.
- NYCHA pushed for energy efficient appliances – RFPs underway to see 30,000 homes that receive replacement of heating/cooling units that will be the highest energy efficiency.
- The costing of improving energy efficiency and RetroFIT across the 177,000 homes is around \$200k per apartment.
- Portfolio planning, additional transactions, innovative design and construction are key parts of the asset management strategy for new homes.
- Renovation programs, new build programs and transfer of rights at high values to generate new revenue for additional developments.
- Permanent Affordability Commitment Together (PACT) is program launched by NYCHA to renovate and modernise its existing housing stock. Through PACT, developments will be included in the Federal Rental Assistance Demonstration (RAD) and will convert to a more stable, federally funded program called Project-Based Section 8.
- Section 9 is the traditional public housing. Section 8 is the voucher based housing – and the ongoing challenge is how to leverage the section 8 vouchers to fund the section 9s.
- There are a wide range of stakeholders that partner with the PACT team.

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## SENDERO VERDE SITE VISIT

**Location: 60 E 112th St, East Harlem, New York**

This was a site visit located in East Harlem in New York City. Sendero Verde is a mixed-use multi-building project awarded through the City’s SustainNYC program, which seeks to create affordable housing for New Yorkers without compromising design quality.

**Meeting Covered:** An example of an affordable housing program and development. Sendero Verde contains 709 designated affordable units as well as extensive community space, retail space, and outdoor gardens. A school will also be operating in the space, as well as supportive programming operated by Union Settlement, which is one of the oldest settlement houses in New York City. Ground floor retail will wrap the site.

**Findings and Takeouts:**

- Three large apartment buildings will contain 710 units, two schools, community and retail spaces.
- Sendero Verde will be the largest Passive House development in the United States certified by both Passive House Institute and Enterprise Green Communities, ensuring superior levels of energy efficiency, indoor air quality, occupant comfort, and resiliency.

- Inspecting these units, and others in Toronto, reinforced how large homes are in Australia. There is no doubt our building codes and community expectations are adversely impacting yield/density and therefore the cost of construction.



**Contact Details:**

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## International Housing Partnership 2022

### Toronto 3-6 October 2022

#### Post Site Visit and Tour – Hamilton - Niagara, 7 October

##### IHP Toronto

With a positive response from member countries and especially Australia, the four country International Housing Partnership were excited that after what will be a three-year hiatus caused by the global pandemic, the IHP's Annual Leadership Exchange was able to be held on 3<sup>rd</sup> to 6<sup>th</sup> October in Toronto, Canada with site tours and the Niagara experience held on 7<sup>th</sup> October.

PowerHousing CHPs and Directors took time to reconnect with fellow leaders who are driving change around housing and development worldwide. Given the unprecedented times we've all had to navigate, our discussions focused on sharing strategies that harness change to advance our sector, our organisations, and our residents.



**International  
Housing  
Partnership**

**PowerHousing Australia** is a member of the **International Housing Partnership**, a global organisation of Not-For-Profit housing providers in the UK, Canada, USA and Australia providing safe, secure and affordable homes to over 2.5 million people.



## Purpose and Key Themes:

The format of the meetings in Toronto was more conference style than New York, accompanied by a greater number of site visits.

Attendees at the IHP were from across the United States, Australia, the UK and Canada. Notwithstanding the differences in our jurisdictions, the challenges we face are remarkably similar and so too are the benefits of sharing our approaches and solutions. There were four central themes to the conference:

- **Policy Environment** – The event opened by exploring the policy environment in IHP countries, while drawing on Toronto/Canada examples to illustrate housing and homelessness challenges that are relatable to all countries in attendance.
- **Homelessness and Support Services** – The COVID-19 pandemic exacerbated what was already a rapidly growing homelessness problem in all our countries. Approaches that emerged in response to the pandemic and innovations to build on models long-term were shared among IHP delegates.
- **Climate resilience and sustainability** – As “once-in-a-hundred-year” extreme weather events increase in frequency, the impact of climate change on our portfolios and communities is evident. A range of natural disaster risk mitigation strategies and approaches to promote climate resilience were explored and discussed.
- **Workforce, Workplace, and Culture** – Building on a focal point of IHP virtual discussions, there was a deeper exchange among IHP leaders who are all contending with record job vacancies and a more remote workforce. Also discussed was how IHP members are advancing a culture and practice of equity, diversity and inclusion within their organisations and communities.

The conference sessions were complemented with tours of large master planned estates, community renewal projects (including a brickworks with similarities to the *Corrimal Coke Works* and *Bulli Hospital* sites in Australia), and outreach tenancy services.

The most significant difference observed was the extent to which the city, not a property developer, drives the vision for residential development. In Australia, a property developer typically secures land and decides what they will do to optimise their returns. Conversely, in Canada, the city authority creates a vision for the community and then co-ordinates all the development interests. As referenced above, 60% affordable rental housing is the norm. In one building only 8 minutes by tram to the Toronto CBD and adjoining the premium arts and entertainment district, private market property values have increased from C\$545 per sq foot to C\$1450 in the last 10 years.

