



Strategic Planning Report

The Prince Edward County
Affordable Housing Corporation

June 1, 2023

1. Background

The Board of Directors met in March 2023 to:

- review its mandate, evaluation mechanisms and mission
- create a framework for the next three years
- inform the operational plan's strategic priorities

The process was informed by regional and local statistics, corporate documents and a survey of the board members.

The following directors were in attendance:

Greg Sorbara, Vice Chair	Rebecca Loewen
Gunta Mackars	Joyce Barretto
Katherine Chislett	Councillor Phil St. Jean
Councillor Brad Nieman	

Staff in Attendance:

Charles Dowdall, Executive Director
Elis Ziegler, Facilitator, Housing Programs and Services Assistant

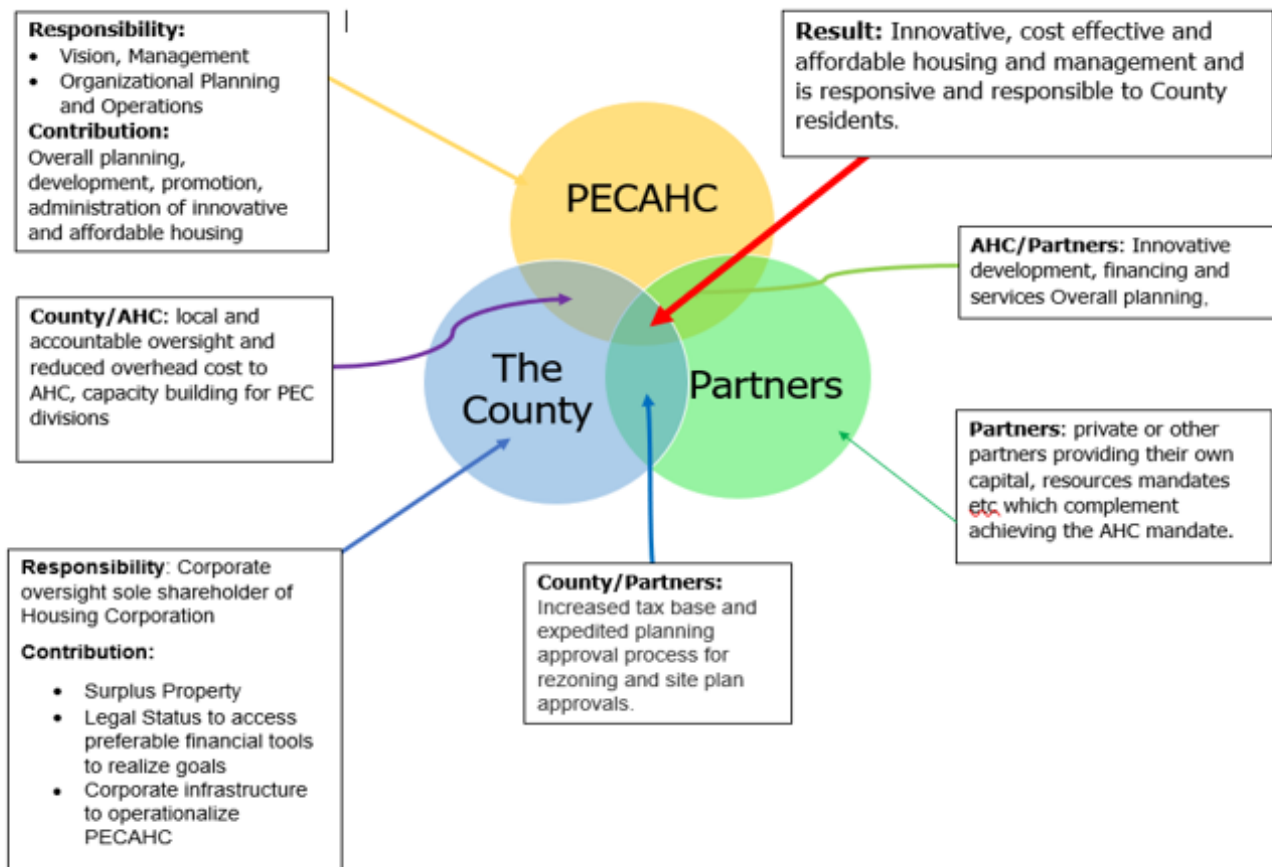
Successive board meetings in April and May confirmed Mission, Values Pillars and Tag Line to inform other aspects of the Plan.

2. Setting the Stage:

The Board first reviewed:

- Its formation and governance history
- Current real estate and rental housing climate
- Current projects and pending partnerships
- Identifying our target resident tenants
- How we determine affordability

The Board reviewed the linkages between the Corporation, municipal government, and community partners we work with to better understand the responsibilities and impacts.



3. SWOT Analysis

The Board identified and prioritized the following internal Strengths and Weakness and external Opportunities and Threats.

