



Physical Regeneration of Fontainebleau Towers

Windsor Essex Community Housing Corporation (CHC)

Strategic Plan 2015-2019

Making a Difference

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This is a living document and must be reviewed and updated regularly

Message from The Chair and The Chief Executive Officer

Welcome to the Windsor Essex CHC Strategic Plan for 2015 to 2019.

This plan is developed within the scope of shareholder direction, declaration, legislation and encompassing the framework of *The Ten Year Housing and Homelessness Plan for Windsor and Essex County*.

The document outlines the strategic themes we have identified as fundamental in our planning, building and future vision for Windsor Essex CHC.

Over the next 5 years these strategies will be supported by business activities outlined by the management team of the corporation and promoted by the board of directors through this plan and their supporting actions.

As we prepare for greater change we look to ways to support the long term viability of our physical portfolio, while planning investments to ensure quality, safe and affordable housing in Windsor and Essex County.

We look to accomplish this by focusing on balancing financial stability and accountability, engaging our residents and partners, investing in our team of professionals, providing healthy communities for our tenants and healthy workplaces for our employees.

We will continue to work hard and make a difference.
Updates and reports will be available at www.wechc.com



Reginald Community Vision Map completed by neighbourhood youth.

Our Vision

Windsor Essex CHC will be recognized as a resourceful housing corporation seeking innovative opportunities to improve our service delivery. We will be a leader in creating partnerships, engaging staff and residents to solve problems and generate ideas to support our mission and values.

We will make a difference.



OUR Mission

CHC provides well-maintained, safe and affordable community housing in a respectful and fair manner. We are leaders in the housing sector and contribute to the development and support of strong inclusive communities in the City of Windsor and County of Essex.



OUR Values

Respect

WE treat all tenants, staff and community members with respect and fairness.

Responsive, high quality service

WE provide responsive, high quality service to our public.

Pride

WE take pride in our service to our tenants and buildings, and we value a strong positive image in the community.

Input and participation, collaboration

WE value the input, ideas and participation of tenants, staff, and community members.

Stewardship, responsible

WE understand our important role as stewards of valuable public resources. We are responsible for the protection of the investment in buildings and communities; we value strong operational management, financial oversight and accountability to support the best use of our limited, financial and human resources.

Strong Neighbourhoods

WE believe that investing in housing contributes to the development of strong neighbourhoods, and that it brings benefits to the City of Windsor and the County of Essex by providing stable and quality housing options for lower income residents.

Accountability

WE are accessible and accountable to our stakeholders including the City of Windsor, the County of Essex, tenants in our buildings our staff and our communities.

Strategic Context

January 2012, The Housing Services Act, established the Ontario government's framework for their "Long Term Affordable Housing Strategy", as their vision for housing. The outcome of the strategy provides a comprehensive approach to delivering a system of housing and homelessness services for our province, but specific to the needs in our Community. The City of Windsor, as the designated Service manager for our Service Area is responsible for the administration and funding of housing and homelessness programs in Windsor Essex as well as coordinating the provision of housing. *The Windsor Essex Housing and Homelessness Plan* was approved by the province in 2014. The Plan addresses the key aspects of housing from homelessness to affordable home ownership and focuses on housing stability, homelessness prevention programs and quick access to permanent housing (housing first).

The plan also considers the housing supports and needs of specific population groups including: persons with disabilities, Aboriginal people, immigrants, youth, seniors and victims of domestic violence.

The Windsor Essex Housing and Homelessness Plan ensures a coordinated system of service delivery, establishes a process to measure and report on progress and identified improvements to accessing housing and supports in Windsor Essex.

CHC has built our own strategic plan on the principles of the Windsor – Essex Ten Year Housing Plan including:

PRINCIPLES

Housing First
Partnership based
Inclusive
Simple Process
Fiscally Responsible
Locally Driven

GOALS

Outcome Focused
People Centred
Access
Person-Centred Housing
Supports
Interim Housing

CHC Strategic Priorities

Windsor Essex Community Housing Corporation (CHC) was formed in 2007. CHC owns and operates 4,708 units in over 700 buildings across Windsor and Essex County, and administers the rent supplement program in over 300 private market rent units. CHC continues to provide the Centralized Wait list function, on behalf of the Service Manager through the Central Housing Registry- Windsor Essex County.

Our core business is providing well maintained, safe and affordable community housing in a fair and respectful manner. Our core strength comes from our residents, our staff, our board of directors and our community partners.

