



Five Year Strategic Plan 2008-2012

Date Prepared: April 10, 2008

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Acknowledgements

The Association Executive Committee expresses its appreciation to the general membership for their input to the strategic planning process. Many ideas, thoughts and opinions were expressed.

In particular appreciation is expressed to the members who served on the Strategic Planning Ad Hoc Committee:

Brian Hillaby, Chair	Douglas McLeod	Richard Walisser
Kent Fletcher	Helen Braun	Raymond Swonek
Denis Beesley		

The work of Kent Fletcher (Arrow Consulting Services Inc.) in his role as Administrative Support Consultant for drafting this strategic document is acknowledged and appreciated.

I. Introduction & Overview

The current strategic planning process began on June 30, 2006 when the Executive Committee of the Association passed a motion to establish a Strategic Planning Ad Hoc Committee.

At the fall 2006 Association General Meeting, the strategic planning process was discussed. It was indicated that in response to suggestions from a number of members a review of the purpose and objectives of the Association had been started by the Executive. It was further indicated that an ad hoc committee had been struck to carry out this review. Three (3) members of the Association Executive Committee had been appointed to the ad hoc committee and they had recommended that the Strategic Planning Committee membership should include three (3) additional (non-executive) Association members and should be reflective of the Association membership make-up. The committee was tasked with reviewing objectives, membership, who we represent and to whom, and what structure is needed to accomplish these objectives. Membership was to be consulted as this work proceeded, and a full strategic plan recommendation was to be presented to the membership for approval.

Strategic Planning Committee meetings were held on November 26, 2006, and March 5, 2007. The minutes of the March 5th meeting were presented to the Association as a interim report at the May 2007 AGM (See Appendix A). The committee was to receive further direction from the Executive Committee on next steps. The Executive Committee reviewed the work to date and determined to hold a strategic planning session at the fall 2007 Association conference. This was held and the notes from this session can be found in Appendix B to this plan.

Based on the work of the committee and the membership input, this strategic plan has been drafted for review and approval of the Association at its Annual General Meeting, May 15th 2008.

This strategic plan identifies the direction the Association will take over the next five years to accomplish its stated objectives.

II. The Planning Environment

A. Association Organization Overview

APHAA was incorporated as a Society under the Societies Act of Alberta on March 24, 1998 with the following objectives:

- To promote the continued development and support of Alberta's public housing facilities, through the coordinated efforts of its membership.
- To facilitate communication and the sharing of ideas and concerns of the membership.
- To promote the continued development, education, and support of all administrators involved in public housing agencies.
- To provide for the recreation of the members and to promote and afford opportunity for friendly and social activities.

These objectives remain unchanged in our incorporating documents today.

Over the past several years the Association adopted the following promotional slogan:

***Promote Excellence in Public Housing Administration through:
Education
Information
Networking***

Association Membership includes senior management personnel of publicly funded housing providers, housing industry consultants and others that share the objectives of the society.

Membership criteria (defined in the Association By-Laws) have only been modified slightly since the time of incorporation. The most significant change being an amendment in 2007 to include senior managers of organizations other than Management Bodies in the "Regular Member" category. Previously they were "Associate Members". The significance of this change was giving these managers the right to vote at Association meetings and to serve on the Executive of the Association.

To accomplish its objectives the Association maintains a structure of committees, subcommittees, groups, conferences, workshops, seminars, publications, newsletters and cooperation with other organizations including the provincial government. The two most common activities of the Association are the semi annual meetings (including educational workshops) and the Association's website. The meetings

provide professional networking and training as well as social opportunities, while the website provides a vehicle for information and education delivery and sharing.

External relations primarily consist of quarterly meetings with provincial government officials, representation on the Alberta Senior Citizens Housing Association Board, the Association's website and booths at other association conferences.

APHAA is primarily a volunteer organization governed by an Executive Committee consisting of elected officers and appointed Members-at-Large. Standing committees and special ad hoc action committees undertake the majority of the activities of the Association. The Association does use the services of a consultant for part-time administrative support purposes. The Association has a few defined operational policies, but primarily operates on the basis of motions from the committees and the membership in general.

