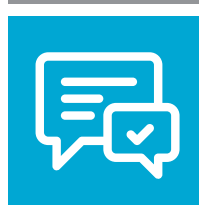
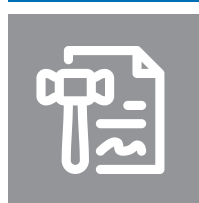
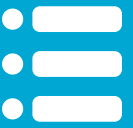


# **NCHC**

Northumberland County  
Housing Corporation



# 2023-2027 STRATEGIC PLAN



# Table of Contents

<b>About the Northumberland County Housing Corporation</b>	<b>3</b>
<b>Message from the Chair</b>	<b>4</b>
<b>Vision, Mission &amp; Values</b>	<b>5</b>
<b>Strategic Goals</b>	<b>6</b>
Strategic Goal #1 Improve Tenant Experience	7
Strategic Goal #2 Expand and Grow the NCHC Portfolio	12
Strategic Goal #3 Extend and Improve the Useful Life of NCHC Assets	15
Strategic Goal #4 Strengthen Governance	19
Strategic Goal #5 Build and Strengthen the NCHC Profile	24
<b>Reporting and Progress</b>	<b>27</b>

# About the Northumberland County Housing Corporation



Northumberland County Housing Corporation (NCHC) is a social housing provider in Northumberland County with over 344 owned and operated housing units as of 2022, and additional units on the way. The NCHC provides rent-geared-to-income (RGI) and affordable rental options to low-income households in Northumberland.

Northumberland County is the sole shareholder of the NCHC and gives direction to its Board of Directors, which is comprised of County Council representatives, the Chief Administrative Officer of Northumberland County, and citizen directors that have a collective skillset which includes:

- Knowledge of the social housing sector
- Planning services, including knowledge of requirements and legislation in the multi-residential sector
- Development planning, including asset management planning
- Facilities management
- Legal and financial expertise
- Social services delivery, including the provision of service for housing insecure households
- Knowledge of Northumberland County

The Board is responsible for the budget, upholding corporate by-laws, agreements, and reports; and for long-range strategic planning. This skills-based board has supported the NCHC's role in implementing key strategic priorities of Northumberland County, as identified in the County's Affordable Housing Strategy and 10-Year Housing and Homelessness Plan.

Monthly Board meeting agendas and minutes are available by visiting [Northumberland.ca/NCHC](https://Northumberland.ca/NCHC).



# Message from the Chair



Safe and affordable housing is a vital component to fostering a thriving and inclusive community that can grow and prosper. NCHC is committed to implementing innovative and creative strategic responses to address the need for increased access to affordable housing in our community.

On behalf of the Northumberland County Housing Corporation Board of Directors, I am pleased to present the NCHC 2023-2027 Strategic Plan. This plan identifies objectives for the next five years that will move us closer to achieving our vision of a place where everyone has access to safe and affordable housing, so individually and as a County we can grow and prosper and everyone feels a sense of belonging.

These objectives will focus on prioritizing tenant experiences, increasing the stock of affordable housing across Northumberland, extending and improving the lifespan of existing housing assets, strengthening our internal operations and increasing the reach of our programs, supports and communications.

These objectives are designed to build a stronger and more robust housing support system in Northumberland County that will help all community members feel at home.

As we implement the hands-on action items that will help us achieve these objectives, we will share regular updates with the community and will present annual and quarterly reports to evaluate and track our success.

Over the next five years, we look forward to working together to build a better, stronger and more inclusive community for all.

**Gil Brocanier**

*NCHC Board of Directors Chair*





# Vision, Mission and Values

## Vision

**A place where everyone has access to safe and affordable housing, so individually and as a County we can grow and prosper and everyone feels a sense of belonging.**

## Mission

**To be a leader in building and maintaining safe and affordable rental housing where individuals and families feel at home.**

## Values

**Compassion and Humanity:** The NCHC exists to serve our tenants and the broader Northumberland community. Our services are rooted in dignity, fairness, trust and equitable treatment for all.

