

STRATEGIC PLAN

2018 - 2020



Updated April 2019

CONTENTS

Executive Summary	1
Introduction.....	2
Structure of the Strategic Plan.....	2
Core Elements	3
Strategic Direction	4
Strategic Objectives.....	4
Milestones	5
Stakeholder Engagement	6
Potential Outcomes of Stakeholder Engagement (2018)	6
Progress Update as at April 2019	6
Stakeholder Engagement - Strategic Direction established April 2019	7
Customer Service.....	8
Potential Outcomes of Customer Service Focus (2018)	8
Progress Update as at April 2019	8
Customer Service - Strategic Direction established April 2019	9
Fiscal sustainability	10
Potential Outcomes of Customer Service Focus (2018)	10
Progress Update as at April 2019	10
Fiscal Sustainability - Strategic Action Plans established April 2019	11
Environmental Assessment	12
S.W.O.T. Analysis.....	12
P.E.S.T.L.E. Analysis - External	13
Internal Scan.....	15
Stakeholder Analysis	17
Planning Session Participants April 2019.....	19



Executive Summary

Wood Buffalo Housing provides access to safe and affordable housing to those living throughout the Regional Municipality of Wood Buffalo which, at 66,300 square kilometers, is the second-largest geographic region in Canada. It is our mission to collaborate to pursue safe and sustainable housing solutions for all of the people of our region. Since 2001, we've helped more than 7,000 people – those new to our community and those making a new start – find the right apartment, the right townhouse, and the right way to achieve home ownership.

Our housing portfolio offers affordable family-friendly apartments and townhouses in both urban and rural areas. Our options are designed to meet the needs of families and individuals with different income levels. We offer unfurnished units ranging in size from one to five bedrooms, conveniently located near bus routes, grocery stores, schools, parks and walking paths. Our tenants range from those experiencing homelessness to those needing subsidized and affordable housing, to those in next-to-market circumstances.

As a Part 9, arms-length subsidiary of the municipality, our incorporating documents require us to reinvest any profit back into the corporation as a sustainable approach to meeting our community's housing needs. Despite the many challenges we have faced in the wake of the province-wide economic downturn and the aftermath of the Horse River Wildfire, we continue to fulfill our vision of ensuring all citizens find affordable housing in our region.

As the community's lead housing agency, we continue to collaborate with our many stakeholders, including tenants, community groups, nonprofits, industry and government, in a region that continues to experience transformational change. Ensuring that all the people in Wood Buffalo have access to appropriate housing helps to build a solid foundation within the region, underpinning the overall health of the community.

This strategic plan was developed to help Wood Buffalo Housing articulate fully the environment in which the organization must operate over the next three years and to establish priorities and conditions for success. The plan outlines the vision, mission and values that will guide the direction of the work which we will undertake in the coming years.

We have explored the risks and opportunities and articulated three strategic thrusts to support our day-to-day mission as we work directly towards our vision. The strategies that have been developed -- and which will include an emphasis on innovation as well as data collection and analysis -- will leverage external opportunities and internal strengths. The three mission-centric thrusts are to:

1. Establish a practice of engaging strategically with stakeholders;
2. Establish focus on continuous improvement of customer service;
3. Ensure the financial viability and sustainability of Wood Buffalo Housing.

Henry Hunter, CEO, will oversee the execution of the strategic plan.



Introduction

The purpose of this Strategic Plan is to set priorities for Wood Buffalo Housing for the next three years (2018 – 2020). The plan identifies the stakeholders, programs and activities of the organization, articulates three strategic thrusts for the future, sets a number of specific objectives, and identifies strategies to achieve these objectives.

Our long-term blueprint for action will continue to be developed in response to ongoing environmental factors and community need to address the recommendations outlined in this strategic plan. It will also inform our three-year Business Plan presented annually to the Government of Alberta.

A strategic planning group made up of most of the members of the Wood Buffalo Housing Board of Directors and key management personnel met on October 19th and 20th, 2017 and undertook a SWOT analysis of the organization and its activities. The group also identified some priorities and suggestions for moving forward. This input has been incorporated into this Strategic Plan.

Through its Governance Committee, the board will continue to review the Plan biannually to ensure that the direction continues to be relevant and sustainable, and report results to the Board of Directors.

Structure of the Strategic Plan

This plan offers statements of the vision, the mission and a list of the core values for the organization to follow.

Based on the mission, vision, and values, we will expand our understanding of our stakeholders and how we engage with them. We will commit to a stakeholder mapping process and to actively engaging as defined by the plan

The Environmental Assessment section outlines the internal strengths and weaknesses as identified by the strategic planning group, as well as the key external opportunities and threats.

Using all of these elements, we have identified three strategic thrusts for Wood Buffalo Housing that, when successfully implemented, will realize the vision.