B. Environmental Scan

1. External Environment

As an incorporated society in the Province of Alberta, the Association is subject to the various acts and regulations governing the operations of such Societies. The Association makes every effort to comply with all regulatory requirements in its operations. As the regulatory matters regarding societies are relatively basic and stable, they have little effect on the activities and strategies of the Association.

Of more significance on the activities and strategies of the Association is the housing environment in Alberta today. Alberta is in a "boom" economy as a result of the oil and related industry activity in the province. This activity has attracted many workers to Alberta, all needing housing. Most areas of the province have seen a significant increase in the demand for affordable housing for all client groups and income levels. Purchase prices for new & existing housing have seen significant increases over the past five years and rental rate increases have been dramatic in most communities.

With a demand greater than supply in both ownership and rental housing, the pressures on government to intervene have been significant. Politicians in all orders of government have reacted in a variety of ways to the housing crisis. The Province has moved from direct involvement in determining priorities and issuing housing grants, to provision of funding to the municipalities and tasking local politicians with setting priorities and awarding grant funding. Task Forces and Housing Plans have sprung up in many communities, all with strategies and initiatives as varied as the communities themselves.

The organizations that employ our Association members have been key players with the orders of government in the delivery of the housing

initiatives. As a result of these delivery pressures, many of the housing organizations have taken on new housing programs and activities. Learning how to deliver new housing and support programs, capital funding of construction projects, grant applications, increased human resources challenges, influencing local government housing priorities, etc. were, to many organization, new activities in which they had little or no previous experience.

The pressures faced by the industry and our members as the senior administrators of housing agencies must be the focus of our Association. Our membership looks to the Association for information, education, and networking/sharing opportunities related to the current emerging issues.

2. The Association over the Past Decade

As the housing environment has changed over the past ten (10) years, so has our Association evolved to meet the needs of our members.

Some of the key accomplishments and evolution have been:

- **Holding Meetings with Senior Department Officials on a Quarterly Basis.** This provides the opportunity to discuss emerging issues and policy with government and provide feedback to each other.
- **Development of the “Family & Special Needs Housing Framework”.** This document assist agencies, municipalities and others to have a common framework in their planning processes and understand the various streams involved in this type of housing.
- **Increased Profile with Provincial Government.** Significant effort has been made by the Association to build the relationship between our Association and government officials. Co-operation in policy committees, formal and informal discussions at conferences and seminars, presentations to task forces, and co-delivery of training seminars and courses have all raised the profile of the Association in government circles.
- **Association Website and Resource Centre.** The Association launched their website in 2006. The website includes a Professional Resource Centre containing a wealth of information and educational resources for the Association Members. This is a significant tool in meeting the information, networking and educational needs of the association. An email list on the site provides an efficient way for members to contact each other.

➤ **Involvement in Industry Initiatives.** The Association has made a significant contribution in the following industry strategies:

- Health and Housing role clarification
- Supportive Living Framework
- Financial Costing Model
- Supportive Living Accommodation Standards

➤ **Successful Conferences and Seminars.** The fall and spring conference workshops have provided our members with valuable information and education on current issues and on the core competencies needed by senior public housing administrators.

Membership in the Association has grown from about 70 members in 1998 to 102 as of April 2008. Of particular significance is the increasing number of members coming from family and special needs providers and from agencies other than Management Bodies. This is the result of a significant effort by the Association to be inclusive of all housing providers, moving from the previous focus primarily on seniors housing providers.

Terms of Reference for each of the standing committees of the Association have been developed and all are functioning. A concern to the Executive Committee has been the limited number of Association members willing to participate as members of the standing and ad-hoc committees. Efforts to move from the “same old” group have not been particularly successful to date.

3. Membership Feedback

Members have been provided a number of opportunities to provide input to the strategic planning process underway. The items listed in Appendix “B” are reflective of the input received from members.

III. Strategic Direction 2008-2012

Using the “adopted motto” of the Association, the strategic direction for the next five years will include sections on the three identified means we believe will “Promote Excellence in Public Housing Administration”: **Information, Education, and Networking**. It will also include a section on General Association Operations.

A. Information Strategy

As a professional association we will gather information on issues relevant to the administration of publicly funded housing from as many reliable sources as possible. The information gathered will be made available to our membership and will be shared with other industry stakeholders, including government, as deemed appropriate.

