



Strategic Plan 2019 - 2023

KFHC STRATEGIC PLAN 2019 - 2023



Mission

Kingston & Frontenac Housing Corporation (KFHC) provides quality affordable housing, advocates for strong communities and demonstrates respect for all.

Vision

As an active leader in housing, Kingston & Frontenac Housing Corporation will foster informed, engaged tenants and communities.

Values

We value:

- ***Integrity*** – We build understanding and trust and demonstrate integrity in all that we do.
- ***Accountability*** – We commit to being transparent and measuring and reporting on our impact and outcomes.
- ***Inclusion*** – We embrace diversity and promote an accessible and inclusive environment.
- ***Collaboration*** – We work with tenants, partners and the broader community to provide innovative housing solutions.
- ***Adaptability*** – We foster a culture that is resilient, adaptive and creative in responding to tenant and housing needs.

In the coming 5 years, Kingston & Frontenac Housing will



1. A Leader in Housing and Property Management

Kingston & Frontenac Housing Corporation will continue to be a housing leader in the region, known for its resilience, adaptability, and effective approach to meeting the broader housing needs of the community.

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

With a continued focus on high quality property management of more than 1,000 units, we will provide affordable, well-maintained homes to our tenants. We will provide timely tenant services and housing supports with a focus on customer service.

2. A Champion in the Creation of New Housing

With a vision to strengthen our local communities, KFHC will continue to develop new mixed income housing in partnership with others. We will create quality homes for the future through an entrepreneurial and adaptive approach.

We will prepare plans and ready properties in anticipation of new and emerging opportunities. This includes leveraging our existing assets to mobilize new housing and redeveloping our current housing stock. We will also work with other housing providers to increase our shared capacity, resulting in greater efficiencies and collaboration.

Where possible, we will integrate green technology and innovative designs in our property development work. This will increase the quality of life for our tenants and result in environmental improvements.



3. A Supporter of Tenant Pride and Engagement

We will continue to engage tenants in creating a sense of community, pride and ownership in their homes. Through the implementation of a tenant engagement strategy, tenants will provide advice and input on how we provide housing and build community.

In addition to assisting tenants with housing supports, we will also provide the networks, referrals and pathways that enable them to access service providers to meet their social, physical and mental health needs. We will undertake this work to improve our resident' overall wellbeing and to stabilize their tenancy.

Ultimately, we are committed to building tenant and community pride for our housing.

4. An Organization that is High Performing, Resilient and Sustainable

We will continue to develop and implement a financial sustainability strategy that maximizes revenue opportunities and new funding models while creating efficiencies.

We will develop and implement a communications strategy targeted to our broader stakeholders and the community that ensures transparency builds our profile and enhances the image of our housing in the community.

In order to support growth, we will build our organizational capacity and support our staff and Board teams to succeed. Additionally, we will measure our performance and impact in order 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 that build tenant engagement and pride.
2. Create new housing solutions that meet emerging community needs.
3. Strengthen organizational resilience and capacity to ensure long-term sustainability.

STRATEGIC PRIORITIES AND STRATEGIES

1. Provide and maintain affordable, quality homes that build tenant engagement and pride.

Strategies related to this priority include:

- A. Provide high-quality and timely property maintenance services for tenants.
- B. Maintain the quality of our current units by obtaining government funding and investing in KFHC's long-term asset management strategy.
- C. Amplify tenant involvement and pride through the implementation of a tenant engagement strategy.
- D. Animate a referral process and tenant advocacy strategy that successfully links tenants to other service providers.



2. Create new housing solutions that meet emerging community needs.

Strategies related to this priority include:

- A.** Leverage KFHC’s existing assets to build and enhance current housing stock in order to create more accessible mixed income housing.
- B.** Develop new housing initiatives and innovations that meet emerging community needs.
- C.** Partner with appropriate housing stakeholders to enhance housing options and efficiencies in Kingston and Frontenac communities.
- D.** Advocate and lobby for progressive housing policies, funding, and innovations.