Within each of these strategic thrusts, we noted specific objectives. These will inform the business plan for the coming one to three years.



Core Elements

Vision

Wood Buffalo is a region where everyone has access to safe and affordable housing.

Mission

We collaborate to pursue safe and sustainable housing solutions for the people of our region.

Core Values

The following Core Values fortify the culture of Wood Buffalo Housing. Applying these values to everything we do ensures we deliver our services in the most effective way.

- | | |
|----------------------|---|
| Service | We work as a team to provide the highest level of SERVICE to our community. |
| Respect | We show RESPECT to each other, our tenants, our community partners, and our stakeholders. |
| Integrity | We show INTEGRITY in all of our actions as we work to serve others. |
| Innovation | We show INNOVATION as we strive to do an even better job for the people we serve. |
| Collaboration | We show COLLABORATION as everyone contributes equally. |



Strategic Direction

Based on the mission, values, understanding of key stakeholders and of the environment, the next three years will be a time for Wood Buffalo Housing to pursue three strategic thrusts:

1. **Strategically engage stakeholders.** This includes identifying, developing and nurturing key partnerships.
2. Establish a focus on continuous improvement of **customer service**;
3. Ensure the **financial viability and sustainability** of Wood Buffalo Housing.

The 2017 strategic planning session also identified two tactical approaches imperative to the success of the organization as it addresses the strategic thrusts. These approaches are key to developing a foundation to support the mission-critical strategic thrusts. These are to:

1. Establish a culture and mindset of **innovation** to allow us to work creatively, productively and with agility to improve what we offer, within existing financial constraints.
2. Become more **data-oriented** to enhance problem-solving and decision-making.

As at April 2019, the planning team agreed that good progress has been made on these two tactical objectives by incorporating strategies into the larger Strategic Plan.

Strategic Objectives

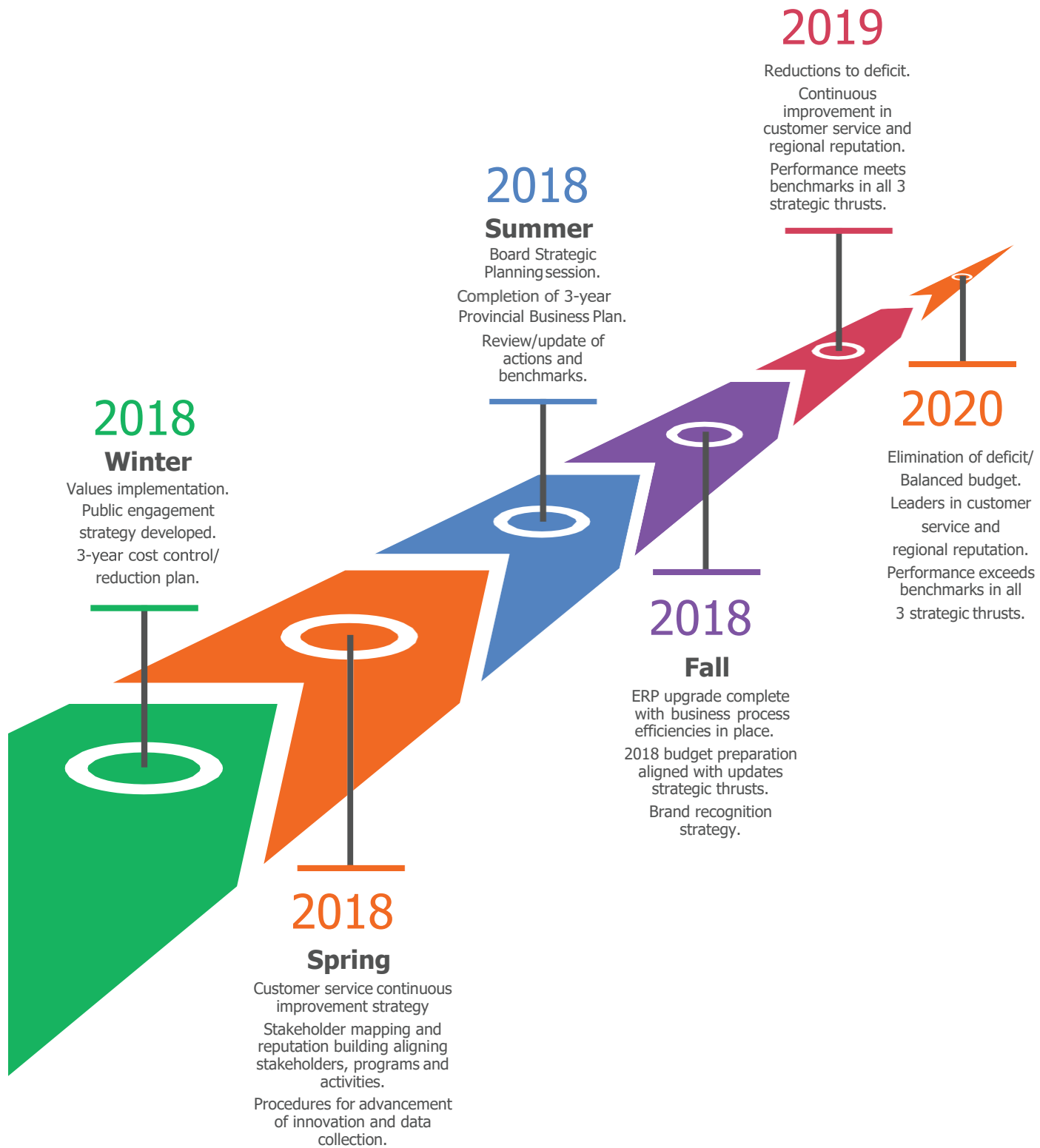
Wood Buffalo Housing's Senior Management Team is developing an action plan with goals and high-level activities to be undertaken in the context of the strategic thrusts. Our first year, 2018, will be heavily oriented towards establishing the framework for success that includes building a foundation for innovation and pivoting towards data collection and analysis. The following two years, 2019- 2020, will focus on enacting plans and on the continuous improvement of our systems and services. Our next Strategic Planning session is scheduled for June 2018 and aligns with the deadline for the Three-Year Provincial Business Plan, in which our action plan will be shared with the Government of Alberta.