Information gathering and sharing remains the Association’s role. It is not our role to present positions on any issue; that is the role of the Boards of the agencies who employ our members. It is left to the membership to share the information received with their employers who can then determine positions they wish to adopt.

The Association will represent the concerns of its members to orders of government.

1. Actions to implement the information strategy could include:

- a) Continuation of information sessions at Association meetings and conferences. Members and government officials will be encouraged to attend and share information and listen to input from one another. This will give all a broader perspective on what, how, where, and when things work and don’t work.
- b) Participation in conferences and tradeshow of other associations (local, national and international), to gather and acquire information. These could include the following:
 - Alberta Senior Citizens Housing Association
 - Alberta Urban Municipalities Association (AUMA)
 - Alberta Association of Municipal Districts and Councils (AAMDC)
 - Canadian Housing and Renewal Association (CHRA)
 - Alberta Housing Coalition(AHC)
 - National Association of Housing and Redevelopment Officials (NAHRO)

The Association Executive Committee should look at such events and determine which would be beneficial for the Association’s participation / involvement.

- c) Retention of our representation on the Board of the Alberta Senior Citizens Housing Association (ASCHA) and involvement in their conventions, committees and tradeshow.
- d) Continuation of the quarterly meetings between representatives of our Association and senior department officials, finding better ways to encourage members to provide input on their concerns so these can be presented to government at these and other meetings.
- e) Provide sound and timely advice to orders of government and others on matters relating to publicly funded housing as requested.
- f) Provide information that will assist our members in preparing their agencies to influence their municipal government housing plans/priorities and encourage such interaction.
- g) Produce newsletters, email bulletins and post information on the Association website.
- h) Create additional ways for members to share information with their peers.
- i) Prepare written submissions of information for consideration to government task forces and other committees.
- j) Encourage members to share relevant information provided by the Association with their Boards so they are well informed on issues, then can formulate policy and positions.
- k) Enhance the role of the Association's Communications Committee, encouraging members to serve on this committee.

2. The Association's Communications Committee under direction from the Executive Committee will take primary responsibility for implementation of information strategy initiatives, reporting to the membership at least annually on such.

B. Education Strategy

As a professional association we will provide educational opportunities to our members and encourage their individual professional development. Every effort will be made to make use of existing educational resources and learning institutions and programs. These will be augmented by provision of industry specific courses, seminars and workshops.

Education strategies should address the diversity of the education and skills background of our members and should be based on the core competencies necessary for an administrator to be effective and to protect the interests of the public stakeholders who fund the housing programs.

1. Actions to implement the Education Strategy could include:

- a) Establish a professional development program with minimum educational requirements to promote continued education and skills development.
- b) Develop an orientation session for new senior administrators of publicly funded agencies to help them understand the industry and identify their continuing education needs.
- c) Continue to offer industry and issue specific educational courses, seminars, and workshops at Association conferences, meetings and at other times as needed. Consideration should be given to holding these educational opportunities at various locations throughout the province were feasible.
- d) Post education materials, links to relevant education courses and other such items on the association website.
- e) Conduct surveys of the membership to determine their education interests, needs and priorities.
- f) Promote and encourage attendance by Association Members at relevant conferences, courses and seminars offered by others (associations, institutions, government, etc.)

2. The Association's Education Committee under direction from the Executive Committee will take primary responsibility for implementation of education strategy initiatives, reporting to the membership at least annually on such.

C. Networking Strategy

As a professional association we will provide a variety of networking opportunities for our membership, both on a formal and informal basis. Networking should promote the sharing of: best practises; concerns on current issues; development of mentoring opportunities; as well as social interaction of the members.

1. Actions to implement the Networking Strategy could include:

- a) Continue to hold formal networking sessions at Association meetings with agendas identifying current issues.
- b) Provide informal networking time and opportunities for the members at meetings, conferences and other occasions during the year.
- c) In conjunction with the professional development program, create a mentoring program where senior industry members support new industry administrators.
- d) Provide formal and informal opportunities for Association Members and government officials to meet, network and socialize together
- e) Provide social activities and opportunities at Association conferences.
- f) Encourage members to attend events sponsored by other members such as building openings, fund raisers, etc.