**Partnership and Collaboration:** We pursue purposeful partnerships. We work with non-profit housing providers and co-ops, the private sector, other organizations and all levels of government to increase the local stock of affordable housing and to develop coordinated supports for the people we jointly serve.

**Future-Facing and Progressive:** We strive to be progressive, nurturing a culture of learning that will enable our organization to be innovative and forward thinking. We foster a culture of growth, where decisions are made with consideration to future needs, demands, and changing environments.

**Integrity and Accountability:** We make well-informed decisions and are open, honest and transparent with our funders and tenants. We demonstrate value for money by finding efficiencies in our operations, providing quality services and being the steward of government investments in NCHC assets.

**Responsiveness and Excellence:** We demonstrate leadership in best practices, are responsive to the needs of our tenants, and set high standards for service delivery and results. We promote feedback opportunities for tenants so we can continuously improve the service we provide in a creative and fiscally responsible manner.

**Inclusivity and Accessibility:** We recognize and respect the diversity of the communities and people we serve. We believe that diversity is strength, and we are committed to creating and upholding an inclusive environment that is accessible to all community members.

We will be diligent in our requirement to uphold the principles of human rights, accessibility, and reconciliation.



# Strategic Goals

The strategic plan has five strategic goals, each with objectives and action items.



## **Strategic Goal 1:**

Improve Tenant Experience



## **Strategic Goal 2:**

Expand and Grow the NCHC Portfolio



## **Strategic Goal 3:**

Extend and Improve the Useful Life of NCHC Assets



## **Strategic Goal 4:**

Strengthen Governance



## **Strategic Goal 5:**

Build and Strengthen the NCHC Profile



# STRATEGIC GOAL #1: Improve Tenant Experience

## Objective 1.1

Tenancies are well managed with a focus on supporting vulnerable tenants to have successful tenancies.

### Actions



Formal adoption of the Eviction Prevention Policies.



Investigate mandatory tenant insurance and implementation at NCHC based on sector best practices.



Evaluate and assess the impact of the Eviction Prevention Protocol in supporting NCHC tenants.



Develop relationships and/or partnerships with community organizations to provide a range of supports to assist people at risk of homelessness to remain housed.



Foster partnerships with community agencies and collaborate with organizations in the community that can extend support services to NCHC.



## STRATEGIC GOAL #1:

# Improve Tenant Experience

## Objective 1.2

Promote equity, diversity and inclusion and raise awareness to inform and enhance service delivery, programming, customer service and tenant relations.

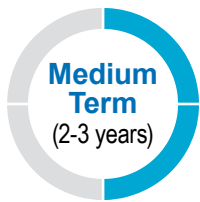
### Actions



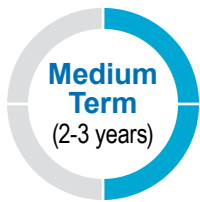
Complete training with the NCHC Board of Directors to support understanding and decision making grounded in equity, diversity, and inclusion.



Complete training with key County staff supporting the delivery of NCHC programming and services grounded in equity, diversity, and inclusion.



Consider the engagement of a consultant in the areas of equity, diversity and inclusion to support the work being undertaken in this area.



Consider the creation of a strategic plan to support tenant inclusion principles based on the NCHC value of inclusivity and accessibility, with a focus on equity, diversity, inclusion, and accessibility.





## STRATEGIC GOAL #1:

# Improve Tenant Experience

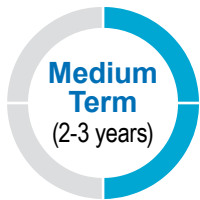
### Objective 1.3

Tenants are engaged and receive timely and proactive communications.

#### Actions



Implement a proactive tenant communications protocol to guide how NCHC communicates with tenants about matters that affect them. It will set clear standards for proactive communications that will apply across the Corporation and provide staff with guidelines and tools that support clear, timely and effective communication.



Launch the digital communication electronic messaging boards, and after one year of implementation seek tenant feedback in relation to its effectiveness, communications and value of content provided.



Implement a Tenant Engagement Survey or Tenant Quality of Service every three years, including establishing ongoing tenant feedback tactics to be continuously be kept informed.



## STRATEGIC GOAL #1:

# Improve Tenant Experience

### Objective 1.4

Promote tenant engagement and participation activities that support the well-being of the buildings and communities.

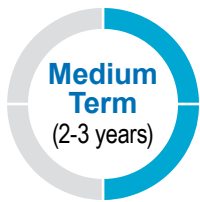
#### Actions



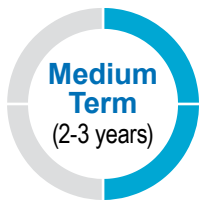
Continue and expand tenant relation programming, including socials, lunch and learns, food security programs.



Engage with tenants through surveys to determine programs that may be beneficial or desired on site.



Work with interested community agencies and County departments to develop proactive community programming onsite at NCHC properties, this may include seeking external funding sources.



Consider opportunities to engage with local systems to support aging-in-place for senior tenants.



## STRATEGIC GOAL #1:

# Improve Tenant Experience

## Objective 1.5

Provide quality housing and customer service to address client and tenant experience.

### Actions



Identifying areas of levels of service and establish a set of formal standards for the NCHC (i.e. response times, customer service, tenant relations, after hour service).



Develop the management and administration process for delivering purpose-built rental market units for the new Elgin Park project and future projects.



Support tenants through the legislative changes to rent-geared-to-income.



Establish a new banking account for the NCHC to support expanding acceptable payment methods and options for tenants.



Consider and investigate the protocols and feasibility of digitalization of tenant files and if files can be made available electronically and online for the purposes of tenancy management administration.



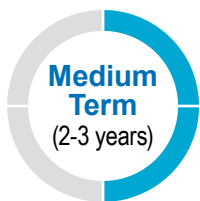
## STRATEGIC GOAL #2:

# Expand and Grow the NCHC Portfolio

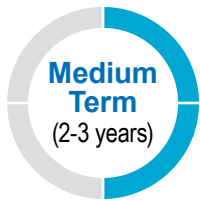
## Objective 2.1

Seek out new revitalization and renewal initiatives, including moving ahead on the implementation of new development projects.

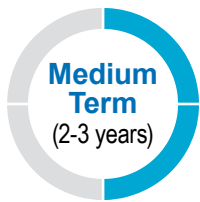
### Actions



Using the NCHC Asset Management Plan, develop a long-term plan for the regeneration of the assets which includes assessing the existing portfolio and identifying new candidates with revitalization potential, and identifying different strategies to support portfolio growth through capital acquisition and partnerships.



Establish a framework for construction of new units to support staff in implementing the growth and redevelopment of NCHC. (i.e. general direction and flexible standards relating to accessibility and environmental efficiencies, built form, materials and finishes)



Informed by the Affordable Housing Strategy, set a direction for balancing efficiencies for building with the needs of the various communities (i.e, targeted demographic group, unit size, income mix, high density or low -density housing, location).



Continue to execute the construction of Elgin Park Redevelopment (i.e, preconstruction work, re-zoning requirements, seeking financing options, tenant relations, construction)



Explore establishing growth targets for NCHC.



# STRATEGIC GOAL #2: Expand and Grow the NCHC Portfolio

## Objective 2.2

Leverage funding, financing, and partnership opportunities to provide more homes.

### Actions



Establish a strategy for property acquisition in support of new affordable housing development (i.e., schools, empty buildings, vacant land, building foreclosures). Build a list and prioritize.