We continue to monitor the regional economic climate with an eye towards a need to adapt our approach. The next six months will be a critical period for setting direction in the Wood Buffalo Region. The new Wood Buffalo Economic Development Corporation will announce its strategic plan for the community. Economy-related announcements and developments may also occur at the provincial and federal level. We will also continue to monitor the local impact of the final phases of the Wildfire Rebuild and recovery.

The three-year period will be a time to focus on leveraging new strengths and assessing ways to mitigate emerging challenges. It will also be a period of exploring our revitalized mission, vision, and values, defining how we collaborate with our stakeholders, and reinforcing our commitment to serving our community by ensuring all have access to safe and affordable housing.



Milestones



Stakeholder Engagement

Stakeholder engagement is a key component of the future success of the organization. A stakeholder engagement process will be developed to inform and enhance the vision of Wood Buffalo Housing as leading “a region where everyone has access to safe and affordable housing”.

Wood Buffalo Housing will develop a transparent and accountable strategy to increase internal and external engagement in the organization’s vision and mission. This strategy will include extensive stakeholder mapping with input from the Board of Directors, tenants, staff, and other groups.

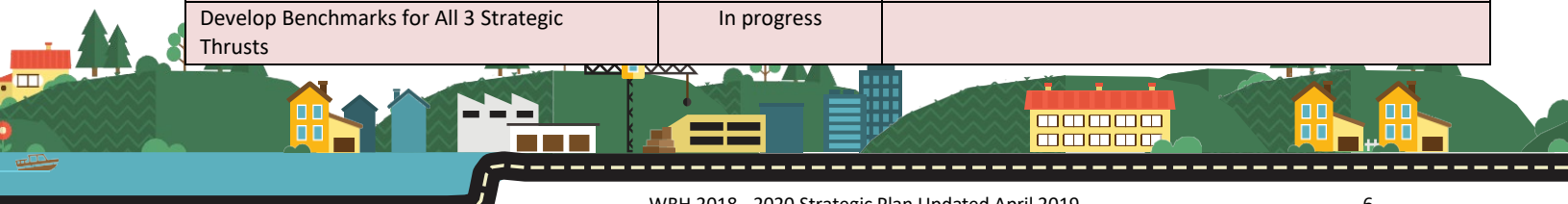
This heightened approach to stakeholder relations is imperative in view of challenges the organization has faced as a result of the 2016 wildfire and the economic downturn and is essential to the successful implementation of the Strategic Plan.

Potential Outcomes of Stakeholder Engagement (2018)

- Demonstrate the value and importance of our mission to the community of Wood Buffalo.
- Create potential marketing opportunities to attract more tenants.
- Create potential sponsorship/funding opportunities with community partners.
- Create potential partnerships.
- Enhance reputation by widely sharing WBHDC’s accomplishments and how these have benefited both our tenants and the community at large, particularly during the aftermath of the wildfire and evacuation

Progress Update as at April 2019

2019	STATUS	NOTES/UPCOMING ACTIONS
Values Reinforcement	Ongoing	Continuous
Engagement Strategy Developed	In progress	Tenant meetings, tenant survey, trade show – put together 1-pager
Customer Service Continuous Improvement	Ongoing	New business model developed – yet to be implemented
Stakeholder Mapping	In progress	Mapping completed – strategies to be developed for each
Advancement of Innovation & Data Collection	Ongoing	Reduce costs, improve efficiencies, better customer service. More discussion on Innovation needed
Advancement of MOUs (Rural)	Ongoing	Needs assessment is almost complete – once complete we can make progress
Develop Business Model for rural housing	In progress	Waiting until Provincial and Federal governments are in place for new terms
Board Strategic Planning Session	Annual	April
Completion of 3-Year Provincial Business Plan	In progress	June
ERP Business Process Efficiencies & Training	Ongoing	Rent Supplement (2019) Rent Café (2020)
Brand Recognition Strategy - Plan	In progress	Has been meeting with advertisers; planning a radio/social media campaign
Develop Benchmarks for All 3 Strategic Thrusts	In progress	



Stakeholder Engagement - Strategic Direction established April 2019

Goals

- . Demonstrate value and importance of the mission to Wood Buffalo community
- . Enhance reputation and general understanding
- . Attract and retain more tenants
- . Create partnerships
- . Engaged, motivated, supported, and valued staff who have a sense of stability

Measurement Targets

These targets will be set by Administration and approved by the Board.

- . Quality of service
- . Vacancy and turnover rates
- . Key stakeholder input
- . Targets informed by economic and market trends
- . Attraction and retention of staff
- . Staff satisfaction

Action Plans

- . Establish comparators, targets, and measurements for the different market segments
- . Develop strategies for engaging each identified stakeholder
- . Promote WBH widely as a valued social profit supporting the community and as a leader in affordable housing
- . Leverage marketing initiatives to stay ahead of the curve in innovative ways
- . Create sponsorship / funding opportunities with community partners
- . Engage with governments, Indigenous groups, and industry to collectively address rural subsidized housing
- . Ensure effective internal change management



Customer Service

Customer service as a key component of the future success of the organization. A process for focusing on continuous improvements to customer service will be developed to inform and enhance the vision of Wood Buffalo Housing as leading “a region where everyone has access to safe and affordable housing.”

Wood Buffalo Housing will develop a focus on how a service-oriented organization understands and fulfills the client’s needs in alignment with our vision and mission. This strategy will include extensive internal consultation with input from the Board of Directors, tenants, staff, and other groups.

Potential Outcomes of Customer Service Focus (2018)

- Impact community by moving beyond delivering a service upon request to addressing underlying needs.
- Add value to the community by leading by example.
- Retain tenants and reduce costs.
- Attract new tenants, reducing the vacancy rate and budget deficit.

Progress Update as at April 2019

2019	STATUS	NOTES/UPCOMING ACTIONS
Values Reinforcement	Ongoing	Continuous
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Customer Service Continuous Improvement	Ongoing	New business model developed – yet to be implemented
Stakeholder Mapping	In progress	Mapping completed – strategies to be developed for each
Advancement of Innovation & Data Collection	Not started	Reduce costs, improve efficiencies, better customer service. More discussion on Innovation needed
ERP Business Process Efficiencies & Training	Ongoing	Rent Supplement (2019) Rent Café (2020)
Brand Recognition Strategy - Plan	In progress	Has been meeting with advertisers; planning a radio/social media campaign



Customer Service - Strategic Direction established April 2019

Goals

- Enhance the Wood Buffalo Vision as leading "a region where everyone has access to safe and affordable housing"
- Educate and promote complementary social supports for our clients
- Increased awareness of WBH reputation, services, and community impact
- Retain tenants and reduce costs
- Attract new tenants; reduce the vacancy rate and budget deficit

Measurement Targets

These targets will be set by Administration and approved by the Board.

- Tenant satisfaction levels
- Tenant retention rates
- Controllable v. uncontrollable factors
- Tenant turnover rates
- Tenant referral rates
- Linkage of other social services to our clients
- Number of presentations, interviews, trade shows, community updates
- Industry usage of WBH facilities

Action Plans

- Maintain and enhance best practices in customer service, in alignment with our Vision and Mission
- Identify and address significant and emerging issues arising from internal and external consultations
- Assess, monitor, and adjust the business model to ensure maximizing value and service to customers



Fiscal sustainability

Fiscal sustainability is a key component of the future success of the organization. A process will be developed for applying original thinking to create solutions that will transform the fiscal accountability and sustainability of Wood Buffalo Housing as part of “a region where everyone has access to safe and affordable housing”.

Wood Buffalo Housing will continue to focus on business efficiencies and cutting costs with the goal of achieving a balanced budget.

Potential Outcomes of Customer Service Focus (2018)

- Deficit elimination and balanced budget by 2020.
- Zero-based budgeting.
- Annual budget aligned with corporate values.

Progress Update as at April 2019

2019	STATUS	NOTES/UPCOMING ACTIONS
3-Year Cost Control/Reduction Plan (2019-20)	Ongoing	Procurement policy/implementation of new business model
Completion of 3-Year Provincial Business Plan	In progress	June
ERP Business Process Efficiencies & Training	Ongoing	Rent Supplement (2019) Rent Café (2020)
Budget Preparation Aligned with Strategic Thrusts	Complete for 2019	
Brand Recognition Strategy - Plan	In progress	Has been meeting with advertisers; planning a radio/social media campaign
Revenue Improvements	Ongoing	Weekly vacancy review meetings currently being held; retention review meetings planned



Fiscal Sustainability - Strategic Action Plans established April 2019

Goals

- Sustain WBH as part of "a region where everyone has access to safe and affordable housing"
- Eliminate the deficit and balance the budget by 2020
- Align the annual budget with corporate strategic direction and values
- Fiscally sustainable business model

Measurement Targets

These targets will be set by Administration and approved by the Board.

- Budget actuals
- Budget analysis by market segments
- Trend of average rental rates v. cost of rental
- Audit report recommendations
- Risk register priorities and actions

Action Plans

- Develop a different model for rural communities
- Survey stakeholders for suggestions to inform budgeting
- Utilize zero-based budgeting
- Ensure fiscally viable budgets
- Quarterly financial reporting, including management analysis, and recommendations
- Monitor, update, and report on Risk Register



Environmental Assessment

S.W.O.T. Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • United, diverse, community-based Board • Stable, cohesive, competent executive team, who have a strong, functional relationship with the Board • Engaged staff and contractors who care about what they do • Housing inventory and capacity in urban areas • Well known in social sector – increased representation on community committees and groups • Accepting of innovation • Large reserve fund • Service-oriented, caring, honest culture • Monopoly on Housing Authority • Increased community awareness of WBH programs & services due to marketing & social media. • MOUs in place with indigenous groups to help bridge gaps • Crime free designations obtained at our properties • The needs assessment is providing important information and adding to our knowledge 	<ul style="list-style-type: none"> • Still experiencing a learning curve with the current ERP system • Historical lack of Regional approach • Lack of hard data • Financial limitations; high proportion of fixed costs. • Reduced rental rates & over capacity of housing in the urban community • Collective Agreement constraints; limited ability to change operating model. • Complacency - embedded ways of doing things • Geographical challenges for the region. • Lack of understanding in the community that WBH is available for everyone • Issues with building layout and design • Business model for rural areas • Limited opportunity to reduce fixed costs and diversify the portfolio • Surplus of vacant units
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Relationship with Council/ Mayor to support WBH programs and services • New provincial government • Upcoming federal election • Increased partnerships with rural, Indigenous, newcomers' communities/ other agencies/peers • Engaged Board of Directors • Innovate service mix • Financial/budget efficiencies – i.e. Yardi upgrade; internal restructuring; crosstraining • External knowledge and partnership • Engage with other social profits and ethnic communities • Gather data in partnerships with social profits to meet the needs of the community • Industry – includes small business partnerships • Changes to mortgage rules • New WB Economic Development Corporation • Ability to negotiate as the Collective Agreements expire • Completion of a regional housing needs assessment. • Ongoing cultural / Indigenous awareness 	<ul style="list-style-type: none"> • Reduced government funding • Reduced income thresholds • Reputation • Economic instability(global/local); oil price volatility • Tenant retention • Changes in government; unknown policy direction • People leaving town; tenant and brain drain • Competition among other landlords • Industry bottom line/efficiencies, including automation • Cost of living (Rural) • Cost of doing business: for example: Interest rates; insurance premium increases; increase in property taxes • Insurability • Crime/security – re: managing a large number of vacant units • Cybersecurity and FOIP risks.



P.E.S.T.L.E. Analysis - External

The issues which impact the strategic direction of the organization.