## Program:

Monday, October 3rd
<p><b>Day 1: Three Years Later – Policy and Operations</b></p> <p><b>The New Policy Environment</b></p> <p>The IHP Toronto Leadership Exchange began with a First Nations opening of the event and a brief welcome from IHP Chair Shane Ramsay. This opening plenary then delved into the complex, changing policy environment across IHP countries.</p> <p>The jumping off point for the discussion was the housing and homelessness challenges being faced in Canada, which, like those elsewhere, were further exacerbated by the pandemic, and the solutions put in place through a variety of partnerships and new initiatives. We were then be joined by key Canadian policy makers and IHP leaders, who provided highlights on the policy landscapes in their countries, reflecting on the opportunities and implications for their organisations.</p>



*Ana Bailão (Deputy Mayor, City of Toronto), Nicholas Proud (CEO, PowerHousing Australia), David Cant (Chair, PowerHousing Australia), Honourable Steve Clark (Minister of Municipal Affairs and Housing of Ontario), Robin Hughes (CEO, Housing Partnership Network US), and Kevin Albers (Housing Partnership Canada).*

#### **Speakers and Participants:**

- Ana Bailão, Deputy Mayor, City of Toronto
- Honourable Steve Clark, Minister of Municipal Affairs and Housing of Ontario

#### **Canadian Policy Panel**

- Abigail Bond, Executive Director, Housing Secretariat, City of Toronto
- Romy Bowers, President & CEO, Canada Mortgage and Housing Corporation (CMHC)
- Justin Marchand, CEO, Ontario Aboriginal Housing Services
- *Moderated by Shayne Ramsay*

#### **Findings and Takeouts:**

Overview of the role that the three levels of Government play which included a summary of policies, programs and reports. These were shared during the opening session on the Canadian Policy Environment.

#### **Municipal, City of Toronto:**

- City of Toronto has a 24-Month Housing Plan. More information can be found here: [2022 Budget Notes Housing Secretariat](#).
- Within the first two years, the City has already achieved just over 40% of this 10-year target or over 16,000 units with City's investment of \$2.3 billion. The [HousingTO](#) target of an estimated 28,000 affordable rental home approvals (70% of the 10-year target of 40,000 units) is achievable by 2024 with the necessary federal/ provincial funding commitments.

#### **Provincial:**

- Beginning in 2022-23, Ontario's combined investment through the [Homelessness Prevention Program](#) and the Indigenous Supportive Housing Program is almost \$494 million. The investments can be used to fund the operation of supportive housing created through the [Social Services Relief Fund](#), which is helping to create approximately 1,200 new supportive housing units.
- To inform Ontario's More Homes for Everyone Plan, the government conducted a three-part consultation with the public, municipalities and industry, including a report from the [Housing Affordability Task Force](#) that will serve as Ontario's long-term housing roadmap.
- You can find more on the Plan here: [More Homes, More Choice: Ontario's Housing Supply Action Plan](#)



*Honourable Steve Clark, Minister of Municipal Affairs and Housing of Ontario.*

#### **Federal:**

- [National Housing Plan](#) - The National Housing Strategy is **the largest and most ambitious federal housing program in Canadian history**. Over the next decade, it will invest \$70+ billion to build stronger communities and help Canadians across the country access a safe, affordable home.

#### **Housing Accelerator Fund**

Budget 2022 proposes to provide \$4 billion over five years, starting in 2022-23, to the Canada Mortgage and Housing Corporation to launch a new Housing Accelerator Fund. The Fund will be designed to be flexible to the needs and realities of cities and communities, and could include support such as an annual per-door incentive for municipalities, or upfront funding for investments in municipal housing planning and delivery processes that will speed up housing development. Its focus will be on increasing supply, includes a needed increase to the supply of affordable housing. This new fund will target the creation of 100,000 net new housing units over the next five years. This Fund will help by speeding up housing construction and repairs for vulnerable Canadians.

#### **Rapid Housing Initiative**

The Canadian Government is proposing to extend the [Rapid Housing Initiative \(RHI\)](#) for a third round. Budget 2022 proposes to **provide \$1.5 billion over two years**, starting in 2022-23, to the Canada Mortgage and Housing Corporation to extend the Rapid Housing Initiative. This new funding is expected to create at least 6,000 new affordable housing units, with at least 25 per cent of funding going towards women-focused housing projects.

Projects like **shelters, homes for seniors and persons with disabilities, and supportive housing account for 75 per cent of units committed to so far**, with demand for those units exceeding supply.

#### **Canada's Homelessness Strategy**

Canada's Homelessness Strategy has committed more than \$3 billion to address homelessness. Budget 2022 proposes to provide \$562.2 million over two years, beginning in 2024-25, for Infrastructure Canada to continue providing doubled annual funding for the Reaching Home program.

Budget 2022 proposes to provide \$18.1 million over three years, starting in 2022-23, to Infrastructure Canada to conduct research about what further measures could contribute to eliminating chronic homelessness.



## Policy Environment Across IHP Countries

This session provided an introduction to policy issues, challenges and opportunities for the four countries.

### Speakers and Participants:

- Australia – Haleh Homaei, CEO, HousingFirst
- UK – Gavin Smart, CEO, Chartered Institute of Housing
- US – Doug Shoemaker, President, Mercy Housing California
- Canada – The Panel was facilitated by Kevin Albers.



