

# HNHC

COMMUNITY HOUSING 

## STRATEGIC PLAN 2020 - 2027



Our House, Your Home

EMPOWER  
STRENGTHEN  
RESIDENTS  
HOMES  
IMPROVE  
STAFF  
ACHIEVE  
RESIDENTS  
HOMES

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# FROM ME TO YOU

I want to share our plan with you - our residents, our community members, our board, our staff, and our stakeholders - so that you understand it, and can help us make it happen. To be successful, we have chosen words that are clear and straightforward and that describe what we plan to do. There are definitions for some of the words in boxes beside the text. I have also included (*in brackets*) the words that are sometimes used to refer to these things by institutions, so that our funders can recognize our work.

Please read it! Contact me if you have questions or feedback.



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# ABOUT US

Haldimand Norfolk Housing Corporation is a community-based not-for-profit organization and social enterprise. We have been in the property management business for over 44 years. We provide safe and affordable housing that advances the quality of life of our residents.

**Staff** - We are proud of our team of staff and volunteers. They are knowledgeable, experienced, and compassionate. Our 13 dedicated professional staff and 28 board volunteers are deeply committed to providing quality housing to our community. Our management team has over 106 years of collective experience in serving our residents.

**Buildings** - We are one of 10 independent housing providers in the province of Ontario. We own or manage over \$85 million dollars in housing assets including 526 Rent Geared to Income units and 18 market units throughout Haldimand and Norfolk.

**Residents** - Our residents are families, seniors, and single people and are an important part of the Haldimand Norfolk community.

## OUR MISSION

To make a positive difference in people's lives and our communities by providing safe, affordable, quality housing.

## OUR VISION

Everyone in Haldimand Norfolk has a good home in a strong community where they are proud to live, work, and play.

**Community-based** means focused on or relating to a community. For us this means housing created by the community, for the community.

**A social enterprise** is a business that works for the social good. Social enterprises seek to maximize profits while maximizing benefits to society and the environment. Their profits are principally used to fund social programs.

**Residents** are the people that live in our buildings. They are at the core of our business.

**Rent Geared to Income (RGI)** units are apartments where the tenant pays rent based on their income. The gap between that amount and the amount the apartment actually costs (market cost) is paid directly to the non-profit housing provider by the municipal, federal or provincial government.

# HNHC'S STRATEGIC PLAN

Our strategic plan, as shared in this document, outlines five goals for the next seven years (2020 - 2027).

Our goals are to:

1. Build
2. Improve
3. Empower
4. Achieve
5. Strengthen

Our five goals were chosen by staff, and drawn from their work with you, our residents. We rely on you to share with our staff, and our staff to share with management to help us guide our organization.

To help you see how we will reach these goals:

## ACTIONS TO TAKE

We describe the actions that we will take to achieve the goal.

## WHAT RESIDENTS WILL SEE

We describe what residents will see as a result of our actions. This helps us understand if our actions made any difference.

## MEASURES TO WATCH

We describe how we will measure our progress to our goals. This will help us know whether we are on track.

Note: There are many possible ways to measure our progress. We have tried to choose things that help us see not just *how much we did*, or *how well we did it*, but show us that *it has made a difference*.

# OUR VALUES

We hold three values and two ways of working close to our heart. These guide our decisions, inform our interactions, and help us get the job done right.

## TEAMWORK

Teamwork means we communicate clearly with each other, we support one another to work towards the same goals, and we care about each other. When we work together as a team - with our residents, our staff, our stakeholders, and our community - we can provide the best possible home for you, the best possible place to work for our staff, and a stronger community for everyone. (*Collaboration and Integration*)

**A stakeholder** is someone or an organization that has the same goals as us, or works to help the same people - you!

## TRUST

Trust means that we do what we say we will do, we acknowledge when we fail, we correct our errors as best we can, and we are accountable for doing what is right. (*Accountability and Integrity*)

## RESPECT

Respect means we treat people as individuals and create environments where fairness, trust and equitable treatment are central to how we work. (*Equity*)  
Respect also means we value and seek out the ideas of others - residents, staff, community partners - to help us make good decisions. (*Consultation*)

# WAYS OF WORKING

## WE KNOW OUR LIMITS

Our residents require more than housing to be successful. But we know our limits, so we work with other organizations in the community to provide this support, allowing us to focus on doing what we do best - providing housing. (*Coordination and Integration*)

## WE ARE ALWAYS IMPROVING

We believe that there is always room to grow and improve. We learn from our mistakes, and from others, so that we can get better. (*Continuous Improvement*)



Build Better Homes  
Improve Our Resident's Satisfaction  
Empower Our Staff to Lead and Succeed  
Achieve Financial Fitness  
Strengthen Our Community



# 1 BUILD

## BUILD BETTER HOMES

We can't house you without buildings - so taking care of them is important for both of us. Our first goal is to **build better homes**. (*Revitalization and Development*)

### ACTIONS TO TAKE

To achieve this goal we will:

1. Find ways to renovate existing buildings
2. Build new buildings that meet your needs
3. Keep buildings clean and well-maintained

### WHAT RESIDENTS WILL SEE

You will know we are making progress on this goal when you:

- Hear about our new renovations or construction projects
- Have clean common areas, reliable elevators, and well-managed laundry, garbage and recycling areas
- Get all necessary pest control treatments

### HOW WE WILL MEASURE OUR SUCCESS

We will measure:

- How many units were built?
- How many of you are satisfied with the cleanliness and maintenance of your home?
- How many pest control treatments were done on time?

