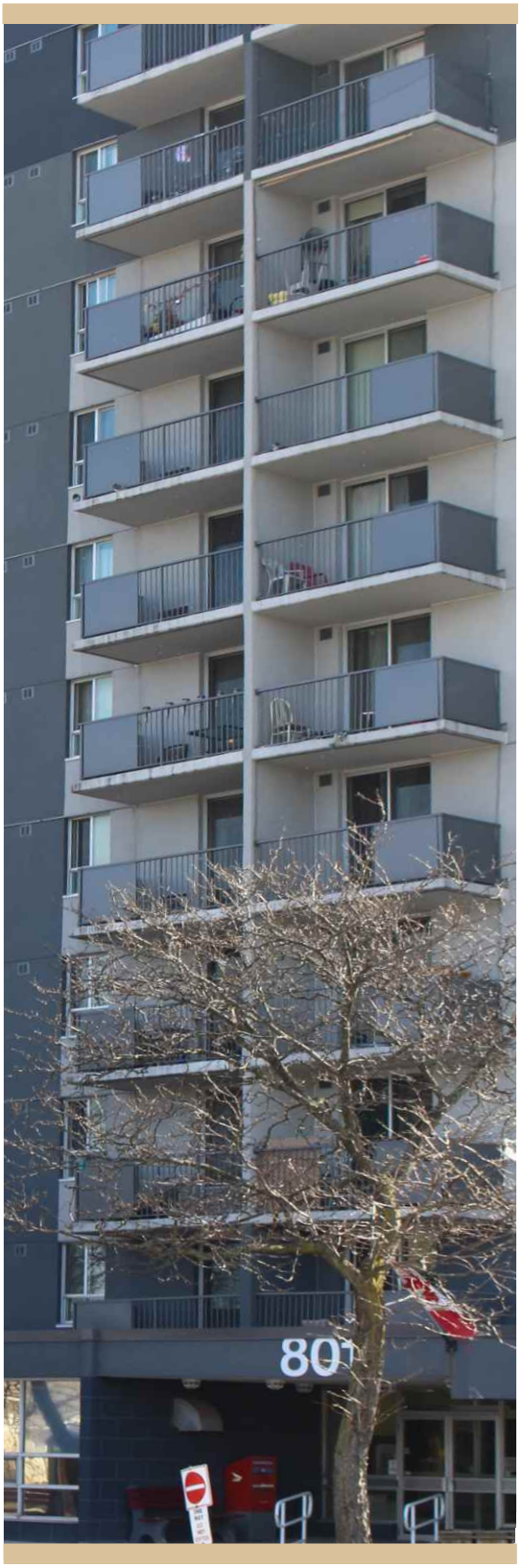
CITYHOUSING HAMILTON

STRATEGIC PLAN 2017-2021

Hamilton

HOME IS THE FOUNDATION



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About CityHousing Hamilton

CityHousing Hamilton (CHH) is one of the largest housing providers in the province of Ontario. We manage a housing portfolio of 7,136 units across over 1,200 properties that include apartments, townhomes, semi-detached and detached dwellings.

Housing is provided by CHH for single adults, families, seniors and people with special needs. Most housing is available on a rent-geared-to-income (RGI) basis, however, there are some housing units provided at market rent. Of the 7,136 units operated by CHH 5,835 units are RGI units and 1,274 units are market rent.

CHH works to enhance the quality of life for our residents by providing safe and adequate housing while ensuring there are additional program supports through working in partnership with various community agencies. CHH believes in building strong and healthy communities through meeting various housing needs.

OUR MISSION

We provide affordable housing that is safe, well maintained, and cost effective and that supports the diverse needs of our many communities.

OUR VISION

To be the best place to raise a child and age successfully.