2. The Association's Executive Committee will take primary responsibility for implementation of networking strategy initiatives, reporting to the membership at least annually on such.

D. General Association Strategy

To remain current, relevant and of value, the Association must continue to evolve to meet the changing needs of its membership. Over the next several years the Association, through its Executive Committee and other standing committees, should address the following:

1. Increase Membership

Develop strategies to achieve a membership roster that includes the senior administrator of all Management Bodies and publicly funded housing agencies (for-profit and not-for-profit) in the province.

Develop an orientation and mentoring strategy for new Association members.

2. Increase Member Participation in Association Governance

Develop strategies to involve more of the membership in the standing and ad-hoc committees of the Association.

Develop strategies to encourage greater attendance at Association meetings, in particular the Annual General Meeting.

Develop a strategy for an orderly succession in the Executive Committee of the Association to ensure continuity of direction.

3. Hold Regional / Local Meetings, Workshops

Hold meetings/workshops at locations throughout the province where members in those areas can gather to network with the Executive Committee of the Association.

4. Conduct Member Satisfaction Surveys

Seek the input of the membership on the direction and operation of the Association through formal and informal survey instruments at least every two years.

5. Ensure Good Financial and Risk Management/Planning

Develop long term financial planning strategies for the Association ensuring financial viability and that value for fees is provided in all Association activities.

Keep the membership current on the financial position of the Association at all times, and maintain good accounting records

Maintain the appropriate insurance coverage relating to the operations of the Association.

6. Engage the Necessary Support Staff / Resources

Recognizing the volunteer nature of the membership and based on identified need as well as available funding, retain sufficient support staff and / or contracted resources to effectively administer the activities and initiatives of the Association.

IV. Achieving the Desired Outcomes

As a result of limited resources and funding, the Executive Committee of the Association will need to carefully develop an implementation plan, determining a priority for the various strategic initiatives identified in this document. Through delegation to standing and ad-hoc committees multiple initiatives can be explored concurrently. Priorities and process on such should be communicated to the membership on an ongoing basis through the various communication tools used by the Association.

It is recommended that all Association Committees develop annual goals and initiatives. These would be presented to the Executive for approval, then used as the work plan for the Association each year.

Success will be measured by the level of satisfaction expressed by our membership.

Appendix A - Strategic Planning Committee Meeting – March 5, 2007

Participants: Richard Walisser, Denis Beesley, Doug McLeod, Raymond Swonek, Brian Hillaby

Key Accomplishments of APHAA the Last Few Years

1. Resource Center web site
2. Quarterly meetings with Department Managers – Alberta Seniors and Community Supports
3. Affordable Housing Framework document
4. Timely membership education provided
5. Increased profile of APHAA with the Provincial Government
6. Important contribution to development work in several areas:
 - Health and Housing role clarification
 - Supportive Living Framework
 - Financial Costing Model
 - Supportive Living Accommodation Standards

Proposed Role of APHAA

- To provide education and support to its membership.
- To provide sound and timely advice to Government and to other organizations involved in public funded housing when it is requested.
- To influence policy development through the excellent relationships established with Government and other organizations involved in public funded housing.
- To ensure that broad based concerns of the membership are represented to the Government Department Managers.

We felt that the current stated society objectives of APHAA include all the above role elements.

APHAA Membership

The membership should be expanded beyond the senior managers of Management Bodies, to include the senior managers of Public Non-Profit and Private Non-Profit agencies that are subsidized by the Alberta Government on an on-going annual basis.

We also recommend dropping the “Retired Member” classification. Retired members can continue to contribute to APHAA as an “Associate Member”, or possibly as an “Honorary Member”.

“Regular Member” classification would continue to be limited to the CAO or top manager of the Management Body or Agency. The Membership Selection Committee will also consider recommending Regular Membership for other senior managers of the Management Body or Agency where they hold a key role or are being developed to assume the top manager position in the future.