*HousingFirst CEO Haleh Homaei.*

### Findings and Takeouts:

- Australia
  - \$10B Future Housing Fund.
  - 10,000 affordable homes for key workers and 20,000 social homes with CHPs expected to partner with States in any delivery and ongoing management.
  - More needed to meet an expanding problem with the affordability crisis with rentals increasing at a rapid rate and the cost of housing accelerating.
  - States have provided additional investment into housing and partnerships with CHPs but it is stop and start, and poorly coordinated nationally.
  - Partnerships expanding with the private sector and investors now working together with the sector and this will increase moving forward.
  - Federal Government is encouraging superannuation funds to invest into the sector.
  - Optimism today with a new strong Federal agenda for housing with a National Plan, National Housing and Affordable Supply Council, and key elements of funding for women.
- UK
  - 64% home ownership;
    - Down from a peak of 70%.
    - Housing ownership greater than houses with outstanding mortgages.
      - There is a distribution of ownership in the older more wealthy cohort.
    - Social housing is 17% of all stock which is down from 30% historically.
  - Affordability;
    - House price index is almost at the peak of 2016.
    - Rent is also unaffordable due to the connection to property value.



- Around 2m tenants are receiving some form of state housing benefit.
- Building 200k homes pa;
  - Need 90k affordable dwellings.
    - In 2021 built 7k in that period.
- Pandemic response - 'Everyone In'
  - Resolved street sleepers and housed everyone in need;
    - 30k people assisted.
    - London alone cost \$100m pounds.
    - \$21.5k pound cost per person assisted.
    - Achieved this through removals of cost and rules but doing what makes sense such as eviction bans and mortgage holidays.
- Affordability is not just an urban problem but regional with COVID city migration that is also challenging regional affordability.
- The future needs to focus on:
  - Scale investment.
  - More in supportive housing.
  - Better sustainability and consider what is being built and how.
  - Reverse Cust for social sector.
- US
  - Market failure so severe.
  - C.33% of US population is rent burdened;
    - i.e. they spend >30% of Y on housing (Housing Census).
  - 900k homeless, with 69k homeless in LA.
  - Housing affordability is getting worse in all parts of the US.
  - Housing costs are rising in SE - historically easiest parts to build in but now also increasing affordability issues.
  - Lack of trades and people moving into construction is a similar trend.
  - Very difficult to find workers to work in the supportive housing buildings;
    - Very hard to hire and retain.
    - Project managers are difficult to find and retain.
  - Builder sentiment outside affordable/social space is very pessimistic.
  - Homeless;
    - LA rates are flat and NY lowest levels in a long term with no national trend
  - Homeless - categorised as;
    - Sheltered.
    - Unsheltered.
  - Pandemic;
    - Put homeless into disused hotels.
    - DS - Now looking to purchase these and refit.
    - Mercy Rent receivable went from \$2.4m - \$8.3m which is a rent arrears increase that is hard to sustain in spite of national program funded \$46b in rent relief.
- Innovation
  - Affordability
    - UK how can you categorise:
      - Really need political will and public desire to get it done.
    - US more health and housing sectors coming together to address this together:
      - Launch called housing a health emergency and used this to get Hospitals involved.
      - Links into work out how you can incentivise downstream beneficiaries (or those impacted by downstream costs - i.e. medical service providers) to invest in upstream solutions.
        - Reserve Bank of NY - Health fund investing \$400m in affordable housing for better health outcomes for members.

## Operating in the New Post-Covid World

How has the global pandemic impacted our sector, the way we operate and our future paths? This interactive session included deeper discussions that built on key themes and priorities from the IHP Virtual Exchanges. The last three years have forever changed how we operate, and this is having a deep impact (both positive and negative) on our organisations. What has worked? What hasn't? How has it impacted our staff and how we do our work? What's been the impact on the communities we serve. This session is all about the good, the bad, and the ugly – and how we position ourselves to address them all.

### *Speakers and Participants:*

- Derek Ballantyne, CEO, Encasa Financial Inc.
- Grant Reubenicht, CEO, Believe Housing Australia.
- Geraldine Howley, Board Member, MORhomes.

### *Findings and Takeouts:*

**Derek Ballantyne, Canada, CEO of Encasa Financial Inc. and Chair, CMHC Board of Directors** presented on the “big picture” under which the housing sector currently operates.

- Factors reviewed in slide presentation included:
  - Global instability caused by conflicts (Ukraine-Russia) and the general destabilization of democratic governments worldwide; affects cost of items (e.g., in the UK, the price of natural gas to heat homes).
  - Concentration of wealth, both personal and institutionally, that affects governments/politics and therefore, the movement of capital.
  - Climate change and governments' response to it; if changes to policy regarding the environment are slow, then social policy will suffer (at the government level).
  - Pandemic and other factors since the 1970s have required policy and economic responses, typically in the form of interest rate hikes and inflation.
- All these factors impact the cost of housing, affecting housing prices with the affordability of home ownership and the cost of renting having increased overtime which has not aligned to income and other factors.
- There are opportunities for the housing sector in times of recession, as infrastructure and housing programs tend to do well and a diversity driver for super fund investment; and with the acquisition of rental housing being supported during difficult economic times (one example being Australia's upcoming government program).
- Despite a general pessimistic outlook globally, there are opportunities for the not-for-profit housing sector to build a longer-term vision (25 years out, for example).

