

Draft Strategy Framework/Guide for Strategy Retreat 2019

Context for Board Members:

How did we get to where we are as an organization?

What were the decisions we made and why?

How did we determine opportunities for growth and what commitments did we make:

- Mixed Income Model with target to 50/50 in properties
- 50% of our units are affordable = rent no more than 40-45% of gross income
- Commitment to sustainability – financial, environmental, organizational
- Benchmarking & best practices – ensure operational assurance & stability

Critical Questions/Parameters:

1. What is the ultimate/desired outcome? At 5 years, 10 years?
2. Does this bring us closer to the world we envision?
3. What is the evidence base?
4. Risk
 - a. Does this compromise any values, existing commitments and priorities?
 - b. Is there reputational risk?
 - c. Is there a compliance risk? Society Act or existing covenants?
 - d. Is there positive impact on residents both now and in the future?
5. Financial
 - a. What commitments have we made to-date?
 - b. What is the anticipated return on investment?
 - c. Where does the funding come from and is it sufficient?
 - d. Do we seek out additional funding and from what sources?
 - e. Is this a for-profit or no-profit opportunity?
 - f. What is the degree of financial sustainability?
 - g. What is the impact on our ability to meet current debt obligations?
 - h. What is the impact on our ability to meet rent ratios and committed subsidies?
 - i. What are our limitations for borrowing?
 - i. Rates
 - ii. Loan Structures
 - iii. Terms/Duration
 - iv. Liability & Pledges

- v. Guarantees – traditionally we cannot provide personal guarantees.
- vi. Loan to Value
- vii. Debt Service

6. Impact on culture

- a. What are the key ways to integrate people into our community and orient them to our values?
- b. What does meaningful engagement look like?
- c. What is long-term impact on cultural elements of inclusion, belonging, and empowerment?
- d. What is the impact on internal staff and board culture?

7. Partnerships

- a. Do partnership opportunities exist?
- b. Is there an appetite or requirement for a partner?
- c. How will we vet a potential partner and what elements must they bring to a partnership?
 - i. Mission/Vision/Value alignment
 - ii. Governance structure
 - iii. Tenure/Background of Directors
 - iv. Tenure/Background/Reputation of Leadership
- d. Is a partner required to be non-profit?
- e. Is the partner required to make a financial contribution and what is minimum or maximum?

8. Community engagement

- a. Who and how do we want to engage the community on this initiative – residents, neighbours, sector, government?
- b. What is the desired outcome of this engagement?
- c. How will we know we were successful?

9. Employees/operations

- a. Is there a requirement for increased resources/people?
- b. What is the scale and timeline of increase/change to resources?
- c. How will we manage communication/engagement with staff?
- d. What is the impact on staff culture?

10. How do we decide if/how we maintain, grow, or regress this initiative?

11. How do we measure progress and benchmark?

- a. What are primary outcomes?
- b. How do others measure and is there an existing benchmark?

Growth Categories:

The following categories of growth have been identified by NHA's board of directors as priorities or possible opportunities for NHA to expand its successful model and serve more Calgarians.

1. Portable Housing Benefit

Definition:

Desired Outcome:

Limitations:

2. Partnerships

Definition:

Desired Outcome:

Limitations:

3. Acquisition

Definition:

Desired Outcome:

Limitations:

4. