



# **Alberta Public Administrators' Association**

## **Three Year Strategic Plan**

**2023 – 2026**

## Overview

On December 9, 2022 APHAA's Executive Committee and contractors of APHAA met to discuss the future of the association. The work of the day included reviewing the association's mission, vision and strategic priorities, as well as identifying specific structural actions that would continue to support the work of the association.

This session was facilitated by the Watershed Group. A report was prepared by the Watershed Group to guide the finalization of the association's 2023 – 2026 Strategic Plan.

Following the report, edits to the mission, and changes to the strategic priorities were made by the Executive Committee. The following represents the Strategic Plan that was approved by the Executive Committee at their January 2023 meeting.

## Mission and Vision

### ***Vision***

To develop, foster, and promote non-profit housing excellence in Alberta by supporting current and future housing leadership professionals

### ***Mission***

APHAA is a professional association dedicated to the continual leadership development of its members through:

- Professional Development
- Information Sharing
- Collaboration

to meet the ever-changing needs of their organization, clients, staff, community, and sector.

## Strategic Priorities

### Professional Development

#### ***Outcome:***

Align APHAA's professional development strategy with our Pillars of Excellence to grow housing leadership capacity with a focus on continual improvement

### Measurements of Success

- Number of people attending increases year to year
  - In-person
  - Online
- Number of designations through CIH Canada increases year to year
- Participations in bursary program increase where bursary allocations are maximized every year
- General awareness of the Pillars of Excellence grows, measured through the following:
  - member presentation submissions for events and learning opportunities increase every year and are aligned with the Pillars of Excellence
  - web analytics show increases year-to-year in the number of Pillars of Excellence page views
  - members contributions to the member resource library increase year-to-year, and show distinct alignment to a related Pillar of Excellence
- Mentees become Mentors (number of progressions from mentee to mentor increase year-to-year)

## Actions

- Set direction for the education committee
  - Define criteria and a review process for how educational resources, content and opportunities/courses that are made available to members
  - Scan existing educational resources and opportunities and conduct a gap analysis
  - Conduct a complete environmental scan of education available in relation to the Foundations of Public Housing and APHAA's 5 Pillars of Excellence
  - Identify proven sector and best practice options
- Refer to the 5 Pillars of Excellence in developing conference topics and sessions
  - Be prepared to expand conference topics based on expanded members needs
  - Regular review of content to ensure alignment with the Education Strategy
  - Build on member-led presentations that tie back to pillars
- Establish criteria for sessions that align with the 5 Pillars
- Evaluation of programs in alignment with 5 Pillars
- Leverage member subject matter expertise
- Leverage subject matter expertise from identified educational bodies/thought leaders in the broader sector

## Partner Engagement

### Outcome:

Collectively improve processes with our partners to prepare for and navigate transformations within the housing sector as it relates to Alberta

## Measurements of Success

- Number of groups we partner with increases year-to year
- Partnerships are evaluated and members report value in these partnerships in their membership survey feedback
- The quality of information shared reciprocally increases, and sharing occurs more frequently
- Conduits to inform/receive information are identified more readily and increase year-to-year
- APHAA's Stakeholder Engagement Framework is accessed and utilized by members (number of page views and downloads are tracked and measured through web analytics)
- Conference presentations and course content is created as a result of partnerships with external entities – more partners approach the association with their ideas for involvement year-over-year
- A comprehensive list of existing and potential partners (beyond government bodies) is created

## Actions

- Identify our existing and potential partners
- Define:
  - What we mean by partner and partnership
  - The strengths/values we are looking for from our partners; and what we can offer to them
  - Rules of engagement or guiding principles for partnering
  - A plan to promote partnership opportunities with APHAA is created
- Create collateral that can be used for raising awareness about the association and what it can offer to its partners, and what our expectations are of them

## Membership Engagement

### Outcome:

Leverage a broader mandate to increase membership, strengthen engagement and mentor individual leadership capacity

### Measurements of Success

- Goal of 100 members
- Collect member data for analysis so as to report on different subsets within the membership.  
Examples include:
  - CEOs/CAOs of HMBs
  - Directors
  - Operational Managers
  - Non-Profit Housing Leaders (not HMBs)
  - Other
- Number of individuals in the mentorship program increases year-over-year — mentors and mentees
- Increase responses in both number of respondents, and quality, in a semi-annual (2 year) member-satisfaction survey
- More content to share that is designed around actual member stories (Note: This is currently with the Communications & PR Committee)
- Increased Slack usage shows at least 50% of members are utilizing Slack (Note: This is currently with the Communications & PR Committee)

### Actions

- Clear message of who can (and should) be a member with the APHAA needs to be created and promoted
- Proactive member-to-potential member interfacing must occur (i.e. making calls from existing members to non-members inviting them to join)
- APHAA benefits / Q&A info sheet should be created — why people should join
- Define *what an engaged member is*, in order to accurately measure success
- Create a new member onboarding process – utilize the Foundations of Public Housing Orientation Module and align this to mentorship approach
- Build a recruitment strategy — who specifically is APHAA targeting to join?
- Define APHAA's mentorship strategy/approach and develop tools and processes for members to engage in this
- Create education on the value of APHAA to individual organizations that leaders can bring to their governing bodies
- Review membership fees and consider new approaches (i.e. is there a way multiple people from one organization can join, and an incentive to do so?)

## Appendix A: Attendees

Kristen Chambers – President  
Lindsay Pratt – Vice President  
Nancy Simmonds – Secretary Treasurer  
Robin Miiller – Member at Large  
David Pare – Member at Large  
Jenny Grant – Executive Director  
Irene Martin- Lindsay – Strategic Advisor APHAA

### Regrets:

Shannon Holtz – Member at Large  
Steve Madden – Member at Large

### Watershed Group:

Geoff Powter  
Kathi Irvine