OUR CULTURE

Our conduct is governed by the City of Hamilton's Corporate Culture through:

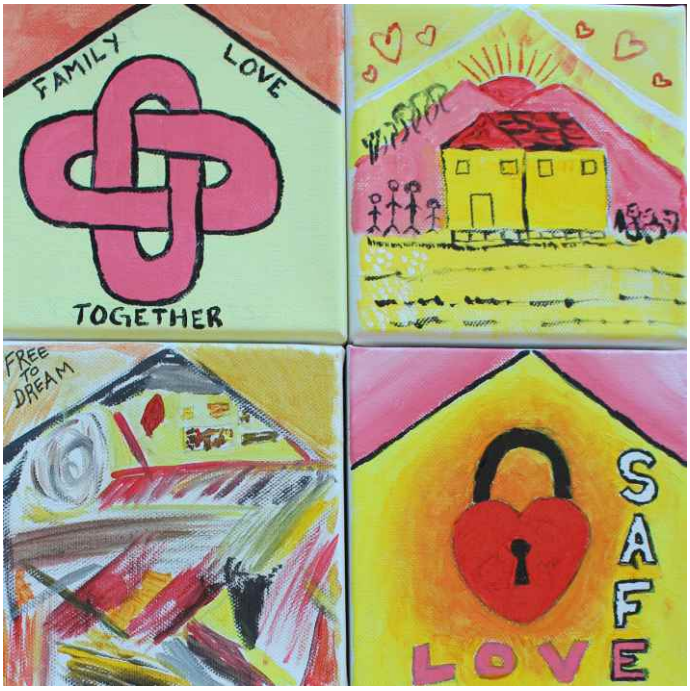
We cooperate and collaborate; we support teamwork and breaking down silos. We build relationships across departments and divisions to achieve our objectives and bring the idea

HEALTHY AND STRONG COMMUNITIES

Strategic Priority Three:

SIGNS OF SUCCESS

- CHH residents lead active life styles.
- Residents feel safe in their homes, streets and neighbourhoods and there is a decrease in unlawful activity.
- Continued partnerships with community agencies that support health and wellness (i.e. mental health, addictions and other additional supports).
- Maintenance and resident issues are resolved.
- Access to Housing waitlist is decreasing.



Staff Divisional Day 2016

CLEAN AND GREEN

Strategic Priority Four:

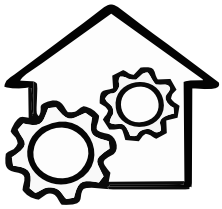
CHH strives to be an environmental steward by minimizing our environmental footprint through implementing sustainable water and energy efficiencies in our housing stock. CHH is committed to increasing energy savings, reducing greenhouse gas emissions, and improving sustainability features and durability of new and existing buildings.

KEY DIRECTIONS
Reduced Environmental Impacts

- Energy retrofits are implemented for the mitigation of energy and water consumption through energy reporting, planning, and investment in conservation and demand management. For example:
  - Water Conservation;
  - Social Housing Improvement Program (SHIP) Funding; and
  - Social Housing Apartment Retrofit Program (SHARP) Funding.

SIGNS OF SUCCESS

- Energy consumption is decreased.
- CHH uses clean, renewable energy.
- Brownfields are redeveloped.
- Greenhouse gas emissions are decreased.



BUILT ENVIRONMENT AND SOCIAL INFRASTRUCTURE

Strategic Priority Five:

CHH is committed to finding new ways to be innovative that will contribute to a dynamic City characterized by unique infrastructure, buildings, and public spaces. The maintenance, renewal and new development of our housing stock will ensure that the quality of life, well-being and enjoyment of our residents', influences the design and planning of our homes.

KEY DIRECTIONS
Building & Development

- Efficient processes that are supported through the use of incentives, energy performance contracts and other tools.
- Encourage and optimize increased minor maintenance and improvement projects.
- Develop neighbourhoods that have a variety of housing options.

Sustainable & Innovative Social Infrastructure

- Manage, maintain and protect housing stock.
- Leverage funding, financing and partnership opportunities to develop buildings.

SIGNS OF SUCCESS

- Existing housing portfolio is in good condition with new and renovated affordable housing units.
- The Asset Management Strategy is developed and executed.
- Budget is aligned with revenue and expenditures.
- Strong partnerships are developed and maintained to contribute towards sustaining and building our housing stock.