We are recognized for our deep commitment to safe, efficient operations, environmentally sound practices, legislative compliance and a people-centred approach.

The CHC Strategic Priorities guide the business activities for Windsor Essex CHC over the next 5 years.

Information obtained from staff meetings and surveys and updates provided from our customers as well as the Management Model Review and Operational Review provided part of the framework for the future direction of Windsor Essex CHC.

To accomplish our mandate we must have a strong foundation that is rooted in our values and in guiding principles. Accordingly we have crafted, new guiding principles that support our renewed vision and mission while we better support our customers and local neighbourhoods.

Our Guiding Principles include

Dignity	Learning
Honesty	Collaborating
Trust	Responsibility
Pragmatism	Safety
Ethics	

CHC STRATEGIC PRIORITIES

Customer Service
Capacity Building
Asset Management
Corporate Operational Efficiency
Public Accountability



Strategic Priority I - Customer Service

Our Objective

We will provide quality services built from our combined strengths in a people centred and outcome focused manner.

Our Outcomes

To enrich access and quality of service to tenants.

To enhance tenant satisfaction.

To improve responsive service delivery.

To acquire technology to advance performance not drive performance.

To ensure our communities and work places are welcoming by fostering trust and respect.

To appropriately safeguard all personal information in our daily operations in a responsible and ethical manner.

Our Actions

We will listen.

We will promote communication and engagement.

We will circulate the variety of methods for customers' to choose when contacting CHC including, providing accessible alternatives to people with disabilities.

We will equip our staff with tools and technological solutions.

We will maximize our customer's ability to gain access to information and services through a clear and easy flow to information, by affirming staff are informed, trained and have access to information they need.

We will respond in a timely, efficient manner to resident requests, preventive work and capital replacements.

We will clearly define service standards and make that information public.

We will provide excellent customer service to all persons we serve, recognizing the diverse needs of our customers and residents.

We will protect and respect the privacy and confidentiality of personal information in how we conduct business in accordance with all applicable regional and federal laws.

Strategic Priority 2 - Capacity Building

Our Objective

We will train, develop and educate our internal and external resources to create a strong foundation for our future growth.

Our Outcomes

Engaged staff and increased ability to manage future change.

Employees have the right skills and knowledge.

Employees work in a learning culture.

Employees are committed to go the extra mile.

Residents are empowered.

Our Actions

We will identify top performers in our corporation, measure their capacity for growth and develop plans to assist them to become leaders.

We will identify standards of performance for positions and will provide all employees with training and communications to further their customer service skills set.

We will strive to provide a work environment that supports the achievement of each employee's highest potential.

We will provide employees with opportunities to learn, grow and to contribute in achieving our strategic objectives.

We will ensure staff are informed, trained and have access to information to better respond to customer inquiries.

We will encourage innovation from our first point of service through to senior management and board.

We are willing to change existing practices to integrate improvements.

We will promote a safe and healthy work environment emphasizing this is the responsibility of all employees.

We will identify and train leaders in our neighbourhoods, through our partnerships and community engagement activities.

Strategic Priority 3 - Asset Management

Our Objective

We will maintain and regenerate our communities through the physical structure of our buildings and by improving the program delivery mechanism.

Our Outcomes

Maximizing opportunities for revenue generation and savings.

Sourcing and investigating increases in funding where available.

Improving service delivery and quality for lower cost.

Optimizing and utilizing our equity.

Our Actions

We will lead the regeneration initiative by developing a strategy and plan to regenerate our communities.

We will seek out globally leading and practical models for housing, community building and partnerships.

We will continue to strengthen our asset management plan and develop viable fiscally responsible solutions to meet our capital needs.

We will deliver our corporate capital maintenance plan to preserve the value of our assets and improve the quality of life for our residents.

We will continue to implement new legislative requirements concerning Health and Safety and Asset Management.

We will evaluate and benchmark our buildings and implement fiscally feasible energy reduction and renewable energy initiatives in our current asset base and drive sound energy management solutions in our regeneration projects.

We will continue to develop and implement comprehensive service contract solutions.

Strategic Priority 4 - Corporate Operational Efficiency

Our Objective

We will provide affordable, accessible, inclusive housing in a safe manner through sound business and management.

Our Outcomes

Effective management of the housing portfolio.

Reduction of energy consumption.