Strengths	Opportunities
<ol style="list-style-type: none"> 1. Deeply experienced and committed Staff 2. Experienced, diverse, and effective Board with breadth and experience in the full cycle of housing development 3. Strong Municipal Partner and Council support, with full access and robust relationships with Planning and Communications 4. Collective commitment to strengthen the County community by delivering affordable housing 5. Keen interest in creating innovative approaches to developing housing 	<ol style="list-style-type: none"> 1. Maximize diversity of housing models (modular and small homes, smaller projects and building types) 2. Maximize local economic stimulation through Community Benefit Agreement with Vendors 3. Maintain current knowledge partner relationships to stay current and relevant 4. Leverage high level of community interest to support sense of ownership and common vision 5. Leverage high levels of government interest in all aspects 6. Availability of P3 projects to help leverage capacity
Weaknesses	Threats
<ol style="list-style-type: none"> 1. Competing needs vs limited resources 2. Need to develop and then document a staffing and succession plan with clear next steps 3. Simultaneous Tenancy, Property and contract Management Pressures 4. Fundraising strategy needed 5. With so many opportunities, potential for mission drift as it will impact public perception 6. Lack of measurable evaluation metrics 	<ol style="list-style-type: none"> 1. Competition for government funds 2. Managing time and financial constraints for each project 3. Rapidly changing housing landscape 4. Pressure from public about the lack of housing and perceived lack of communication, equity and transparency 5. Any delays in projects will negatively impact reputation

4. Our Purpose

Following the March planning session and subsequent discussion, the following Mission Statement and Values Pillars were identified to inform the Key Performance Indicators, as well as a tag line:

Mission Statement:

To build innovative and affordable housing for County residents.

5. Our Values Pillars

Community Building:

Internally: Working to ensure community engagement and transparency in relationship building with residents businesses and partners

Externally: Improve County community well-being through the provision of affordable housing

Equity:

Internally: The Corporation integrates Equity principles in its policy design, administration and business operations.

Externally: The Corporation applies the highest standards to measure its

Quality:

Internally: The Corporation will create an environment of continuous improvement of its staff, administration and operations, promoting capacity building an innovation

Externally: The Corporation reflects its continuous improvement in its operations, communications and engagement outcomes

6. Tag Line: Building our County community together

7. Prioritizing our Work

The Board identified priorities which were both finite and ongoing, projected to three time frames, understanding some were to continue into the future, while others need to be monitored for political and economic influences. There was general consensus and clear alignment throughout the discussion including agreement that it would be challenging to lay out a three-year plan at this early stage. We need to learn as we go, and the landscape is also shifting. Planning for the next 18 months (or so) was considered to be a more practical approach. The following are the Priorities identified organized by the Values Pillars, providing the framework for the Corporation's Operational Plan:

Category	Immediate (18 months)	Short-Term	Medium-Term
Community Building	<ul style="list-style-type: none"> Public/Private Partnerships Wellington Site: begin construction Disraeli Site: begin construction County Housing Distribution Plan Developer toolkit with AHC priorities and development processes Internal processes for housing that benefits both residents and community 	<ul style="list-style-type: none"> QE School Plan Modular and smaller homes/units both rural and urban Other projects including public and private partnerships for existing or new properties Determine our policy re: purchase and protection of existing rental housing buildings System to integrate resident feedback into future projects 	<ul style="list-style-type: none"> Trusted partners Strengthen regional engagement Government and agency allies Share Best Practices

Equity	<ul style="list-style-type: none"> • Initiate Mohawks Bay of Quinte partnership • Implement tenancy recruitment and management policies which demonstrate equity 	<ul style="list-style-type: none"> • Ensure equity in tenancy application and acceptance process to remove barriers 	
Quality	<ul style="list-style-type: none"> • Building Management Services analysis • Roll out the communications strategy • Develop a multi-year Housing Road Map • Define our Accountability Structure • Skills-based recruitment Strategy 	<ul style="list-style-type: none"> • Fundraising Strategy • Partnership Framework • Formalize partnership with Upper Tier Social Services Manager (PELASS) 	<ul style="list-style-type: none"> • Recognized as an active and proficient developer of affordable housing • Establish framework to reach financial self-sufficiency • Advocacy Plan

8. Measuring our Successes: Getting to Key Performance Indicators

The following were identified as outputs to measure against in the Operational Plan, and to quantify or apply evaluation mechanisms in the immediate term.

Category	Indicators
Housing	<ul style="list-style-type: none"> • Continuous annual stream of housing which represents: <ul style="list-style-type: none"> ○ Portfolio of well-managed properties of 1500 units ○ 3-4 projects at a time ○ Meets maximum occupancy of units available And has: <ul style="list-style-type: none"> • Land pipeline for future development and life cycle management • Quality design construction to reduce long term costs • Documented best practices including construction evaluation • Partnerships to deliver increase diverse housing stock • Clear, transparent and fair policies for tenancy recruitment and management • Diverse mix within housing developments and locations • Positive impact on County vacancy rates • Reputation for effective and efficient management

Capacity	<ul style="list-style-type: none"> • Good financial health: diverse, self-sustaining, generating revenue beyond government sources • High performance standards, essential to a well-managed municipality • Strong financial management controls • Quality of our lean and effective housing management team
Governance	<ul style="list-style-type: none"> • Board governance evaluation • County evaluation of AHC effectiveness
Engagement	<p>Community</p> <ul style="list-style-type: none"> • Community engagement evaluation • Evidence of support to community building • Positive public opinion <p>Residents</p> <ul style="list-style-type: none"> • People feel safe and secure in their housing, with a sense of community and strong sense of ownership • Positive Resident evaluation

9. Our partners

The Board identified both the value of strong partnerships and the need to qualify different types of partnerships, categorized below and defined as knowledge, service, capacity or financial entities which can develop reciprocally beneficial relationships with the Affordable Housing Corporation:

Service Partners	Building Partners
Prince Edward, Lennox and Addington Social Services All levels of government	Construction Industry Builders
Finance Partners	Community Partners
Private Social Investors Developers Provincial and Federal Partners	Business leaders Housing residents County residents User communities Social Service Organizations

10. Next Steps

The Board concluded the Strategic Plan would be a living document to be published, informing Operational Planning and Reporting, with regular monitoring at its meetings.