3. Strengthen organizational resilience and capacity to ensure long-term sustainability.

Strategies related to this priority include:

- A.** Implement a financial strategy that supports the achievement of the strategic plan.
- B.** Implement a communications strategy that promotes the value and importance of KFHC’s affordable housing as a critical community investment.
- C.** Increase the organization’s capacity to support growth and develop and support high performing, adaptive Board and staff teams.
- D.** Strengthen the organization’s evaluation systems to effectively measure outcomes and impact in order to create a culture of continual improvement.



KEY FIVE YEAR MILESTONES

1. Provide and maintain affordable, quality homes that build tenant engagement and pride.

STRATEGY

- A. Provide high-quality and timely property maintenance services for tenants.

Year One: 2019

Maintenance reports and tenant feedback indicates an increasing level of satisfaction with KFHC's property maintenance services.

Continual evaluation is undertaken to ensure in-house services are cost efficient and high quality.

Year Three: 2021

Maintenance reports and tenant feedback indicates an increasing level of satisfaction with KFHC's property maintenance services.

Continual evaluation is undertaken to ensure in-house services are cost efficient and high quality.

KFHC increases staffing to support unit growth and new demands on property maintenance.

Year Five: 2023

Maintenance reports and tenant feedback indicates an increasing level of satisfaction with KFHC's property maintenance services.

Continual evaluation is undertaken to ensure in-house services are cost efficient and high quality.



KEY FIVE YEAR MILESTONES

1. Provide and maintain affordable, quality homes that build tenant engagement and pride.

STRATEGY

B. Maintain the quality of our current units by obtaining government funding and investing in KFHC's long-term asset management strategy.

Year One: 2019

The \$1.4 million capital funding allotment is invested according to KFHC's building conditions assessments (BCA). The 3-year capital plan is updated.

Additional government funding and grant opportunities have been explored and accessed, as possible.

Year Three: 2021

Capital funding allotments have been invested according to BCAs. The 3-year capital plan is updated.

Additional government funding and grant opportunities have been explored and accessed, as possible.

Year Five: 2023

Capital funding allotments have been invested according to BCAs. The 3-year capital plan is updated.

Additional government funding and grant opportunities have been explored and accessed, as possible.

KFHC updates its BCAs to support future capital improvements.

Success Indicators

- Total dollars invested in capital improvements.
- Total new dollars secured for capital improvements.
- BCAs are being implemented on time.
- KFHC's asset management software measures the value of our assets year-to-year.



KEY FIVE YEAR MILESTONES

1. Provide and maintain affordable, quality homes that build tenant engagement and pride.

STRATEGY

C. Amplify tenant involvement and pride through the implementation of a tenant engagement strategy.

Year One: 2019

The tenant engagement strategy is active and tenants report satisfaction with the process.

The Tenant Engagement Advisory Committee reports improvements to the Board.

Communication with tenants increases in terms of scope and frequency.

Year Three: 2021

The tenant engagement strategy is active and tenants report satisfaction with the process.

The Tenant Engagement Advisory Committee reports improvements.

A tenant survey measures tenant satisfaction and provides feedback to enhance our engagement strategies.

Communication with tenants increases in terms of scope and frequency.

Year Five: 2023

The tenant engagement strategy is active and tenants report satisfaction with the process.

The Tenant Engagement Advisory Committee reports improvements

Success Indicators

- Qualitative feedback from the Tenant Engagement Advisory Committee
- The results from tenant survey conducted in 2021 show improvement over the 2017 survey in terms of baseline data.
- The number and diversity of tenants involved in engagement activities has increased year-to-year.



KEY FIVE YEAR MILESTONES

1. Provide and maintain affordable, quality homes that build tenant engagement and pride.

STRATEGY

D. Animate a referral process and tenant advocacy strategy that successfully links tenants to other service providers.

Year One: 2019

A plan has been developed to set in place the staffing and strategies to be used to proactively advocate for our tenants and link them to services in the community.

Year Three: 2021

KFHC is advocating effectively for our tenants and holding service providers accountable for the provision of appropriate services.

Year Five: 2023

KFHC's tenants are supported to access more pathways and linkages to a breadth of services that meet their broader needs.