POLITICAL ISSUES	ECONOMIC ISSUES
<p>Provincial</p> <ul style="list-style-type: none"> Election resulted in UPC majority <ul style="list-style-type: none"> Potentially favourable for corporate incentives Possibly unfavourable for funded portfolios of WBH (Marshall House?) <p>Federal</p> <ul style="list-style-type: none"> Election coming in Fall 2019 National Housing Strategy <ul style="list-style-type: none"> Delays in cost-sharing agreements with provinces Locally rural housing need, not in urban community Opposition to pipeline development (BC, Quebec) Budget 2019 – Alberta incentives: <ul style="list-style-type: none"> New Housing Supply Challenge - \$300M to municipalities/stakeholders for new ways to break down barriers that limit the creation of new housing First-time Home Buyer Incentive - \$1.25B in funding to the CMHC \$100M over three years starting in 2019-20 to develop a diversified strategy to stimulate economic growth in Western Canada - incent innovation, attract investment <p>Municipal</p> <ul style="list-style-type: none"> Marshall House potential advocacy for funding Lobbying for social housing funding Discussion on camp moratorium <p>Indigenous</p> <ul style="list-style-type: none"> MOUs with Métis Federal announcement on off-reserve housing initiative Changes in leadership 	<p>Federal</p> <ul style="list-style-type: none"> Conference Board of Canada, economy to slow in 2019. <ul style="list-style-type: none"> Weaker employment and wage growth High debt loads Rising interest rates (prime currently at 3.95%) Energy investment to remain weak due to subdued outlook for oil prices and in Alberta, uncertainty with pipeline capacity constraints. <p>Provincial</p> <ul style="list-style-type: none"> Continued high unemployment Despite pipeline challenges, oil production grew almost 10% last year. Despite curtailment, production to increase more than 132,000 barrels per day this year. Crude prices coming up, but still low. Allocation of capital by resource companies - competition for dollars nationally and internationally <p>Local</p> <ul style="list-style-type: none"> Continued job losses and net move out of Ft. McMurray Municipal funding cuts to social / homeless organizations Unknown long-term impact of modified Municipal Government Act and increase to local property tax bills. Higher utility pricing (carbon tax) Difficulty in obtaining insurance; significant rise in price Reduced rental rates Long-term deleterious impacts of economic recovery
SOCIAL ISSUES	
<ul style="list-style-type: none"> Population 115,501, with shadow population of 36,678 10.67% decrease in population Population: over 47% between ages of 20 and 44 Young people less able to cope with compounded economy and wildfire impacts Single-detached dwellings 45.4% of housing, and houses 55.9% of population Total number of dwelling units is 28,281 (8.4% decrease from 2015) Housing is affordable when no more than 30% of household income is spent for shelter In the RMWB, 12.3% of families spend MORE than 30% of their income on shelter Currently community wide vacancy 22.4% (678 units) Need for ~600-900 households <ul style="list-style-type: none"> Rental subsidy programs Development of some new units in rural communities and supports for social housing (deep subsidy) Concern with households unable to afford repairs and maintenance costs 	<ul style="list-style-type: none"> Urban community increasingly multicultural; opportunity for WBH, but with challenges <ul style="list-style-type: none"> Multicultural challenges/misunderstandings Language barriers Unanticipated needs in northern environment Inability to accommodate large family groups based on their income <ul style="list-style-type: none"> Increasing birth rates Continued effects of economic downturn, 2016 wildfires: <ul style="list-style-type: none"> Increasing crime rates Exhaustion of unemployment benefits, further job losses & layoffs Exhaustion of fire insurance Assisted Living Expense benefits; Increased domestic violence; Elevated rates of depression and related mental-health problems Homelessness Rural Housing: WBH has 4 MOU's to further housing needs; housing needs assessment:



SOCIAL ISSUES

- Decreasing equity in homes
- Cost of insurance; changes in insurance policies (deductibles, riders, affordability); less choice; increased costs

FIFO

- Proposal for moratorium on work camps
 - As proposed, could affect 61 camps, 27,256 workers
 - Still current? Will the proposal be passed as it stands?
 - Uncertainty as to timing and impact on housing market
- Provides net benefit to RMWB through taxes, contracting opportunities, traffic for the airport

Other

- School boards predict enrolment growth
- RMWB working to enhance image and attract labor through promotion of the region.

- “Aging in place” could increase vacancy rate in the future

Real estate values

- Continuing to fall
- Overcapacity, and more foreclosures – renters continue to buy low

Wildfire recovery

- 2,579 homes lost: 30% now move-in ready, over 60% framed and insulated
- Hillview condo homeowners still struggling – represents 214 units
 - Financial difficulty, further foreclosures
 - If not rebuilt, will not add to current housing capacity, but at what cost?

General

- Higher levels of education
- Higher average household income levels

TECHNOLOGICAL ISSUES

- Cybersecurity an ever present risk
 - WBH has moved communications/data to the cloud (transfers some of the risk)
 - WBH provides training to all staff to help avoid disruptions to business delivery

- Increasing expectations for service delivery; In 2018, WBH
 - Upgraded Yardi information management system, completed the online engagement portal (maintenance requests, account management). Ability to apply on-line still to come.
 - Implemented social media presence – Facebook, Instagram, YouTube.
 - Website complete but being tweaked regularly; on-line prospect form.

LEGAL ISSUES

Social Housing Accommodation Regulation

- Amendments to eligibility and placement of applicants on waitlist
 - Changes in point score system and income thresholds
- WBH requested and will receive amendments to its grant agreements to allow for rates at 10% below CMHC (previously some at up to 30% below)

Other

- CUPE negotiations – pending labour action
- FOIP – WBH handles personal information, and is responsible to ensure it is kept private
- Requirement for increased use of Residential Tenancy Dispute Resolution Service (RTDRS)
- Potential for lawsuits due to nature of business (slips/falls, tenant behaviour)

ENVIRONMENTAL ISSUES

Weather

- Forecast is for hottest summer
- Wildfire risk especially high for Fort Chipewyan, Conklin and Janvier
 - Evacuation plan in place for seniors in Fort Chipewyan
- Edgewater Court is in the flood plain
- WBH is on the REOC call-out list



Internal Scan

The issues which impact the strategic direction of the organization.

RENTAL UNIT CAPACITY	AFFORDABLE HOUSING UNITS
<ul style="list-style-type: none"> • 10% of units • Funding not increased for 5 years • 90% of units • Rates decreased 30% • Deficit Funded Number of Units <ul style="list-style-type: none"> • Community Housing - 52 • Community Housing Seniors Self Contained - 44 • Lodge Operations - 39 • Self Funded Affordable Units - 1220 <ul style="list-style-type: none"> • Median market rental rates declined by 30% since 2014, WBH declined 34% • Market vacancy averaged 22% in 2018 (after peaking in 2015 at 29.3%), WBH current vacancy 16%-17% • Move outs continue to be on par with move ins 	<ul style="list-style-type: none"> • Portfolio has design issues which does not make the units attractive, and is consistent with the vacancy rate: • Cascades – Eight units down due to original construction issues • Siltstone – Very small units and no laundry hookups; pest issue • Stony Mountain – One-bedroom units are quite small, no laundry hookups, electric hot water tanks • In order to make these units attractive the quick solution is to reduce the rental rate which affects revenue. • Portfolio was built with the single male population in mind • Approximately 80% of the portfolio are junior, one and two bedroom units • Community is moving towards being family oriented – larger units are desirable • More available rental options in the community

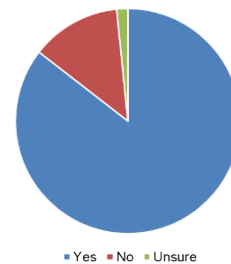
OPERATIONS REVIEW	
<p>Customer Service</p> <ul style="list-style-type: none"> • Expectations high, more competition • Front line presence is necessary, impacting staffing costs • Have to be sensitive to the multi-cultural mix of tenants • Slow turn-around for maintenance requests <p>Collective Agreement Negotiations</p> <ul style="list-style-type: none"> • Two Collective Agreements still to be negotiated – Rotary House was ratified with no rate increase • Main issues: wage increases, job security, and management rights to contract out • This process is having an adverse affect on morale 	<p>Turnover Rate</p> <ul style="list-style-type: none"> • By the end of March 2019, 50 tenants moved out of WBH affordable portfolio (Q1 2018 -100 tenants) • 84% were for reasons not within our control (Q1 2018-67%): • 10% moved for reasons within our control (Q1 2018-18%); • 6% did not provide a reason (Q1 2018- 15%) • If this trend continues, we will see a turnover rate of at least 200 units (2018 almost 400 units)

2018 - 2019 TENANT SURVEY

Tenant Satisfaction Survey

- The survey provided valuable information: To be used to fine tune how service is delivered; Focus efforts on areas where improvement is needed.

Overall Satisfaction



Sources of Revenue

Affordable Rentals

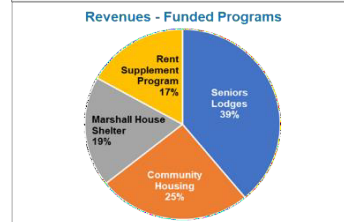
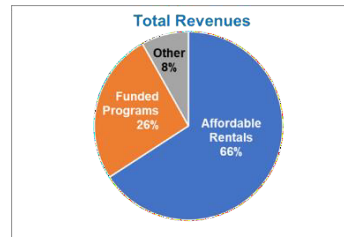
- Self funded, revenues must cover costs and required debt payments
- Rents have reduced by 34% since 2014

Funded Programs – Deficit Funded

- Housing for low income individuals, families and seniors
- Rent subsidies
- Homeless Shelter
- Funding has remained the same for approx. 5 years