### **Q&A Component**

- Dee Walsh – Mercy Housing - USA – asked about why rents differ between Montreal and Toronto.
  - Derek responded that in Montreal, the rental market is larger (around 60%), the market is more diverse with smaller landlords managing properties, and Montreal also has a larger component of non-market housing.
- Charles Northcote – BlueCHP – Australia – commented on superfunds in Australia not investing to scale yet and asked Derek to expand about Canadian pension funds investment growth:
  - Derek discussed regulations in Canada; and commented that the national pension fund in Canada must look beyond Canada for investment due to Canada's small population – and noted that it's a similar situation in Australia.
- A question was raised about ESG in a Canadian sense – is it authentic?
  - Derek noted that he is committed to ESG; and stated that policy can bolster capital; but that it's difficult to find social targets; and that in Europe, ESG is legislated, which does not create a result.
- Mwarigha M.S – WoodGreen Community Services - Canada – What should we be preparing for next?
  - Derek commented that “none of us are going to revolt we must cope”. He further noted that short-term policy provides an opportunity for the sector – assuming cohesion and homogeneity; he stated that government is preparing for a recession with its policies; and that housing sector needs to think

about how to move away from government support and move towards sustainability, galvanize to prepare for increased social dislocation.

- Chuck Wehrein – HPN USA – re: private sector as a partner – in US, it's higher cost with less long-term affordability; and then asked Derek why he sees hope and what should we [the housing sector] do? Derek responded that hope for the sector lies with its asset base; with effective collaboration, NP sector should "march into the market (problems of course)"; as Derek says, "we need 20% of housing stock and set long-term goals of around 20 years to make it affordable; move inventory".
- Greg Budworth – Home in Place– Australia – Where, historically, is the disparity?
  - Derek noted that, after a historically long run of about 50 years, following the end of World War II, social cohesion is eroding; and noted that the level of social cohesion (or lack thereof) affects policy.

**Grant Reubenicht, CEO, Believe Housing Australia** shared on outcomes from the Australian perspective and the contingents' meetings in New York.

- As context Grant provided an overview of his organisation's business lines; and the housing challenges in Adelaide, Australia.
- The results of a [housing affordability snapshot survey](#) undertaken nationally and locally with almost no affordable housing now available for rent across the country were shared.
- The Survey reinforces the view that government support is necessary for affordable housing to succeed.
- A very brief review of the outcomes re: ESG in New York City was provided.
- Meetings with investors intermediaries such as Morgan Stanley, researchers/academics, housing practitioners, superannuation/pension funds, Reserve Bank of New York.
- Discussed how the US investment system has been around for a long period of time and the concept should be in place in Australia.
- It was noted that an Affordable Housing Asset Class is not far away and a report would be circulated to those attending the event when completed by Paxon Group. The report is an update to the 2019 Global Asset Class work.

**Allison Clark, Deputy Director of impact investments at the MacArthur Foundation, United States** asked the following questions: What's the risk in the marketplace? Is it policy? What keeps institutional capital away [from affordable housing]?

- Macarthur Foundation has a focus in building the field of impact investing and providing catalytic capital to address social and environmental challenges.
- Allison stated that in the US, acquisition, as opposed to new build, is the current way forward with any investment (\$1.2M per unit is the current cost to build new housing in San Francisco).
- The cost and lower return is challenging for affordable housing and impact investment particularly with the high transactional price for housing today.
- Global impact investing is expanding at a [massive rate and needs catalytic capital](#).

**Geraldine Howley, Board Member, MORhomes, UK**, then described how housing associations work in the UK [only housing associations allowed to borrow]; and how MORhomes is structured [60 shareholders provide an aggregate vehicle that delivers funding quickly and with reasonable terms and conditions].

- She noted that MORhomes began in 2017; introduced social bonds in 2019 and socially responsible bonds in 2021. <https://morhomes.co.uk/>
- She stated that the speed and access to market are two of MORhomes' advantages; and noted that currently it has 22 borrowers; and noted that borrower/investment alignment is important; as are long-term plans for investment. She also reviewed the exhaustive process that applicants must undergo to receive funding.
- She also provided notes of caution: start-up costs were underestimated; and S&P declined to provide a good rating while they were in the start-up phase.



### Q&A Component

- Josie Parsons – Local Space – London – provided a MORhomes borrower’s perspective, noting that speed was among the factors for borrowing from the organisation; along with the fact that MORhomes allowed for 2 years to put security in place; she further noted that her organisation is MORhomes’ largest borrower.
- Greg Budworth – Home in Place – Australia who purchased bonds?
  - Geraldine – banks and investors, listed on website
- Doug – private capital = predatory; how do we describe ESG to attract investors? A delegate from California responded that “unregulated” bonds are more flexible; leading to a short discussion about “unregulated” sometimes equals illegitimate, without using the words illegitimate or illegal...
- Robin Hughes (sp) HPN CEO – referenced conversation at IHP San Francisco; discussed a couple of projects’ financing and noted that HPN is very interested in the aggregate model; stated that HPN’s priority is medium-sized projects.
- Stephane – Canada – What is our common goal? To appeal to investors, key messages clearly stating the sectors’ goals need to be developed. This goal is missing. It must be achievable and take a longer view, e.g., 10 years.
- Australian contingents noted state versus national regulatory situation and a lack of coordination.
- Nicholas Proud – PowerHousing Australia – reiterated that PHA has been working on a report that will be published in about six weeks’ time –that is the update to the [Global Asset paper](#) from 2019.
- Shayne then talked about how HPC HIC (Housing Investment Corporation), acts as an aggregate; noted three placements based on security; and noted in the process of establishing a new offering re: acquisitions and major repairs. <https://www.housinginvestment.ca/>
- There was a question re: scale for organisations in the UK.
  - Geraldine: business plan + scope + continuity.
- cases of losing 50% of staff during the pandemic and replacing them with local people .

