



**2024 - 2028**

# **Strategic Planning**

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# KHFC STRATEGIC PLAN 2024 – 2028

## Mission

Kingston & Frontenac Housing Corporation (KFHC) builds and provides quality affordable housing, advocates for its communities, and promotes caring and respect for all.

## Vision Statement

As an active leader in housing, Kingston & Frontenac Housing Corporation will encourage the wellbeing of our tenants and healthy communities.

## Values

We value:

- ***Integrity*** – We work to build understanding and trust and demonstrate compassion and integrity in all that we do.
- ***Accountability*** – We commit to being transparent, and accountable for our actions, and will report on our impact and measure our outcomes in an open and honest manner.
- ***Inclusion*** – We value all people and perspectives, embrace diversity, and promote an accessible and inclusive environment.
- ***Collaboration*** – We engage with and support tenants, partners, and the broader community to provide innovative housing solutions.
- ***Adaptability*** – We foster a responsive culture that is resilient, adaptive, and creative in responding to the changing nature of tenant and housing needs.

## OUR 5-YEAR STRATEGIC VISION

*In the coming 5 years, Kingston Frontenac Housing Corporation will be:*

### **1. A Progressive Leader in Housing Development and Property Management**

Kingston & Frontenac Housing Corporation will continue to be an innovative and responsive housing leader in the region and across the province, working to address the broader housing needs of the community.

With a continued focus on high-quality property management of more than 1,500 units, we will provide affordable, well-maintained homes to our tenants.

We will develop a viable long-term capital improvement plan that ensures we are strategically investing in and maintaining our housing assets.

KFHC will explore establishing creative strategies and alliances to support the development of a housing continuum, which provides a wide variety of housing choices that meet the unique needs of the community.

We will create quality homes for the future through an entrepreneurial and adaptive approach including intensification, acquisitions, and building conversions. In partnership with the City of Kingston, KFHC will oversee the completion of more than 140 affordable units on the Princess Street property and will facilitate the Rideau Heights regeneration strategy, resulting in 40 additional mixed income units.

To support the community in developing new housing units, KFHC will explore the feasibility of establishing a housing development subsidiary that develops and builds new affordable and attainable housing in collaboration with other stakeholders, including senior levels of government.

In all efforts, we will integrate green technology and innovative designs in our property development work resulting in affordable and sustainable improvements.

### **2. A Strategic and Responsive Champion for Tenant Needs**

We will continue to deliver timely housing supports to our tenants by providing the networks, referrals and pathways that enable them to access service providers that meet their social, physical, and mental health and aging-in-place needs. We will undertake this work to improve our residents' overall wellbeing and to stabilize their tenancy.

In recognition of our tenants' increasingly complex needs and the unprecedented mental and physical health, and social service gaps in the community, KFHC will advocate with partners for collective responses that enable tenants to access mental health and addiction supports, independent living, long-term care, health care, and life skills programming.

We will examine the idea of establishing alternative housing models and services with partners who bring specialized mandates, experience, and resources. Our approach will consider how best to facilitate movement within the housing continuum of people within our community.

If needs continue to be unmet, we will examine the feasibility of providing mental health supports and services within our buildings, pending sustainable funding, to better support the wellbeing of tenants and mitigate risk.

To ensure tenant voice and lived experience informs our work, KFHC will regularly survey its tenants and engage and strengthen its Tenant Advisory Committee to provide input and advice. The tenant Advisory Council will be invited to meet with the Board annually or more frequently.

As a voice and advocate for innovation and quality housing, KFHC will leverage opportunities to share best practices, advocate for progressive policies and funding, and work to create systemic change.

The Board of Directors will play a leadership role in influencing and advocating with partners, stakeholders, and various levels of government to enhance tenants' wellbeing, develop new community responses, and create new housing.

### ***3. An Innovative Organization Committed to People and Performance***

KFHC is committed to building organizational capacity and increased staffing resources to support organizational growth. We will equip the organization with the required skills, expertise, and experience to meet housing needs through strategic hiring, development, and staff retention strategies. The organization will additionally focus on succession planning at the management level to ensure effective leadership and operational excellence.

The Board will continue to prioritize its own succession planning, onboarding, leadership development and evaluation to ensure strong governance and operational oversight and will implement more rigorous planning for the retention, development, and succession of the CEO.

We will continue to develop and implement financial strategies and funding models that maximize revenue opportunities, create efficiencies, and increase financial performance.

We will undertake communication and engagement with tenants to educate them on their rights, responsibilities, legal obligations, and their roles as members of their neighbourhoods.

We will dedicate resources to strengthen our communications with tenants, broader stakeholders, (including provincial and federal governments), and the community to build greater connectivity and stronger shared responses to the housing crisis in Kingston and Frontenac County.

Additionally, we will measure our performance and impact to create a culture of monitoring and continual improvement.

## **STRATEGIC PRIORITIES**

Over the next five years, Kingston & Frontenac Housing Corporation is committed to the following three priorities:

1. Provide and maintain affordable, quality homes and create new innovative housing solutions to meet tenant and community needs.
2. Collaborate with service partners to implement social service, mental and physical health responses and innovations that increase tenant wellbeing and housing stabilization.
3. Invest in people and strengthen the organization's performance and sustainability.

# STRATEGIC PRIORITIES AND STRATEGIES

## **1. Provide and maintain affordable, quality homes and create new innovative housing solutions to meet tenant and community needs.**

Strategies related to this priority include:

- A. Provide high-quality and timely property maintenance services for tenants.
- B. Develop and invest in a long-term asset management strategy.
- C. Develop new housing initiatives that integrate innovative and green technologies.
- D. Undertake feasibility work to examine the viability of creating a housing development subsidiary to leverage new opportunities.
- E. Partner with appropriate stakeholders to provide a wide variety of housing choices that meet community needs.

## **2. Collaborate with service partners to implement social service, mental health, and health responses and innovations that increase tenant wellbeing and housing stabilization.**

- A. Continue to strengthen our housing support program.
- B. Advocate with partners for collective responses and alternative housing models and services that support tenants' mental health, health, aging-in-place, and wellbeing needs.
- C. Engage tenants to provide input and advice to inform KFHC's approach to building and providing quality affordable housing and creating caring communities.
- D. Advocate with partners for best practices, innovations, progressive housing policies, funding, and systems change.

## **3. Invest in people and strengthen the organization's performance and sustainability.**

Strategies related to this priority include:

- A. Build the organization's human resource capacity and retention and succession strategies to support operational performance and growth.
- B. Develop and support a high performing Board that provides strong governance and operational oversight.
- C. Implement financial strategies and funding models that build KFHC's sustainability.
- D. Strengthen communications with tenants, the community, and stakeholders to mobilize collective responses to the housing crisis.
- E. Engage and educate tenants about their rights, responsibilities, and legal obligations as a tenant.
- F. Strengthen the organization's evaluation systems to effectively measure outcomes and impact in order to create a culture of continual improvement.