Success Indicators

- KFHC is effectively providing housing supports and is not diffused trying to serve the complex needs of its residents
- It is broadly known that KFHC does not provide support services to its tenants but rather facilitates referrals to others.
- Less tenants are in crisis and their social, physical and mental health needs are being better met.



KEY FIVE YEAR MILESTONES

2. Create new housing solutions that meet emerging community needs.

STRATEGY

E. Leverage KFHC's existing assets to build and enhance current housing stock in order to create more accessible mixed income housing.

Year One: 2019

41 new units will be completed by the end of the year.

KFHC has committed land, funding and zoning for 16 additional affordable units and 8 market rent units, with construction underway.

Year Three: 2021

24 new units are complete.

New redevelopment is underway, pending opportunity.

KFHC has developed plans and is readying properties, as appropriate.

Year Five: 2023

New units are complete and new redevelopment is underway, pending opportunity.

Success Indicators

- Redevelopments are in time and on budget
- Number of new units and types of units.
- Increased value of assets.
- Increase in rental revenue.
- KFHC is seen as a developer of affordable housing by the City of Kingston.



KEY FIVE YEAR MILESTONES

2. Create new housing solutions that meet emerging community needs.

STRATEGY

B. Develop new housing initiatives and innovations that meet emerging community needs.

Year One: 2019

KFHC has implemented the portable housing benefit in partnership with the Service Manager.

KFHC continues to liaise with the City of Kingston and appropriate stakeholders to explore the viability of developing new units in the north end of the city.

Year Three: 2021

The portable housing benefit is fully implemented and working well.

KFHC continues to liaise with the City of Kingston and appropriate stakeholders to explore the viability of developing new units in the north end of the city.

KFHC monitors the environment, identifies any new innovations or solutions, and develops appropriate plans.

Year Five: 2023

KFHC undertakes appropriate action related to any emerging plans to develop new units in the north end of the city.

KFHC monitors the environment, identifies any new innovations or solutions, and develops appropriate plans.

Success Indicators

- There is an increase in market units and revenue
- There is a reduction on the number of applicants on the centralized waitlist.

KEY FIVE YEAR MILESTONES

2. Create new housing solutions that meet emerging community needs.

STRATEGY

C. Partner with appropriate housing stakeholders to enhance housing options and efficiencies in Kingston and Frontenac communities.

Year One: 2019

KFHC responds to any opportunities related to other housing providers wanting to partner to create efficiencies and strengthen housing solutions locally.

Year Three: 2021

KFHC responds to any opportunities related to other housing providers wanting to partner to create efficiencies and strengthen housing solutions locally.

Year Five: 2023

KFHC actively seeks out opportunities related to creating efficiencies through collaboration with others including private developers.

Success Indicators

- Number of amalgamation opportunities presented to and assessed by KFHC.
- Number of creative housing solutions undertaken with others.
- A measurement of the resources shared across partners.
- An increase in operational efficiencies due to collaboration.



KEY FIVE YEAR MILESTONES

2. Create new housing solutions that meet emerging community needs.

STRATEGY

E. Advocate and lobby for progressive housing policies, funding, and innovations.

Year One: 2019

The Board establishes an Advocacy & Lobbying Committee and develops a 3-year plan.

Year Three: 2021

The Board and CEO are actively animating the plan and are meeting with influencers, policy makers and politicians to mobilize appropriate funding, policy shifts and systems change, as appropriate.

Spin off effects are measured as they relate to policy changes and potential increases in funding.

KFHC is sought out for input and consultation.

Year Five: 2023

The 3-year plan has been elevated and assessed for impact.

A new plan is underway that incorporates learning and enhances KFHC's approach to lobbying.

Success Indicators

- Number of meetings hosted with influencers.
- Number of policies that KFHC has advised on.
- Number of calls and meetings that KFHC is invited to attend.
- Changes made as a result of KFHC's and partners' input.
- A metric that measures increased Board leadership in the lobbying function.



3. Strengthen organizational resilience and capacity to ensure long-term

Strategy

A. Implement a financial strategy that supports the achievement of the strategic plan.

Year One: 2019

A baseline financial strategy projects expenditures and defines financial requirements needed to meet the 5-year strategic plan.

