

Kawartha Lakes-Haliburton Housing Corporation
(KLH Housing Corp)

2020-2029 **Strategic Plan**



KLH Housing Corp.

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Kawartha Lakes is committed to complying with the Accessibility for Ontarians with Disabilities Act (AODA) in order to create a barrier-free Ontario. We are committed to the four core principles of dignity, independence, integration and equal opportunity. We support the full inclusion of persons as set out in the Canadian Charter of Rights and Freedoms and the AODA. If this document is required in an alternate format, please contact accessibility@kawarthalakes.ca.

Vision

Quality affordable housing with support services across all of our communities.





Mission

Lead and collaborate with others to create a variety of quality, safe, accessible, sustainable and affordable housing for the residents of Kawartha Lakes and the County of Haliburton.



Values

We are committed to:

Our Tenants

Our foremost commitment is to our tenants, to whom we will provide quality, safe, accessible and sustainable affordable housing. In doing so, we will recognize and respect the diversity of our communities and the people we serve.

Our Staff

We are committed to providing the staff who deliver our services the resources and training they need to be effective in their work.

Our Partners

We are committed to collaborate with our stakeholders to combine resources and address the needs of our communities. We will foster positive and fruitful working relationships.

Leadership

We will continue to lead and be the catalyst for affordable housing, remaining bold and innovative, exercising due diligence, while fulfilling our plans and pursuing opportunities as they arise.

Fiscal Responsibility

We are committed to fiscal responsibility and accountability. We will demonstrate value for money.

KLH Housing Strategic Plan Framework

Vision

Quality affordable housing with support services across all of our communities.

Mission

Lead and collaborate with others to create a variety of quality, safe, accessible, sustainable and affordable housing for the residents of Kawartha Lakes and the County of Haliburton.

Strategic Priorities



Strengthen Our Relationships



Provide Quality Housing



Ensure Sustainable Funding



Build More Affordable Housing



Invest in Our People

Values

Our Tenants • Our Staff • Our Partners • Leadership • Fiscal Responsibility



Strategic Area 1 Strengthen Our Relationships

Goal: Serving Our Clients and Communities

How will we make this happen?

1. Develop a Tenant Engagement Strategy that supports community development and the well-being of tenants, buildings and communities
2. Partner with Kawartha Lakes and the County in engaging the community to achieve affordable housing targets
3. Identify service gaps and work with stakeholders to find solutions to prevent homelessness and support housing stability
4. Develop a Communications Strategy in order to tell our story about how our work benefits tenants, neighborhoods and Kawartha Lakes and the County as a whole
5. Develop a Partnership Service Strategy to enhance and increase collaboration
6. Maintain a mutually beneficial relationship with our shareholder



Strategic Area 2 Provide Quality Housing

Goal: Enhance and Strengthen our Property and Assets

How will we make this happen?

1. Actively monitor and apply for programs and funding that will support capital repairs and the lifecycle of the existing stock
2. Develop a plan to assess the implications of mortgage retired properties on the Asset Management Plan
3. Develop a long term capital repair and replacement strategy
4. Focus attention on improving policy and practice of move outs and unit inspections to assess capital work and reduce vacancy loss
5. Build upon and improve the Preventive Maintenance Plan
6. Continue to explore cost effective methods that support and improve operational capacity and efficiencies
7. Develop activities that support environmental sustainability of the portfolio as a result of climate change



Strategic Area 3 Ensure Sustainable Funding

Goal: Strengthen our Fiscal Assets and Revenue Sources

How will we make this happen?

1. Explore a sustainable funding model refresh for capital and operational budgets
2. Explore other financing opportunities with the goal of increasing the supply of housing in our portfolio
3. Actively monitor and apply for programs and funding that support new housing units, capital repairs and other options to provide subsidies to our tenants



Strategic Area 4

Build More Affordable Housing

Goal: Manage Growth in a Thoughtful and Prudent Manner

How will we make this happen?

1. Investigate and identify components of our portfolio that can support the development of new builds, revitalization or sale of property
2. Create a pipeline of opportunities for new builds for the long-term and prioritize the opportunities
3. Develop a Mortgage Retired Properties Plan that sets out options that can be taken with each property
4. Explore the expansion of the portfolio through acquisition of existing non-profit housing corporations
5. Seek out public and private partnerships to support building housing for a range of demographic groups and income levels



Strategic Area 5 Invest in Our People

Goal: Ensure Effective Succession Planning of Leadership, Governance and Staff

How will we make this happen?

1. Partner with Kawartha Lakes to inform, review and be involved in the selection process for the future CEO/Executive Direction
2. Develop a Board Succession Strategy that focuses on a formal and mandatory onboarding of new Directors with a mentorship component
3. Develop and execute a Talent Management Plan to meet the anticipated staffing needs
4. Invest in our people through professional development so they are equipped with the right tools, systems and supports
5. Undertake a strategic planning check in with new leadership to confirm or reassess the direction of the corporation
6. Initiate peer exchange opportunities with other housing organizations



KLH Housing Corp.

Discover the home you have been searching for in one of our communities and make the right move:

www.kawarthalakes.ca/klhhousingcorp

Photos of local housing included in Plan (in order of appearance):
5 Bond Street East, Lindsay • 48 St. Paul Street, Lindsay • 57 Parkside Street, Minden
• 40 Francis Street, Fenelon Falls • 40 Mary Street, Lindsay