Improved customer service for the organization, the shareholder and the communities we serve.

Safe and healthy communities.

We will find efficiencies that will balance with service decisions.

Our Actions

We will continue to develop and implement our internal processes to decrease cost and risk.

We will develop and monitor strategies to reduce energy consumption.

We will identify, measure key performance indicators and benchmarks across our corporation in addition to comparing with colleagues.

We will closely monitor our budget to actual targets and work cross-departmentally to ensure a smooth, accurate and transparent flow of business information.

We will capitalize on opportunities to divest, acquire and renew assets.

We will use leading edge and proven methods to evaluate the condition of our building structures in planning for their long term maintenance and regeneration.

We will undertake initiatives that engage residents in creating safe and inclusive neighbourhoods.

We will strengthen partnerships with community service providers and agencies that support our tenants.

Strategic Priority 5 - Public Accountability

Our Objective

We will balance our risks and maximize the value of our outputs, while being accountable through open, honest and transparent reporting.

Our Outcomes

To improve financial sustainability.

To advance as a fiscally stronger organization with robust vibrant communities.

To affirm our results are measured and presented in a transparent and consistent manner.

Our Actions

We will fairly and openly report our financial results and operational activities, allowing our achievements to be honestly assessed.

We will establish and continually monitor our Enterprise Risk Management framework.








We will follow appropriate accounting standards and regulatory requirements to aid in transparent reporting.

We will strive to provide value in everything we do, and create innovative solutions to barriers in our business and industry.

We will procure goods and services in a competitive, open manner while continuously evaluating our processes for improvement.

We will develop a long range financial strategy to increase capital funds, renewal, and replacement.

Strategic Map

	Vision		OUR VISION - WE WILL MAKE A DIFFERENCE						
			Windsor Essex CHC will be recognized as a resourceful housing corporation seeking innovative opportunities to improve our service delivery. We will be a leader in creating partnerships, engaging staff and residents to solve problems and generate ideas to support our mission and values.						
			STRATEGIC PRIORITY		5	PUBLIC ACCOUNTABILITY			
Presenting Stability	We will balance our risks and maximize the value of our outputs, while being accountable through open, honest and transparent reporting.	Outcomes	To improve financial sustainability		To advance as a fiscally stronger organization and robust vibrant communities		To affirm our results are measured and presented in a transparent an consistent manner		
			STRATEGIC PRIORITY		4	CORPORATE OPERATIONAL EFFICIENCY			
By operating with efficiency and effectiveness	We will provide affordable, accessible, inclusive housing in a safe manner through sound business and management.	Outcomes	Effective management of he housing portfolio		Reduction of energy consumption	Improved customer service for the organization, the shareholder & the communities we serve	Safe and healthy communities	Find efficiencies that will balance with service decisions	
			STRATEGIC PRIORITY		3	ASSET MANAGEMENT			
By using our resources wisely	We will maintain and regenerate our communities through the physical structure of our buildings and by improving the program delivery mechanisms.	Outcomes	Maximizing opportunities for revenue generation & savings		Sourcing & investigating increases in funding where available	Improving service delivery & quality for lower cost		Optimizing & utilizing our equity	
			STRATEGIC PRIORITY		2	CAPACITY BUILDING			
By building a strong & prepared organization	We will train, develop and educate our internal and external resources to create a strong foundation for our future growth.	Outcomes	Engaged staff and increased ability to manage future change	Employees have the right skills and knowledge	Employees work in a learning culture	Employees are committed to go the extra mile	Residents are empowered		
			STRATEGIC PRIORITY		1	CUSTOMER SERVICE			
We work to meet the needs of all people we serve	We will provide quality services built from our combined strengths in a people centered and outcome focused manner.	Outcomes	To enrich access & quality of service to residents	To enhance resident satisfaction	To improve responsive service delivery	To acquire technology to advance performance not drive performance	To ensure our communities & workplaces are welcoming by fostering trust & respect	To appropriately safeguard all personal information in our daily operations in a responsible & ethical manner	
			OUR GUIDING PRINCIPLES						
Achieving our Vision	Our work is guided by Principles		Dignity Trust Ethics Collaborating Safety Honesty Pragmatism Learning Responsibility						
	In direct alignment to our Mission and Values		OUR VALUES & MISSION						
			Provide well maintained, safe and affordable community housing in a respectful and fair manner.						
			Respectful Responsible WE ARE Proud Collaborative 						