CULTURE AND DIVERSITY

Strategic Priority Six:

CHH supports, accepts and celebrates people of all ages, backgrounds and abilities. We work together to ensure residents have access to the supports and opportunities they need to succeed.

KEY DIRECTIONS
Celebrate Culture

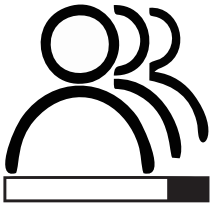
- Support and invest in the arts and local artists.

Inclusivity & Equity

- Provide activities and gathering spaces to help residents maintain active and productive lifestyles (i.e. Local Health Integration Network community spaces and resident led groups).
- Include, support and welcome new residents to the community.
- Promotion of inclusivity through providing CHH materials in different languages.

SIGNS OF SUCCESS

- CHH residents are actively participating in the culture of the organization and feel supported through available activities and opportunities that build inclusive environments.
- Artistic communities are growing at CHH properties.



OUR PEOPLE
OUR PERFORMANCE

Strategic Priority Seven:

CHH aims at delivering consistent and excellent service for all its residents, while searching for ways to increase efficiencies and effectiveness in how we operate. To provide the highest quality of service to our residents within current resources, we work to empower staff to deliver on our service commitments by strengthening staff competencies, standardizing operating processes, streamlining services and technology, and holding staff accountable to better respond to the needs of residents.

KEY DIRECTIONS
Healthy, Respectful & Supportive Workplace

- Ensure that our employees are safe, appreciated and respected.
- Provide employee training on Respectful Workplaces and Health and Safety to ensure our employees have an understanding of these policies and are given the tools and confidence to address workplace issues as they emerge.
- Provide recognition to our employees that have demonstrated outstanding and/or long term service.

Performance Excellence & Accountability

- Set clear goals and expectations along with an annual learning and development plan to ensure that employees at all levels are accountable to their own jobs to prepare for future careers.
- Provide regular training on policies and procedures.

Enabling Communications

- Create and optimize opportunities for communications within and outside of our organization.

OUR PEOPLE
OUR PERFORMANCE

Strategic Priority Seven:

Continuous Learning

- Create, invest and optimize opportunities for development, knowledge and best practices exchange across the housing sector.
- Enhance and build staff skills and ensure that staff are effectively managed and equipped with the right tools, systems and supports to follow through with their responsibilities.

SIGNS OF SUCCESS

- Staff acquire and maintain competencies that demonstrate a workforce capable of fulfilling job responsibilities.
- Service delivery systems and processes that enable success.
- Staff carry out their work with an understanding of Results Based Accountability.

MEASURING OUR SUCCESS

How are we doing ?

CHH will use RBA to evaluate the implementation of our Strategic Plan. Progress will begin in 2018 on an annual basis. CHH's performance will be measured using the below framework.

QUANTITY

How MUCH did we do?

QUALITY

How WELL did we do?

EFFECT IMPACT

Is ANYONE better off?

MILL'S HARDWARE CO.
1920's

DIAMOND JIM'S TAVEN
1960's

ABANDONED STRIP CLUB
2011

Strategic Priority	Key Direction	Key Direction Activities	Performance Measure
1.Community Engagement and Participation	1.1 Empower Engagement and Participation	1.1.1 Ensure that all people have the ability and opportunity to add their voice to community conversations about issues that affect them.	Total # of community partners and resident led groups
		1.1.2 Increase participation in CHH decision-making and promote the importance of inclusive community engagement.	Total
		1.1.3 Enable residents to feel empowered to connect with each other and the rest of the CHH community.	
	1.2 Openness and Access to Information	1.2.1 Keep residents informed about the changes that affect them and enhance customer service through effective communication with residents and staff.	
2.Economic Prosperity and Growth	2.1.Employment and Skills Development	2.1.1 Partner with community agencies and educational institutions to provide education, training and skill development programs that help residents reach their goals and find rewarding careers.	