Implementation and planning work for the development of 473 Ontario. Continuing work including the signing of the multi-partner MOU, determining governance and operational models; and seeking funding for the initiation and pre-construction work.



Work with the County on the development of a landbank and the ongoing development of shovel-ready, funding-ready projects.



Continue to explore opportunities for development, land banking and sourcing land with member municipalities across the County.



Investigate and advocate for external funding opportunities through Infrastructure Ontario, Co-Investment Funding and other sources to plan for funding in support of new development.



## STRATEGIC GOAL #2:

# Expand and Grow the NCHC Portfolio

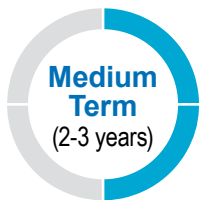
### Objective 2.3

Explore tools and mechanisms that will position NCHC to grow.

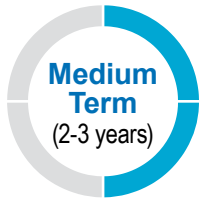
#### Actions



Working with Northumberland County, develop a capital reserve strategy (housing reserve forecast plan) for NCHC new developments. This includes developing a capital reserve policy for NCHC as per County's corporate reserve policy.



Investigate policy, procedure and tools available to the County to enable NCHC to advance its role and goals in supporting the supply of housing in the County.



Deliver the County's expansion of the rent supplement program in NCHC properties and private market rentals.





## STRATEGIC GOAL #3:

# Explore ways to maximize the existing NCHC assets through the creation of a long-term asset management plan.

## Objective 3.1

Explore ways to maximize the existing NCHC assets through the creation of a long-term asset management plan.

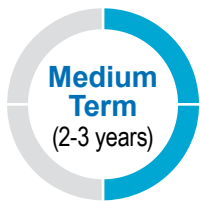
### Actions



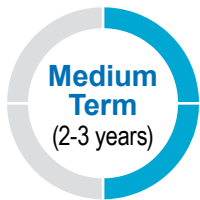
Development of a Strategic Asset Management Plan for the NCHC, as part of the County's Social Housing Master Plan which includes a capital plan for implementation of capital needs.



Develop strategic maintenance priorities informed by the BCA and capital plan.



Develop a plan to address accessibility standards as per regulatory compliance.



Working with Northumberland County, develop a capital reserve strategy for the ongoing and long-term capital needs of the NCHC stock informed by capital plans.

[Continued on next page >](#)



### STRATEGIC GOAL #3:

Explore ways to maximize the existing NCHC assets through the creation of a long-term asset management plan.

#### Objective 3.1 (cont.)

Explore ways to maximize the existing NCHC assets through the creation of a long-term asset management plan.

#### Actions



With the support of Northumberland County, complete Building Condition Assessments, Capital Reserve Replacement Forecasts, elevator audits, energy audits and accessibility audits every five years.



Explore external funding opportunities available to support capital repairs.



Using the energy audits determine cost-efficient energy efficiency improvements of the existing portfolio to reduce the environmental impact of the assets and be compliant with the energy code.



## STRATEGIC GOAL #3:

# Explore ways to maximize the existing NCHC assets through the creation of a long-term asset management plan.

## Objective 3.2

Improve housing conditions to support health and wellbeing

### Actions



Mobilize the use of the Asset Planner software and data to update, track and monitor the state of capital repair of the assets and to assist in informing the Board and decision-making prioritization.



Meet annual capital targets/priorities as outlined in the 10 Year Capital Plan to maintain and sustain the NCHC stock and aligned with the Building Condition Audit data.



Actively monitor and apply for any new applicable programs/grants that would support capital repairs and the life cycle of NCHC stock.



Continue to implement the policy for Unit Turnover (Upgrades/Renovation) to ensure ongoing unit renovation.



## STRATEGIC GOAL #3:

# Explore ways to maximize the existing NCHC assets through the creation of a long-term asset management plan.

## Objective 3.3

Improve standard and delivery of maintenance services.

