



Strategic Plan 2015

Capital Region Housing Corporation Board of Directors

Vision, Mission and Values

Vision

As leaders in non-profit housing in the capital region, the CRHC delivers affordable, attractive, inclusive, sustainable housing.

Mission

Our Mission is a commitment to the development, management and promotion of affordable housing that is essential for the well-being of the people and communities in the Capital Region.

Value Statement

We value honesty, integrity, reliability and openness. We work collaboratively with the stakeholders, community partners and our tenants to build safe, vibrant and accessible communities where our tenants can feel a sense of pride and belonging.



Strategic Priorities

The five strategic priorities identified for the CRHC in 2015 are all of equal importance and include:

1. Governance and Leadership

In response to the escalating need for accessible, attainable housing and support for our vulnerable populations, the CRHC will strive to increase facilitation and delivery of mutually beneficial regional housing solutions.

- Develop a long term financial strategy including an evaluation of debt and equity that maximizes municipal, provincial and federal funding opportunities;
- Develop a four year strategic plan to align with the CRD plan; and
- Develop a Board of Directors and employee succession planning strategy.

2. Organizational Effectiveness

In response to the need to find solutions to diminishing resources, the CRHC will strive to use resources to highest and best capacity and to ensure that all systems, policies and procedures are efficient and effective.

- Maximize administrative and operating efficiencies through the operationalization of the Umbrella Operating Agreement;
- Enhance performance management system to increase productivity; and
- Review and revise tenant policies and procedures to enhance oversight and optimize rental subsidies.

3. Research and Development

In response to the devolution of federal and provincial responsibility for housing, the CRHC will pursue best practices and seek to develop innovative strategies to ensure current and future operational growth and development.

- Research the effects of the expiration of the operating agreements to develop a strategy for how to meet economic rent and maintain core need housing;
- Research different property management and asset software systems to ensure that the current software system meets the needs of the CRHC; and
- Increase knowledge of housing needs for each of the 13 municipalities in the CRD.

4. Asset Planning, Renewal and Development

In response to an aging housing stock and fewer federal and provincial financial commitments to social housing, the CRHC will continue to provide well-maintained housing while pursuing opportunities for portfolio renewal and growth.

- Explore land acquisition and development opportunities;
- Increase the number of CRHC housing units ensuring close proximity to existing multi-modal transportation and other infrastructure;
- Establish a comprehensive understanding of the current housing stock in terms of lands, assets, and equity; and
- Enhance portfolio management strategies.

5. Partnership Engagement

In response to the need for local government involvement in affordable housing solutions and as a wholly owned subsidiary of the Capital Regional District, the CRHC will strengthen existing partnerships and work to increase the level of effective regional cooperation in the housing sector.

- Increase municipal awareness of the CRHC in an effort to develop partnerships;
- Develop a tenant engagement strategy to increase communication and public education through the completion of the CRHC website, development of a newsletter and continued tenant meetings when applicable; and
- Continue to engage in sector-wide activities to enhance affordable housing in the capital region.