# 2 IMPROVE

## IMPROVE OUR RESIDENT'S SATISFACTION

You - our residents - are at the core of our business. We want you to feel you have been treated with respect and have received quality service in every interaction with our staff and vendors. Our second goal is to **improve our resident's satisfaction**.  
(Resident Engagement and Customer Service Satisfaction)

### ACTIONS TO TAKE

To achieve this goal we will:

1. Communicate clearly and in advance with you in all matters that affect you, like repairs and service disruptions.
2. Work with our vendors to ensure that service delivery is improved and is consistent across all buildings

### WHAT RESIDENTS WILL SEE

You will know we are making progress on this goal when you:

- Receive clear information about repairs and service disruptions in advance
- Have the right repairs done on time
- Are treated with respect when talking with staff and vendors

### HOW WE WILL MEASURE OUR SUCCESS

We will measure:

- How many of you are satisfied with our communication about repairs and service disruptions?
- How many repairs were done on time?
- How many of you feel that staff and vendors are respectful?

# 3 EMPOWER

## EMPOWER OUR STAFF TO LEAD AND SUCCEED

Our staff are our strength. We want to support them to make good decisions and to take appropriate action. Our third goal is to **empower our staff to lead and succeed**. (*Staff Empowerment and Accountability*)

### ACTIONS TO TAKE

To achieve this goal we will:

1. Provide staff with the tools, skills, and processes they need to do their job
2. Set clear goals and expectations to support staff's success and growth
3. Recognize and reward their outstanding work

**Empower** means to give someone the authority or power or tools/skills to do something.

### WHAT RESIDENTS WILL SEE

You will know we are making progress on this goal when you:

- (Continue to) Receive good service from staff
- Hear about and see staff being rewarded for their work

### WHAT STAFF WILL SEE

We will know we are making progress on this goal when staff:

- Feel they have tools, skills, and processes they need to do their job
- Know what is expected and how they want to grow this year
- Celebrate their work and the work of their colleagues

### HOW WE WILL MEASURE OUR SUCCESS

We will measure:

- How many of you are satisfied with the services that staff provide?
- How many staff have and follow their growth plan?
- How many staff feel supported and rewarded for their work?

# 4 ACHIEVE

## ACHIEVE FINANCIAL FITNESS

We receive a limited amount of money from the government so we have to make the most of it. Our fourth goal is to **achieve financial fitness** (*Fiscal Responsibility and Accountability*)

### ACTIONS TO TAKE

To achieve this goal we will:

1. Spend our money and time carefully
2. Make the most of our buildings (*revitalization*)
3. Keep costs down by reducing our energy use
4. Balance our budget

### WHAT RESIDENTS WILL SEE

You will know we are making progress on this goal when you:

- Have everything in your unit working properly
- Get repairs done right the first time
- Learn about exciting ways we are using parts of our buildings
- Know how to use less electricity and heat

### HOW WE WILL MEASURE OUR SUCCESS

We will measure:

- How satisfied are you with how things work in your unit?
- How many repairs were done right the first time?
- How much money were we able to make on other parts of our buildings?
- How much money did we save on energy costs?
- Did we meet our budget?

# 5 STRENGTHEN

## STRENGTHEN OUR COMMUNITY

You - our residents - are part of the community. We want you to feel safe, secure, and supported in your home, and to live there successfully. We want to work with you to make your community better. Knowing our limits, we will reach out to other organizations in your community for support. We will build partnerships with these organizations, and we will work together to **strengthen our community**. (*Strengthen Partnerships and Coordination*)

### ACTIONS TO TAKE

To achieve this goal we will:

1. Work to increase security and deter criminal behaviour
2. Improve fire safety awareness
3. Determine if you need additional support to live successfully in your home, and connect you to that support
4. Build stronger partnerships with organizations that can support you and can provide you with opportunities to improve your community

### WHAT RESIDENTS WILL SEE

You will know we are making progress on this goal when you:

- Feel safer in your home
- Know how to help reduce the possibility of a fire
- Get the support you need to live successfully in your home
- Feel able to improve your community

### HOW WE WILL MEASURE OUR SUCCESS

We will measure:

- How many of you feel safe in your home?
- How many of you know how to reduce the possibility of a fire?
- How many of you feel satisfied with the support you receive to live successfully in your home?
- How many of you feel able to improve your community?

# MAKING IT ALL HAPPEN

The next pages provide more detail on how we will make it happen!

If you have ideas about other things we can do to

**Build Better Homes**

**Improve Our Resident's Satisfaction**

**Empower Our Staff to Lead and Succeed**

**Achieve Financial Fitness**

**Strengthen Our Community**

please let us know. We'd love to hear from you.