### The Talent Acquisition, Development, and Retention Challenge

The pandemic has profoundly changed the way we work and exacerbated the challenge of recruiting and retaining staff, and hybrid work requires revisiting how we look at organisational culture. The session explored new models for a new world for our organisations.

#### Speakers and Participants:

- Lisa Alberghini, EVP, Housing Partnership Network – Facilitator
- Patricia Belden, EVP, The Community Builders – Discussion Starter
- Interactive Discussion

#### Findings and Takeouts:

- [SPOT ON™ Success Profile Insights Paper US 2020](#) was shared by Michele Adair (Housing Trust).
- HPC Chair, Kevin Albers, introduced **Lisa Alberghini, EVP, HPN (Housing Partnership Network), United States**, as moderator of this session, along with **Patricia Belden, EVP, The Community Builders, United States**, as conversation starter.
- Lisa provided some context, discussing aspects of attracting and maintaining staff, and hybrid versus in-office work, that have come to the forefront during, and after, the pandemic.
- Lisa highlighted the pros and cons of post-pandemic work life:
  - Pros – of working remotely
  - Cons – labour shortage, reassessment and re-evaluation of organisations’ values etc.
- Noted that some roles require in-person work, e.g., building management.
- Talked about diverse talent and mentioned:
  - Project Destined (HPN);
  - GEM (Geraldine Howley, UK); and
  - HPMP (Housing Professionals Mentorship Program – HPC/CIHC/CHRA initiative]
- Discussed some ideas to attract and retain talent, and the urgency of adequate succession planning:

- Internships
- Educating/attracting college/university students to housing - considering housing as a profession
- Lisa then turned to P. Belden who shared some of the things she and her coworkers were doing at The Community Builders to accommodate hybrid work.
- Lisa then asked to input from the group.
- Greg Budworth – Home in Place- Australia, “new normal” has led to focused use of finite resources; talked about the possibility of converting office space to affordable housing; and asked, what might be the future?
- The question was asked, “what is important to the organisation” in this new situation (as opposed to what is important to the employee).
- Haleh Homaei – HousingFirst – Australia, leaders don’t always seem to have a plan; a KPI approach is required with clear guidelines. How to measure? What has changed in the culture – which is defined by staff functions.
- One individual asked why the focus is on hiring young people; and noted the advantage of hiring mid-career individuals from other sectors who may bring different skillsets to a role.
- This same individual described the “trust equation” as credibility + reliability + intimacy over self-orientation – this led to a discussion about how it’s not possible to create trust in remote meeting/zoom situations [that point could be argued and it was not, particularly] <https://trustedadvisor.com/why-trust-matters/understanding-trust/understanding-the-trust-equation>
- Michele Adair – Housing Trust - Australia, talked about the “spot on framework” – outcomes-based, writes a position, and frames expectations. She stated that the framework provides a description with very detailed and specific expectations/outcomes/ deliverables within timeframes for any role at an organisation; initially draws only those applicants who think they can fulfill the stated requirements; and later, provides a framework for tracking progress and measuring success. Michelle stated that she was happy to share [I could not find a description online doing a quick search]
- HPN noted that they are projecting a 40% turnover in the next 3 years of senior level staff; and are looking to their tenants for opportunities to train for roles.
- It was noted that non-pay benefits are important; many people who get into housing do so for the social purpose and encouraged organisations to market that aspect of their organisations; provided the example of giving an extra holiday that is based on their birthday – and the high level of positive response from staff.
- Linda Mandolini -Eden Housing – USA, organisation has permanently adapted the hybrid model of work; to adapt, communication has been increased; “lunch in parking lot” days are a big draw for staff. Leaders are working more days in the office than at home; peers are raiding the employee pool; it is an employee buyers’ market.
- Stephen Bennett - Affordable Housing Societies – Canada, his organisation has found that success equals working where, and when, you’re [the employee is] most productive.
- Another noted that some emphasis is placed on the “work must be fun”/Disneyland aspect of work, and that the senior leader is expected to constantly “give it”. Lisa A noted this was another topic and asked for a show of hands – the questions arose, how to balance? What does it look like? [the hybrid environment; and I think at what cost to an organisations’ goals, mission, mandate etc.?)]
- Adam Zaccaria – Launch Housing – Australia, What is it a signal of and what does the new 2.0 Hybrid look like? You can hire from anywhere - what does it mean for communities if the workforce is displaced? Examples were given of one business that hired 800 internationally to fulfill a role [financial sector]; and another that hired solely local [providing the ability for great work-life balance – staff can attend doctor’s appointments and take care of their families, and still make it into the office]
- Linda Mandolini -Eden Housing – USA, hiring for some staff positions locally is sometimes not affordable; therefore, organisations are forced to hire abroad in order to be able to fill a required role. What are the opportunities for remote work?

