



**Alberta Public Housing Administrators' Association**

# **Three Year Strategic Plan**

**2016-2018**

# Message from the President

The Alberta Public Housing Administrators' Association (APHAA) is dedicated to providing strong and professional leadership in publicly funded housing in the Province of Alberta.

APHAA assists Housing Administrators in their responsibility to provide professional administrative services to their employers and the best possible publicly funded housing to their communities.

We strive to provide our membership with information, education opportunities, and venues to share concerns, challenges, and successes.

Three strategic priorities will drive our activities going forward for the next three years. They are:

- 1) Continue to deliver a comprehensive and accredited education program,
- 2) Increase our members' opportunity to improve the public housing sector ,
- 3) Increase membership and strengthen membership engagement.

We are confident that our new strategic plan (2016-2018) sets the framework for the Association to meet its objectives and at the same time improve the quality of leadership in the public housing sector of Alberta.

Sincerely,  
Alberta Public Housing Administrators' Association



Greg Dewling, President

## **Our Mission**

To achieve excellence in publicly funded housing administration through:

**Education,  
Information Sharing,  
Collaboration with Stakeholders, and  
Networking.**

## **Our Objectives**

1. To promote the development, education, and support of all administrators involved in public housing agencies.
2. To support members to influence the development and support of Alberta's public housing facilities -
  - a. through the coordinated efforts of its membership, and,
  - b. through strategic relations with key stakeholders involved in Alberta's public housing sector.
3. To facilitate communication and the sharing of ideas and concerns of the membership.

## **Current Strategic Priorities 2016-2018**

Through recent consultation with members and stakeholders, APHAA has identified three (3) key strategic priorities that will enable us to successfully achieve the main objectives of our Association.

1. Develop and deliver a comprehensive education program.
2. Engage with key stakeholders to develop and improve the public housing sector.
3. Increase membership and improve membership engagement

# Education and Professional Development

**Develop and deliver a comprehensive education program that promotes quality leadership and expertise of senior administrators in Alberta's public housing sector.**

## **Goals**

1. APHAA increases its capacity to deliver quality professional development opportunities to its members.
2. APHAA will deliver a more comprehensive and diverse education program to better meet the professional development needs of its members.
3. APHAA provides accredited educational offerings that are recognized by peer organizations in other parts of Canada

## **Strategies**

1. APHAA will secure core funding from the Province of Alberta in order to develop and deliver a comprehensive education program.
2. APHAA will continue to provide financial assistance for members taking education courses in fields related to public housing administration and program delivery.
  - a. Continue to provide bursaries to members
3. APHAA will deliver an accredited certification program for members.
  - a. Contract and partner with CIH Canada in order to provide accredited professional development courses and certification.
4. APHAA will partner with educational institutions to provide professional development opportunities.
  - a. Continued relationship with the Banff Centre (e.g. leadership development)
  - b. Continued relationship with the Risk Management Institute.
5. APHAA will offer Core Competency Modules.
  - a. Continued review of content and delivery method of the modules e.g., time requirements, venue, and peer teaching vs. hiring external educators.
6. APHAA will establish relations with public housing associations in Alberta and Canada in order to develop and provide educational opportunities.

**Successes**

1. CIH Founders Program for Alberta has full enrollment.
2. 50% of CAOs enroll in a CIH accredited course(s) or certification program.
3. The APHAA Bursary Program is fully utilized.
4. APHAA secures 3-year funding contracts from the Province at \$150,000 per year for professional development in the sector.
5. Offer professional development opportunities in collaboration with at least one other Association involved in the public housing sector.

# Engage Key Stakeholders to Improve the Public Housing Sector

**Engage with senior government bureaucracy in the Provincial Housing Division and other key stakeholders involved in public housing - in order to impact the development and support of Alberta's public housing sector.**

## **Goals**

1. APHAA members are recognized as industry leaders in the area of public housing administration and program delivery.
2. APHAA members will be consulted by both senior members of the Provincial Government's Housing Division, and other key stakeholders, in order to strengthen the public housing sector.

## **Strategies**

1. APHAA members will communicate with the Provincial Housing Division's senior bureaucracy
2. APHAA members will provide input on a Provincial Housing Strategy for the Provincial Housing Division.
3. APHAA members will work with key stakeholders (e.g. provincial housing associations) who strive to improve the public housing sector.

## **Successes**

1. Senior government administration meets regularly with APHAA executive.
2. Senior government administration and elected officials attend and speak at APHAA events and conferences
3. Key members of the Provincial Housing Division are active partners with APHAA members in relation to program delivery.
4. Productive relationships and collaborative priorities are reached between ANPHA, ASCHA, in order to strengthen and ensure the long term sustainability of the public housing sector.
5. APHAA collaborates with other associations to organize a public housing summit

# Membership Engagement

## Increase membership and improve membership engagement.

### Goals

1. APHAA has a growing, diverse membership that is committed to excellence in public housing in Alberta.
2. The membership is engaged and supported by all publicly funded operators.
3. APHAA has a strong governance structure that reflects their membership, including sufficient administrative support.
4. APHAA continues to foster networking, communication and information sharing among members and stakeholders.

### Strategies

1. APHAA will ensure that committees have a full slate of members.
2. APHAA will establish a mentoring program in order to better engage new members and promote information sharing and networking opportunities.
3. APHAA will engage members through holding zone meetings.
4. APHAA conference committee will continue to provide excellent venues and programming for members.
5. APHAA will continue to receive and act on member concerns and suggestions through member surveys.

### Successes

1. 75% of members use discussion board on a regular basis, and are comfortable using it.
2. Grow membership by 20%.
3. Increase conference and AGM attendance by 20%.
4. Implementation of bi-annual zone meetings.
5. Increase membership and participation in the Education, membership, conference committees.
6. 75% of new members having a mentor at conferences.

## Summary

As a professional organization, APHAA has a high level of membership engagement.

We have progressed as an organization because of this commitment from our members and will continue.

On-going communication and progress up-dates regarding the current strategic priorities will be reported to the membership at the Annual General Meeting and at the business meeting at the annual APHAA conference.