	Goal	Actions to Take	Further Actions	Measures
1	Build Better Homes	Find ways to renovate existing buildings	Develop scale for identifying state of each unit	The state of how many units has been identified? How many major renovations were completed? How many units still require major work?
		Build new buildings that meet residents' needs	Identify type of housing needed. Seek out funding/partnerships to support new development and revitalization	How much funding was secured? How many units were built?
		Keep buildings clean and well-maintained	Establish expected service levels for common areas, elevators, and laundry, garbage and recycling areas	How many residents were satisfied with the cleanliness and maintenance of their home?
			Establish expected service levels for pest control	How many units have known pest control issues? How many pest control treatments were done on time?
			Explore transitioning to smoke-free buildings	Did we do an analysis?
2	Improve our Resident's Satisfaction	Communicate clearly and proactively with residents in all matters that affect them	Establish expected service levels for communication	What percent of calls were responded to in a timely fashion?
			Tweak resident experience survey to track new measures	How many residents were satisfied with our communication?
				How many residents feel that staff were respectful?
		Share rebranding with residents and public	How many residents are proud to be housed by us? Has rebranding helped improve our image?	
		Work with our vendors to ensure that service delivery is improved and is consistent across all buildings	Establish expected timelines for addressing maintenance requests	How many repairs were done on time?
			Establish expected code of conduct for vendors	How many residents feel that vendors were respectful?

	Goal	Actions to Take	Further Actions	Measures
3	Empower Our Staff to Lead and Succeed	Provide staff with the tools, skills, and processes they need to do their job	Establish (semi-)permanent location for office	Did we meet our projected timelines?
			Ensure all policies and procedures are up to date and provide training to staff on them	How many policies and procedures were updated? How many staff attended training on new policies and procedures?
			Establish plan for any technology improvements	Did we meet our projected timelines?
		Set clear goals and expectations to help staff with accountability and growth	Create learning plans and development goals with each staff member	How many performance appraisals were completed? How many staff have taken steps to move towards their learning plans?
			We have an incredible wealth of information within our own walls - establish Transfer of Information (TOI) sessions and cross-training sessions	How many have offered/taken a TOI or cross-training?
			Identify areas where work can be redistributed and update job descriptions	How balanced do staff feel the workloads are?
			Create succession plan for upcoming retirements	Did we create a plan?
			Establish staff survey	How many staff felt supported to do their work? How satisfied are staff with the leadership team? How many are excited and positively challenged by their work?
				How many residents were satisfied with the services that staff provided?
		Recognize and reward their outstanding work	Establish a way to recognize and reward staff successes	How many recognitions and rewards were given out? How many staff felt rewarded for their work?



	Goal	Actions to Take	Further Actions	Measures
4	Achieve Financial Fitness	Spend our money and time carefully	Keep arrears low and residents housed	How many active arrears are there?
			Reduce time to get vacant units ready	What percent of the units are occupied? How many vacancies are there without reason? How long between tenancies?
			Strengthen our capacity to repair units economically and quickly	How many repairs were done right the first time?
			Complete an audit to ensure residents are paying for all services offered (i.e. A/C)	Did we complete an audit?
		Make the most of our buildings (revitalization)	Create baseline data for board for all units	How many units are rented, available, on hold, and require repairs?
			Identify additional ways to use the spaces in our buildings	How much additional revenue was generated (both in-kind and actual)?
			Identify if there are buildings that can be sold to assist with new builds and regeneration	How much revenue was generated through the sale of buildings?
		Reduce our energy use	Identify ways to reduce energy	How much energy did we save?
			Educate residents on how to reduce energy	How many residents know how to reduce energy use?
			Continue to identify new programs to support our energy efficiency	How programs are we tapping into?
		Identify other potential sources of revenue	Identify if there are other properties (both social and private) that we could manage successfully	How many units did we add to our portfolio?
			Identify if there are funding sources to pay for the supportive work we already do	How much additional funding were we able to secure?
			Explore the idea of offering 'assisted-housing'; what would it take? What could it generate?	Did we do any analysis?
		Balance the budget	Create quarterly report for board	Did our revenues meet our projections? How much resources do we have to achieve our goals for next year?

	Goal	Actions to Take	Further Actions	Measures
5	Strengthen Our Community	Work to increase security and deter criminal behaviour	Encourage police and community members to work together to keep our neighbourhoods safe and inviting	How many residents feel safe in their home?
			Develop a community safety plan; identify key partnerships	How many community partners are involved?
		Improve fire safety awareness	Create fire safety awareness materials and share with residents	How many residents know how to reduce the possibility of a fire?
		Identify if residents need help to live successfully in their home, and connect them to that help	Work with community organizations to provide support services to residents	How many residents feel satisfied with the help they receive to live successfully in their home?
		Build stronger partnerships with organizations that can help residents and can provide residents with opportunities to improve their community	Identify additional supports needed and reach out to appropriate organizations to establish partnerships	How many partnerships have been established? How many residents are being served? How many residents feel able to improve their community?
			Identify the value of the services provided to our residents	How many dollars have been leveraged through partnerships?

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