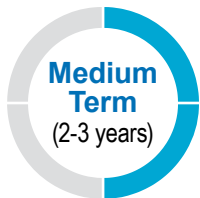
### Actions



Completion of a full Standard Operating Procedure (SOP) Manual for Facilities Management.



Work with Facilities Management to integrate recording of NCHC work orders and time tracking in the CityWorks system, to track and report on the time and costs spent; and to support the identification of proactive preventive maintenance programs (i.e., identify systems that may be failing).



Establish maintenance and repair standards to improve tenant experience and the ability for NCHC to meet their needs.



Through the analysis of tenant feedback and tenant quality of service survey data, implement general improvements to service delivery.



Provision of training to facilities management staff to inform them about issues related to housing matters to better equip them with the information required to facilitate and support issues and responses on NCHC property sites.



## STRATEGIC GOAL #4: Strengthen Governance

### Objective 4.1

Demonstrate to the County and the public what we are doing to manage NCHC and its operations.

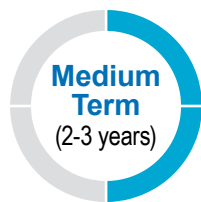
#### Actions



Develop and implement a five-year strategic plan for NCHC. The plan will be reviewed annually to ensure objectives and actions are in alignment with the operating environment, the County priorities, and the needs of the tenants.



Develop a strategy for reporting and communicating on the progress and achievements of the strategic plan to our various stakeholders- County, tenants, municipalities, and others.



Use the development of the NCHC strategic plan to pilot a townhall approach with stakeholder, member municipalities and tenants (in-person or virtually) to explain the role of NCHC, its strategic priorities and what is being planned for the next five years; with a follow up to share progress.



## STRATEGIC GOAL #4: Strengthen Governance

### Objective 4.2

Strengthen the role of the Board to support effective governance.

#### Actions



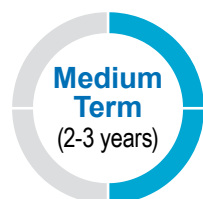
Ensure the best practices in governance, policies and procedure are in place for the Board members to be able to act as stewards of the Corporation.



Complete the corporate Board policy and procedural manual refresh and revise policies to reflect any changes such as decision making and approval process.



Adopt a protocol for decision making between the Board, Registered Officer and County staff (divisions).



Develop a corporate business intelligence framework by starting a process for reporting on the performance of NCHC which includes establishing a set of business indicators/performance measures in year one, and pilot for capacity, data quality and integrity, indicators of value, benchmarking and a reporting approach, before a corporate roll out in year 2.



Invest in the Board through professional development opportunities to expand their skills, experience and knowledge including training and ongoing support for Directors. Implement a series of training sessions for the Board to support members in their role: (i.e., Code of Conduct, Conflict of Interest, Basic Parliamentary Procedures, County as SM, program and service provision etc).



Support the implementation of the purchased services agreement through the Officer of the Corporation.





## STRATEGIC GOAL #4: Strengthen Governance

### Objective 4.3

Maintain the highest corporate management practices to ensure accountability and transparency.

#### Actions



Review current public reporting practices and determine if additional practices need to be in place in terms of accountability and transparency (i.e., posting of NCHC year meeting schedule on website, listing of Board members on the website).



Establish a process for the NCHC Board to report on conflict of interest, if any (i.e., post publicly).



Ensure compliance through Code of Conduct, Audited Financial Statements, Annual reporting, meeting requirements of the *Housing Services Act, 2011*.



Ensure NCHC documents (minutes, agendas, and documents) are all accessible and adhere to the new accessibility legislation.



## STRATEGIC GOAL #4: Strengthen Governance

### Objective 4.4

Ensure effective board succession planning.

#### Actions



Develop and implement a standard definition of term for officer positions held by Directors (i.e. Chair, Vice Chair, Treasurer, Secretary)



Develop and implement a Board succession plan to ensure continuity, diversity and the skills-based board is maintained.

