



Strategic Plan 2023 - 2030

Vision

To be the leading affordable housing provider in Canada supporting individual well-being and inclusive community building.

Mission

Make life better for Calgarians by providing safe and affordable housing that enables positive social outcomes.

Values

We ensure that our communities and workplaces are **SAFE AND HEALTHY** to support well-being and resiliency.

We **EMPOWER PEOPLE** to define and achieve individual well-being; this is at the heart of our business.

We **INNOVATE** to achieve operational effectiveness and positive social impact.

We are **INCLUSIVE** and contribute to building strong equitable communities.

We act with **INTEGRITY** by putting people first and treating them with respect and dignity.

EMPOWER APPLICANT AND RESIDENT SUCCESS

1. Improve applicant and resident experience by:
 - a. Understanding evolving needs and expectations.
 - b. Clearly defining, enhancing, and communicating CH's service offerings with an emphasis on equity, inclusion, and reconciliation.
2. Engage in partnerships that connect applicants and residents to services that best meet their needs.

Success looks like:

- Improve applicant and resident experience by providing equitable service delivery.
- CH and partner services contribute to improved quality of life for residents.
- CH residents report that housing services fit their needs.

ENHANCE ASSET AND FINANCIAL PERFORMANCE

1. Make strategic decisions that will extend the life of assets and facilitate new asset development that result in environmental sustainability and positive outcomes for residents.
2. Transition portfolios to mixed income to result in financially sustainable operating models and vibrant inclusive communities.
3. Pursue continuous improvement to reduce costs, and identify new opportunities for revenue, savings, and capital investment to increase housing supply, and re-invest in the organization.

Success looks like:

- Improve building conditions to achieve modern standards.
- Contribute to increasing the affordable housing supply to meet growing demand.
- Establish more mixed income communities that are equitable and diverse.
- Increase revenue and savings to achieve financial sustainability and reinvest in the organization over the long-term.

BECOME A CENTER OF EXCELLENCE WITHIN THE AFFORDABLE HOUSING SECTOR

1. Support employee safety, wellbeing, and professional development to enable strong employee engagement.
2. Enhance workplace culture to achieve the organization's vision.
3. Champion best practices, and leverage data and technology to enable the organization to be agile and responsive.
4. Work with government partners and collaborators on initiatives to advance the delivery of affordable housing.

Success looks like:

- Attract and retain highly engaged talent.
- CH contributes to positive social outcomes.
- CH demonstrates entrepreneurial mindset.
- CH is a trusted partner and is leading advancements in the sector.

INCREASE HOUSING SUPPLY AND CHOICE FOR CALGARIANS

1. Construct housing on new and existing land assets, prioritizing long-term cost efficiency of operations and scalable designs.
2. Acquire financially viable housing and land assets to grow Calgary Housing's portfolio and offer more perpetually affordable mixed-income housing choices.
3. Enter into viable opportunities to design, build, finance, and/or operate housing, in collaboration with third parties.
4. Explore opportunities to consolidate ownership of existing City of Calgary and Province of Alberta housing portfolios into Calgary Housing's portfolio to streamline service delivery and leverage financial potential and efficiencies of a single portfolio.
5. Explore corporate structures and financing models relative to objectives.

Success looks like:

- Housing access for residents is streamlined.
- Existing aging social housing is regenerated into mixed-income housing options.
- An increased supply of new housing offers long term mixed income housing options.
- Development and regeneration of perpetually affordable housing (1,500-3,000 homes) over 10 years.
- CH collaborates on strategic partnerships that scale up housing supply and choice for Calgarians.
- New homes are part of a robust asset portfolio with adequate reserves and financial strength.