A plan is developed to secure additional financial requirements for the 5-year period.

Year Three: 2021

KFHC is securing the resources and revenue needed to achieve its 3-year strategic planning milestones

KFHC has explored the viability of generating independent revenue through a subsidiary and has a plan in place to undertake this work, pending feasibility.

Year Five: 2023

KFHC has secured the funding and revenue to achieve its 5-year vision.

Success Indicators

- A realistic plan has been developed and is guiding the Corporation's work.
- Strategic plan priorities and strategies are effectively resourced.
- The Board and senior staff are able to make informed decisions about strategic priorities and strategies based on what is financially viable.
- KFHC has completed a viability study regarding the creation of a subsidiary and is proceeding forward, pending the outcome.

Key Five Year Milestones

3. Strengthen organizational resilience and capacity to ensure long-term sustainability.

Strategy

B. Implement a communications strategy that promotes the value and importance of KFHC's affordable housing as a critical community investment.

Year One: 2019

Key messaging is developed that describes KFHC's value proposition and is integrated in all materials and presentations to the broader community.

The Board of Directors plays a stronger ambassadorial role within the community.

Year Three: 2021

KFHC proactively reaches out to Key audiences and stakeholder groups to promote the value of affordable housing and to reduce the stigma experienced by our tenants.

Year Five: 2023

KFHC continues to proactively reach out to key audiences and stakeholder groups to promote the value of affordable housing and to reduce the stigma experienced by our tenants.

Success Indicators

- KFHC staff and Board are all presenting a consistent message about housing needs and the Corporation's distinct mandate and impact in the region.
- A focused outreach effort results in spin offs which are tracked and measured for impact.



KFHC 2019 – 2023 Strategic Plan

3. Strengthen organizational resilience and capacity to ensure long-term sustainability.

Strategy

- C. Increase the organization’s capacity to support growth and develop and support high performing, adaptive Board and staff teams.



Year One: 2019

The capacity of the staff team and the organization has been increased to support growth as defined in the strategic plan.

KFHC is providing meaningful training and professional development to enhance employee performance.

The Board continues to demonstrate strong governance and leadership through recruitment, orientation, development and succession planning. The Board continues to build its generative capacity.

Year Three: 2021

KFHC is able to support growth and has in place the capacity needed to deliver high quality outcomes.

Staff feels supported to achieve their portfolios and meet their longer-term professional development goals.

The broader staff team works effectively with each other.

The Board continues to be a high performing leadership team and leverages generative opportunities for the Corporation.

Year Five: 2023

KFHC has built the organizational strength and people power to successfully achieve its 5-year vision and strategic priorities.

Success Indicators

- Staff feels supported to achieve their performance goals.
- Training and professional development opportunities are tracked re: total investment, diversity of topic, and number of participants.
- The Board continues to demonstrate excellence in governance.

KFHC 2019 – 2023 Strategic Plan

3. Strengthen organizational resilience and capacity to ensure long-term sustainability.

Strategy

D. Strengthen the organization's evaluation systems to effectively measure outcomes and impact in order to create a culture of continual improvement.

Year One: 2019

The staff team and senior management have reviewed and adapted current evaluation and reporting processes and related indicators to measure the 5-year strategic plan.

Year Three: 2021

KFHC's evaluation systems and processes are effectively measuring the success of the strategic plan and learning and strategies for continuous improvement.

KFHC's staff and Board teams regularly review the Corporation's context and environment to continually adapt and change based on emerging opportunities and issues.

Year Five: 2023

KFHC's evaluation systems and processes are effectively measuring the success of the strategic plan and providing learning and strategies for continuous improvement.

Evaluation and learning from the past 5 years are applied to the new strategic planning process.

Success Indicators

- Evaluation systems are able to measure key strategic plan metrics and outcomes.
- Strategic planning progress is being tracked year-to-year and the plan is adapted based on lessons learned.
- Continual monitoring of KFHC's environment also informs strategic plan progress and future planning.