## Recruitment

- Lisa then steered the conversation to **recruitment** – how are you finding your people.

- It was noted that top 2 issues for the sector are: access to capital; and recruiting talent. How to diversify and change our sector? She then talked about “Project Destined”; she noted that HPN is piloting a 9-week bootcamp, specific to affordable housing, with Eden, Beacon, Destined, and HPN; noted there were 180 applicants for 30 spots; 44% had lived in public/affordable housing; and it was launched on Friday (September 30<sup>th</sup>); a great way to expose young adults to the affordable housing sector. [the **Affordable Housing Bridge Program**].
- It was noted that a number of US universities are involved; HPN is looking to expand their contract with Project Destined.
- Project Destined has over 3,000 graduates; as a sponsor, you pay an amount and PD pays other costs. <https://www.prweb.com/releases/2022/09/prweb18927190.htm>
- Charles Northcote BlueCHP - Australia described cases of losing 50% of staff during the pandemic and replacing them with local people and the advantages and successes of doing so. They also take a half hour on Monday to “GSD” – get stuff done.
- Michele Adair – HousingTrust– Australia – cadetship program – encourages CHPs to recruit tenants to be employees – recently had their first graduation <https://communityhousing.org.au/cadetship/>
- Geraldine Howley – UK – GEM – Discussed the GEM Programme <https://thegemprogramme.com/>

**Tuesday, October 4th**

## **Day 2 Theme: Embracing (and Preparing for) Transformation**

### **Looking to the Future – Supporting Transformation of the Sector**

- [Stéphan Corriveau, Executive Director, Community Housing Transformation Centre](#)
  - Canada’s non-market housing has flatlined in absolute numbers and dropped from 9% to 3.5% of total housing stock over the last 30 years.
  - Transformation is critical for the sector.
  - Competition is increasing from others and the sector needs to transition.
  - Propositional – Bringing a new vision to transform the sector’s capacity and ambition.
  - Catalytic – Suggesting a new solution to an identified problem.
  - Supportive – Helping implement ideas, projects that need funds to support.
- [Survival of the fittest, the case of community housing](#)

### **Climate Adaptation and Resilience**

Natural disasters caused by changing weather patterns are increasingly prevalent, with devastating costs to the environment, the economy, and human life. This session will focus on what we can do to build more adaptation and resiliency into our buildings and our housing management practices.

Speakers shared experiences and knowledge, and highlight approaches they were taking to strengthen our respective sectors and become better able to address climate change and its repercussions.

### **Speakers and Participants:**

Featured Country representatives were:

- Shayne Ramsay – Overview and facilitation
- Michele Adair, CEO, Housing Trust
- Vincent Tong, Acting CEO, BC Housing
- Linda Mandolini, President & CEO, Eden Housing

### **Findings and takeouts:**

#### **Climate Adaptation & Resilience**

- Shayne Ramsay provided an introduction to the collective challenges with fire, floods and other natural disasters.
- The Sonoma bushfires were a significant challenge to rebuild from with many lessons in building



resilience for Linda Mandolini and the Eden Housing team.

- Michele Adair spoke to the need to change the thinking around housing delivery, to reconsider rebuilding in flood/fire prone areas. Startling images of the North Coast Community Housing head office flooded to record levels showed how vulnerable our communities are with the unexpected events having to be expected as part of the new normal.
- Consideration of insurance and risk mitigation needs to be structured differently otherwise premiums will keep rising and will become unsustainable.
- Since COVID, being resilient has become a term that is used in everyday thinking.
- Resilience is the ability to absorb disruption and participate in life.
- Resilience is not about stopping and absorbing, it is about continuing.
- Achieving resilience v building Resilience.
- Climate Change and Adaptability report:
  - "You don't know how much a rainy day will cost but you can still save for it".
  - "It is not about net zero it is about doing what is smart".
  - "How do you trade off the cost of producing housing v cost of producing perfect housing
- It is a constitutional issue and nobody owns housing wholistically and takes ownership of the challenges.
  - Issue is that you need a system solution but the management is undertaken in silos of departments and division.
- It is too easy to defer to others - Federal to State - Housing Dept - to Health Dept. Ownership of the problem needs to be a focus of governments.
- Climate change is showing that the provision of housing and the challenges of natural disaster can be a problem in all countries in different geographic locations. Preparing for this as a more normal part of business is now a requirement of business.
- Federal governments often don't want to fund via the state, as states will use it to solve other problems that are more politically attractive - like health.
- Modular housing on land owned by public transport that can be dropped in and out as needed is an area for future focus.



*Michele Adair, CEO, Housing Trust*

## **Workforce Diversity and Inclusivity**

Equity, diversity, inclusivity and belonging (EDIB) have become critical values across multiple sectors, including our own. This session will feature large and small group discussions on how IHP members are operationalizing those values within their organisations, their recruitment and retention practices, and ensuring those with lived experience are included in decision-making. This session was a facilitated group discussion on Workforce Diversity and Inclusivity.