Strategic Priority	Key Direction	Key Direction Activities	Performance Measure
3.Healthy and Strong Communities	3.3 Quality Service	3.3.2 Ensure that the Integrated Pest Control Program helps create optimal living environments for our residents to support their health and wellness.	Total # of residents satisfied with pest control service Total # of pest control treatments completed Total # of pest control treatments completed that required multiple treatments Pest control lead time
4.Clean and Green	4.1 Reduced Environmental Impacts	4.1.1 Energy retrofits are implemented for the mitigation of energy and water consumption through energy reporting, planning, and investment in conservation and demand management. For example: • Water Conservation; • Social Housing Improvement Program (SHIP) Funding; and • Social Housing Apartment Retrofit Program (SHARP) Funding.	Total % in energy efficiencies saved based on capital upgrades Total # of SHARP funded projects Total # of SHIP funded projects
5.Built Environment and Social Infrastructure	5.1 Building and Development	5.1.1 Efficient processes that are supported through the use of incentives, energy performance contracts and other tools. 5.1.2 Encourage and optimize increased minor maintenance and improvement projects.	Total # of buildings within the housing stock that are RGI to market rents Total $ from funding provided to build new buildings and/or modify buildings

Strategic Priority	Key Direction	Key Direction Activities	Performance Measure
5.Built Environment and Social Infrastructure	5.1 Building and Development	5.1.3 Develop neighbourhoods that have a variety of housing options.	Total # of units built that contribute to Housing Services targeted housing goal
	5.2 Sustainable and Innovative Social Infrastructure	5.2.1 Manage, maintain and protect housing stock.	Total $ invested in maintaining assets Total $ of repairs completed compared to previous years for demand maintenance (day to day) Total $ for unit turnover Total $ to maintain a unit Total % of planned capital work that is successfully complete
		5.2.2 Leverage funding, financing and partnership opportunities to develop buildings.	Total $ from funding provided to build new and/or modified buildings Total funding provided by provincial/federal funding to support revitalization of our housing stock

Strategic Priority	Key Direction	Key Direction Activities	Performance Measure
6.Culture and Diversity	6.1 Celebrate Culture	6.1.1 Support and invest in the arts and local artists.	Total $ in grant funding for visual arts and culture
	6.2 Inclusivity and Equity	6.2.1 Provide activities and gathering spaces to help residents maintain active and productive lifestyles (i.e. Local Health Integration Network community spaces and resident led groups).	Total # of activities
		6.2.2 Include, support and welcome new residents to the community.	Total # of community spaces
			Total # of new comers that are residents
		6.2.3 Promotion of inclusivity through providing CHH materials in different languages.	Total # of engagements requiring interpretative materials
7.Our People Our Performance	7.1 Healthy, Respectful and Supportive Workplace	7.1.1 Ensure that our employees are safe, appreciated and respected.	Total % of CHH employees that have taken additional training
		7.1.2 Provide employee training on Respectful Workplaces and Health and Safety to ensure our employees have an understanding of these policies and are given the tools and confidence to address workplace issues as they emerge.	Total % of CHH employees that have taken training opportunities
		7.1.3 Provide recognition to our employees that have demonstrated outstanding and/or long term service.	Total # of outstanding and/or long term service employees that received recognition at CHH's Annual Staff Conference

Strategic Priority	Key Direction	Key Direction Activities	Performance Measure
7.Our People Our Performance	7.2 Performance Excellence and Accountability	7.2.1 Set clear goals and expectations along with an annual learning and development plan to ensure that employees at all levels are accountable to their own jobs as well as prepare for future careers.	Total % of performance appraisals completed by staff
		7.2.2 Provide regular training on policies and procedures.	Total # of training sessions provided for policies and procedures that have been completed
	7.3 Enabling Communications	7.3.1 Create and optimize opportunities for communications within and outside of our organization.	Total # of CEO video/staff meetings Total # of Housing Matter Newsletters
	7.4 Continuous Learning	7.4.1 Create, invest, and optimize opportunities for development, knowledge and best practices exchange across the housing sector.	Total # of CHH staff that have participated in events related to the housing sector
		7.4.2 Enhance and build staff skills and ensure that staff are effectively managed and equipped with the right tools, systems and supports to follow through with their responsibilities.	Total # of staff that received continuous training opportunities

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HAMILTON