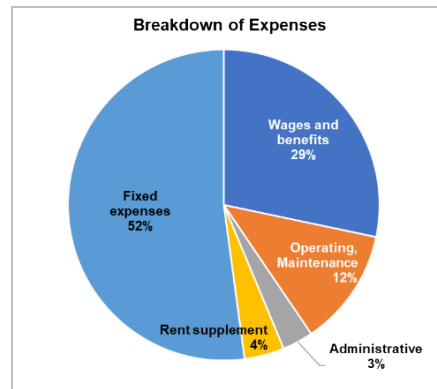
Other

- Commercial rentals
- Affordable Home Ownership
- Investment income



Expenses

- In late 2017, we began paying utilities for all units, with charges to tenants for occupied units.
- Work was done in 2018 to reduce overhead costs (position eliminations, IT moved to the cloud)
- 2018 pay down of LTD resulted in a net penalty of \$400K in 2018, but will provide approx. \$1M annually in debt service savings from 2019



Stakeholder Analysis

The stakeholder analysis is used to:

- Identify people, groups, and institutions that have an influence on our organization (either positively or negatively).
- Anticipate the kind of influence, positive or negative, these groups will have on our plan.
- Develop strategies to get the most effective support possible and reduce any obstacles to successful implementation of our plan.

Stakeholder	Interest in WBH	Strategic Approach to this Stakeholder
Board of Directors	Governance	Build relationships and work with the Board to implement the strategic plan
Staff	Secure employment and making a positive impact on the community	Work within the budget and ensure most effective use of resources to achieve long-term financial sustainability.
Tenants	Affordable, well-maintained shelter	Retention and customer service
Applicants	Affordable, well-maintained shelter	Identification and attraction Needs-based approach
Indigenous: First Nations on and off reserve; Métis; Governments	Assist with housing management expertise	Partnerships
Keyano College	Partner	Collaborate on grants for skills development to build and maintain housing
Federal Government	Funder	Build relationships with local MP
MOU Partners/Rural Hamlets	Advocacy for government funding and social housing	Development of locally managed housing body
Wood Buffalo community at large	Political interest in our existence	Communicate; build understanding; address socio-economic issues in the community
Alberta Housing First Model - Seven Cities	Aligned interests	Collaborate on how to address housing issues
Seniors Community	Affordable, well-maintained shelter	Seniors' master development plan (current seniors' accommodation plus Willow Square)
Homeless Clientele	Shelter, food, social housing	Advocate for continued funding for Marshall House
Newcomers & Multi-cultural Groups	Affordable, well-maintained shelter Advocacy for their needs in the community Sharing of services available to tenants of WBH	Engage with the various groups and committees. Cross-promote the services amongst the groups and seek any potential collaboration opportunities.
Government of Alberta	To implement and manage their housing programs and report on status of programs	Continue to manage the programs within budgets. Advocate for additional funding to meet community needs.
Regional Municipality of Wood Buffalo	To provide affordable housing for the people of Wood Buffalo	To build and maintain relationships To have the RMWB advocate for funding for housing and housing supports
Canada Mortgage & Housing Corporation (CMHC)	To help us provide affordable housing for the people of Wood Buffalo in accordance with the National Housing Strategy	Building relationships Attend training/workshops to understand the grants available

Stakeholder	Interest in WBH	Strategic Approach to this Stakeholder
Social Profits	Affordable, well-maintained shelter for their clients and staff	Work with them to improve their model so that it is more effective for all stakeholders
Business/Commercial Stakeholders	Affordable, well-maintained shelter for their staff	Work on business-to-business strategies to become the housing provider of choice for their staff.
Industry	To provide affordable housing options within the community	Build & maintain relationships Potential partnerships for housing staff as an alternative to camps
Lenders	Financial sustainability of WBH to ensure debt is serviced	Continually monitor the market interest rates and focus on financial sustainability.
Contractors	Steady stream of work/ contracts	Implement master service agreements with contractors to provide the services we need on a call-off basis to ensure value for money.
Other Landlords	Competition Rent subsidy funding for some tenants	Building relationships Collaborate on housing initiatives



Planning Session Participants April 2019

Name	Title
BOARD	
Margaret (Maggie) Farrington	Chair
Jennifer Best	Vice Chair
Roy Amalu	Treasurer
Connie Stevens	Secretary
J. Ross Carruthers	Director
Andrew Carter	Director
Allan Kallal	Director
Jason Schulz	Director
Jane Stroud	Director / Member representing RMWB Council
Peter Fortna*	Director
Amanda MacPherson*	Director

ADMINISTRATION

Henry Hunter	President & CEO
Patricia Scantlebury	Director of Operations
Janna Folsom	Director of Finance
Christina MacKay	Manager Marketing & Communications
Laurie Parker	Manager Corporate Administration
Kacper Obrzazgiewicz	Manager Tenant Services
Jason Lawrence	Manager Maintenance / Operations
Pauline Ireland	Human Resources Advisor
Gina Power	Human Resources Assistant

*Regrets





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