

CALGARY HOUSING COMPANY

STRATEGIC PLAN 2019 - 2022

1. Deliver quality service to clients that contribute to their individual and community wellbeing

Objective 1 Take a client-centric approach to delivering safe and affordable housing

Objective 2 Create or connect clients with programs and services that contribute to their well-being

Performance Measures:

- Percentage of clients who leave CHC housing that meets their needs and contributes to their well-being
- Percentage of tenants that are proud to call CHC home
- Number of clients referred to programs and services that contribute to their well-being
- Percentage of clients indicating that programs and services effectively contributed to their well-being
- Percentage of respondents who are satisfied with their community as a whole

2. Achieve operational and financial sustainability

Objective 1 Maximize the performance and value of assets

Objective 2 Increase financial sustainability

Performance Measures:

- Percentage of Facility Condition Indexes (FCI) that meet or are better than property target
- Percentage of target reserve funds accumulated
- Percentage of units closed due to insufficient lifecycle maintenance, repairs and expiring operating agreements
- Percentage of vacant units

3. Realize Organizational Excellence

Objective 1 Increase organizational efficiency

Objective 2 Engage employees in a safe and empowering environment

Objective 3 Implement innovative and strategic business practices

Objective 4 Advance relationships with stakeholders

Performance Measures:

- Operating costs per housing unit
- Percentage of clients that are satisfied with the CHC services they receive
- Employee satisfaction index
- Relationship measure