Suggested Goals for APHAA for the Next Two Years

1. Develop a plan for on-boarding and mentoring new members.
2. Execute a membership satisfaction and input survey.
3. Develop a financial plan for the next three years with an appropriate level of surplus funds.
4. Identify other organizations that APHAA should develop strong communication and trust relationships with.
5. Clarify how extensive the education should be that APHAA provides to its members.
6. Get more of the membership contributing to the Association through committee participation.
7. The Executive will operate with an annual strategic plan and get performance feedback from the membership against that plan.
8. Routinely recognize the accomplishments of the Association and the members that helped make it happen.
9. Clarify the communication mechanisms required for the Executive to properly represent the views of the membership.
10. Confirm the committee structure and committee appointments required to accomplish these goals.

Follow-up Identified

1. Brian will send out the notes from the meeting. After an opportunity for committee input on the notes, they will be sent to the Executive.
2. Denis will provide notice to the membership of the scope of bylaw changes that will be brought to the Annual General Meeting in May.
3. Brian will plan to present the work of this committee at the May meetings.

Brian Hillaby, Committee Chair
March 6, 2007

Appendix B - Notes from Strategic Planning Session October 17, 2007

- Have opportunity to meet as CAO specific to clients we serve, items important to our industry
- Meet independently as well as with Housing Advisors
- Training for CAO's at spring and fall conference
- List on web page benefits and positive outcomes of membership in APHAA.
- Regular meeting regionally. Informal information sessions (Similar to ASCHA Zones). Need personal contact
- Property vs People administration.
- More public role in advocating public housing, and necessary for community development. Support MB's in their advocacy.
- How will we get ongoing funding to operate? Long term program development
- Frequently Asked Questions on website (blog)
- Board Development, How do you know board is working effectively, etc.? APHAA helps CAO to then help their board.
- With turnover in CAO's need for education
- Issues different with size of organization, diversity of size, experience, goals, etc.
- Boards are different as well, and need to recognize this in education and other discussions
- APHAA Exec needs to be representative of membership make up. Use committees to mentor future executive members.
- Linking CAO's together, senior share ideas, trust relationship
- Reach out to other non profits, shelters, group home providers, as they have other interests and client groups they deliver support to.
- Help industry streamline processes, help members to things in same manner (systemize).
- Encourage cross ministry approach. Influence policy for departments to work better together.
- Opportunity to build relationship with developers, if members would bring different perspective to table.
- Opportunity to educate municipal leaders, as funding going in that direction. Through AUMA, etc or at municipal level. Develop consistent message.
- Speaking in language government relates to. What is our Asset Base we represent, how many clients do we represent.
- Members need to see value
- Education sessions need to be continued (have been good)
- Professional development for CAO's to help new CAO's to help learn housing portfolio, history and challenges going forward. Assistance with board education (focus for mid and smaller organizations). Relationship with municipalities, get AUMA more involved, how do local CAO's get info to their municipalities
- Technology at different levels in MB's. Share systems, property management, finance. Is there something portable and consistent? (templates). High Speed Internet not in all areas.

- Certificate program for CAO's
- Mentoring for new CAO's with someone in area of similar size.
- Need same playing field for technology, more hands on training.
- APHAA is about the person not your organization.
- Networking, Mentoring for new CAO's. Contact the three closest CAO's for mentoring.
- Succession planning, for replacement, illness.
- Formal system for more support on an ongoing basis. Face to face contact.
- General Membership should deliver the strategic plan.
- Lack of visibility of APHAA, let new CAO's know we are here. Mentoring one on one. Regions need to let APHAA know when changes occur.
- Consolidating information for distribution. Best Practises Manual.
- Have Housing Advisors tell us on CAO changes
- Joint workshop with board members
- Unified voice on government issues, help them form policy
- Share best practises.
- Continue to be on ASCHA Board
- Identify pros and cons on LAPP grant to individuals.
- Identify issues in Family Housing
- Support all CAO's and board in their decisions to move in new directions. (support, etc.)
- Mentor new members, assign a mentor help them be oriented to APHAA
- Core role is Education of CAO's , this is getting better and better
- Education of CAO's on Board Governance, to help CAO influence boards.
- Local Chapters of Association meeting on quarterly basis, new CAO training, invite non profit participation.
- We are the delivery people; we must continue to be aggressive in telling government they need to involve us in the policy, program development. (position papers