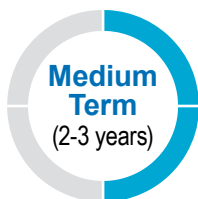


## STRATEGIC GOAL #4: Strengthen Governance

### Objective 4.5

Maintain a mutually beneficial relationship with our shareholder in all strategic, operational, and financial areas.

#### Actions



Align the annual reporting to the shareholder with NCHC's Strategic Plan goals and objectives and annual checks.



Complete an operational review with the County every three to five years and use the results to improve NCHC performance.



Continue planning and reallocation of budget lines between NCHC and housing administration.



Support the implementation of the purchased services agreement through the Officer of the Corporation, including supporting County staff in understanding their roles to NCHC.



## STRATEGIC GOAL #5:

# Build and Strengthen the NCHC Profile

### Objective 5.1

Implement a framework for organizational communications, identifying the primary channels we will use to communicate, approaches to improving clarity and consistency of our messaging, and the mechanisms for enhancing dialogue with internal and external stakeholders and the public.

#### Actions



Increase the presence of NCHC on the County website.



Establish protocols and procedures for communications using the new logo and visual identity of NCHC.



Establish a protocol for public relations that describes the communication approaches, who, when and how members of the Board and County staff can engage with Northumberland County, member municipalities and the public.



Develop a social media protocol as a means for communicating and responding to inquiries relating to the NCHC.



## STRATEGIC GOAL #5:

# Build and Strengthen the NCHC Profile

## Objective 5.2

Action our brand mission, vision and values through engagement with the community.

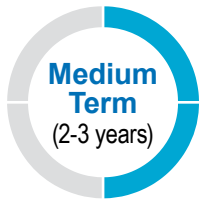
### Actions



Develop strong tenant communication policies and processes for responding to tenant complaints, concerns and queries.



Seek opportunities for the Board of Directors and key staff members to model the NCHC brand through community action.



Actively seek partnership opportunities with aligned community agencies in the implementation of the strategic plan, annual business plan activities and other activities.



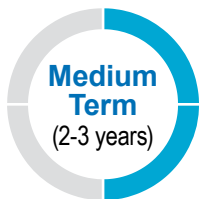
## STRATEGIC GOAL #5:

# Build and Strengthen the NCHC Profile

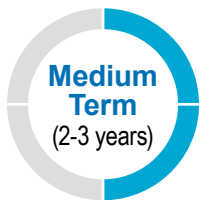
### Objective 5.3

Establish our brand voice, advocating for housing priorities and strengthening connections with tenants.

#### Actions



Assess ways the electronic messaging boards can be used to build the NCHC profile (i.e., share Tenant engagement survey results, reporting on progress)



Increase opportunities for the NCHC to share its story, progresses and challenges faced in achieving strategic goals. Consider advocacy opportunities to address barriers.



Become a communication leader in housing trends, challenges, and best practices.





# Reporting and Progress

The NCHC will regularly assess its progress in implementing the strategic priorities outlined in this plan. This includes reporting on actions taken to achieve the goals, objectives and actions, along with ensuring ongoing alignment with the NCHC's mission, vision and values.

The following methods will be used to keep the County and community informed of progress:

## Quarterly Reporting

The Officer will provide quarterly updates to the Board about the progress in achieving the goals and objectives identified within the plan.

## Annual Reporting

The NCHC Annual Report will include key accomplishments from a given fiscal year captured under the banner of each strategic goal. This report will be approved by the NCHC Board of Directors and shared with County Council and the community.

## Business Plans

The Officer will lead the development of a business plan for the NCHC, as part of the annual budget process, including a list of related objectives for implementation over the year ahead.

## Website Updates

Visit [Northumberland.ca/NCHC](https://Northumberland.ca/NCHC) for a copy of the Strategic Plan, along with all related documentation and updates.