All countries broke up into mixed tables to consider the key elements of workforce diversity and inclusivity with some key themes:

- Vigilance is required to ensure that organisations don't settle back into the old pattern of not creating diverse workforce cultures.
- Bringing a variety of people together in the workplace and in our tenancies is critical.
- Program best practice in diversity is always worth sharing and it helps to create a more healthy productive organization.
- Vital to create personal and professional growth that is based around respect for diversity.
- Creating 50/50 female representation at the senior leadership level require strategy. Inclusivity of indigenous nations is a must and requires leadership.
- Policies and strategies are needed to ensure organisations are providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized. Important to structure policies that are considerate and enabling of those with physical or intellectual disabilities or belonging to other minority groups.
- Strategies and policies must be impactful, and appropriate to both internal and external stakeholders.
- Regular review and continuous improvement critical to inclusive and diverse organisations.
- Further work of the IHP needed to increase the diversity and inclusivity of our organisations and create the leadership to be a future focus of next IHP.

### **Walking Tours - Regent Park (Toronto Community Housing)**

The Regent Park revitalization showcases TCHC 's approach to city building. Working together with the City of Toronto, Regent Park tenants, their neighbours, private sector development partners and community partners, TCH is transforming aging housing infrastructure into a successful, mixed-income, mixed-use neighbourhood, with rental buildings, market condominium buildings, townhomes, commercial spaces, community facilities, active parks and open spaces.

Tour was led by:

- [Barry Thomas, Assistant General Manager Operating Unit for Central Region Regent](#)

### **Reception/Dinner Sponsored by TD Bank Location: TD Bank Tower – Event Space**

PowerHousing Members were joined by Martin Joyce who was previously with Housing Choices Australia and PowerHousing Boardmember. Martin moved to Toronto in 2017 to take up a role as head of the KPMG Global Lead and Canada's National Human and Social Services Advisory Practice. The practice is a key adviser to government (at the national and provincial levels), social service delivery agencies, the private sector, and citizen groups. Martin was in the process of moving to take up a Partner role with Deloitte.

#### **Contact Details:**

[Martin Joyce](#) - M 437 990 9852

**Wednesday, October 5th**

**Day 3 Theme: Focusing on People & Communities**

Our event partners, Toronto Community Housing and WoodGreen Community Services, hosted us for the day at multiple sites, as we take IHP Toronto into the community for this people-focused session.

### **People-Centered Strategies in Action – Site Visits**

Initially there was a visit to WoodGreen, to learn more about their initiatives and see strategic partnerships, such as Homeward Bound, in action.

**Homeward Bound** is an innovative program that supports homeless or inadequately housed single mothers to earn college diplomas, start careers and achieve financial self-sufficiency. Unique in Canada, this four-year education and employment program provides intensive wrap-around services that eliminate the barriers that single mothers face in trying to move out of poverty. Tour led by WoodGreen Community Services:

- [Anne Babcock, President & CEO](#)
- [Randall Freeborn, VP, People & Culture & Homeward Bound](#)
- [Mwarigha, VP, Housing and Homelessness](#)
- [Yordanka Petrova, Senior Manager, Homeward Bound](#)

### **Materials**

[WoodGreen Homeward Bound Presentation](#)  
[Homeward Bound Children](#)  
[Homeward Bound Evaluation Summary](#)  
[Homeward Bound One Pager](#)  
[WoodGreen Strategic Plan 2020-2025](#)

### **Meeting Client and Community Needs**

This interactive session explored how we contribute to the wellbeing of the people and communities we serve. It drew from Housing Partnership Canada's research paper, *Measuring Outcomes in Affordable & Mixed Model Housing*, which provides a framework to help housing providers measure and demonstrate their contributions to healthy communities. The research included interviews with multiple IHP members.

### **Speakers and Participants:**

- Jag Sharma, CEO, Toronto Community Housing (TCHC) – Overview and facilitation

### **Responses to Homelessness – Rapid Housing Initiative**

- [Likwa Nkala, Director of Partnerships and Programs, TCHC](#)
- [Ashley Fontaine, Manager of Community Resolutions, TCHC](#)
- [Stephanie Malcher, Manager, Strategic Programs, Shelter, Support and Housing Administration, City of Toronto](#)

### **Responses to Violence and Anti-Social Behaviour in Communities**

- Michelle Phillips, CEO, YWCA Australia
- Dr. Eric Johnson, President & CEO, Aeon

### **Measuring Outcomes and Community Wellbeing**

- Lori-Anne Gagne, CEO, Victoria Park Community Homes

### **Materials**

[Research Bulletin - Community Wellbeing](#)  
[HPC Final Report - Community Wellbeing](#)

### **IHP: The Road Ahead – Reflections and Ideas for the Future**



The session focused on reflecting on the key insights from the past three days and to look ahead to our collective priorities as we continue to collaborate and share ideas leading up to the 16<sup>th</sup> IHP Leadership Exchange in the UK.

This interactive session was a window to the future state of housing, where participants contributed their observations on critical issues facing the sector and the necessary action required to respond to these issues.

#### *Speakers and Participants:*

Discussion was moderated by Shayne Ramsay.

- Deidre Schmidt, President & CEO, CommonBond Communities
- Robin Hughes, CEO, Housing Partnership Network
- David Cant, Chair, PowerHousing Australia
- Geraldine Howley, Chair, Housing Partnership UK and Chair, CIH

#### *Findings and Takeouts:*

- Shayne opened discussion with the panel about housing supply with the panel talking about housing as a human right. The concept is possible as Australia identified that there were estimates for the cost to build housing for all.
- Geraldine talked about housing providers having emergency funds that help sustain tenancies, consideration of micro-financing or micro-grants, almost.
- Federal government has the most flexibility to create money and resources and programming; local and provincial/state gov will follow. David talks about political will; is it the most valuable resource?
- It was flagged that the solution for the future to build more housing is partnerships, It was questioned how do we mitigate a gov'ts lack of capacity to come up with spending plans, bringing then ready-to-go recipes for a project that can spend unspent government funds.
- Governments need to understand that when compelling health issues present themselves (COVID), housing sector is irreplaceable. Getting people off the streets, integrating services are possible. Need to be agile, use the dexterity of housing providers.
- Housing is a top lever that government pulls to help pull up, out of recession, but this will create bottlenecks on building materials, labour supply. What do we need to do to hedge for that.
- Deidre talking about social services continuum. Many of CommonBond's clients have severe assistance needs. If you open the door, you see the full scope of needs, and you are morally if not reputation-bound to then deal with those needs. Need to make funding partners better understand what is facing communities.
- COVID 19 has legitimized the types of partnerships and integrations that social services providers have long called for, and the pandemic forced innovation to make them take flight. It's now been proven that it can be done and some want them to continue. Deidre mentioned how many of her community members came out during the pandemic to support staff efforts on pandemic response.
- Robin urged consideration of Innovation in technology to be embraced. Talking about transforming resident services to an online platform that complements and reinforces the existing systems.

### **Thursday, October 6<sup>th</sup>**

#### **Exploring Innovation in Toronto**

Traveling by public transit, this was an opportunity to see more of Toronto and learn how innovation across multiple disciplines is being nurtured and integrated into the fabric of the city. We visited and met with staff of:

**The MaRS Discovery District**, which supports 1,200 Canadian science and tech companies tackling some of society's greatest challenges. MaRS is partnering with the city of Toronto to support a new urban strategy that addresses homelessness and affordability.

#### **Evergreen – Housing Initiatives**

Evergreen is dedicated to making cities more livable, green and prosperous. Through its award-winning suite of programs, Evergreen has actively engaged Canadians in creating and sustaining healthy urban environments for schools, public spaces, housing, transit systems, and the communities themselves. This session will highlight Evergreen's work in housing.

**Contact:**

[Joyce Chau, Program Director, Evergreen](#)

**Materials**

[Future Housing: Evergreen's work in Housing Affordability](#)

**Waterfront Toronto**, a collaboration across all three levels of government to build distinctive and vibrant waterfront neighbourhoods that include natural wildlife habitats, affordable housing, public art, and place to work and play.

The tour started at the CNR Building, a gallery space that is currently showing the Tisiget Art Project – one of Canada's leading Indigenous art exhibitions. We learnt about the work of Waterfront Toronto and tour the West Don Lands with:

- Jason Lester, Vice Chair, Development, Dream Unlimited
- Marc Baronette, Development & Construction Lead, Kilmer Infrastructure Developments
- John English, Head of Development, Canada, Tricon Residential
- Meg Davis, Chief Development Officer, Waterfront Toronto
- Angela Li, Senior Development Manager, Waterfront Toronto
- Jed Kilbourn, Director of Development Planning, Waterfront

**Friday, October 7th**

**Optional Study Tour – Hamilton/Niagara Region**

This tour headed to the Hamilton/Niagara Region. This day was a combination of business and pleasure as we learned about the inspiring work of Canadian Housing providers to respond to the growing demands of our sector, while taking a moment to enjoy the experiences offered by the Niagara Region.

**Hamilton is Home Highlights**

Members of the initiative shared highlights of their recent development projects in advance to a busy day visiting sites to see several projects up close.

**Site tour and presentation: 500 MacNab St North Hamilton**

The largest EnerPHit multi-unit residential building in the world. Originally built in 1967, 500 MacNab St N is the oldest high-rise multi-residential building in CityHousing Hamilton's portfolio.

The building has been retrofitted to substantially renew and modernize for the next century, providing best-in-class housing for seniors.

Occupancy date: September 2021

Number of units: 146

**The Oaks, 225-247 East Ave. N.**

This Passive House (PHIUS) standard, all-electric development, was designed to offer affordable housing as a starting point for flourishing lives.

Ain-dah-ing: Home within the Heart, 13 apartments prioritizing Indigenous tenants.

*Highlights:*

- Preserved heritage building, and renewed brownfield site
  - Central courtyard for tenant and community events
  - Head office for Sacajawea Non-profit Housing - Amenities include tenant library, community rooms, full a/c
- Completed: July 2022

**Putman YWCA at 52 Ottawa Street North, Hamilton**

Passive House building. The Putman Family YWCA is Hamilton's first affordable permanent housing residence for single and mother-led families. Our fifty units have been created to support three priority populations, which include women living with a developmental disability, Indigenous women and families and women and their children rebuilding their lives after experiences of homelessness and violence. Trauma informed support and housing stability support and programming is offered through our Housing Support Worker.

The Putman Family YWCA also offers spaces designed for community gathering, as well as a Centre of Innovation, community garden, flexible space for seniors and youth, recreational, health and wellness programming and women and community led programming and workshops.

Occupancy date: August 2022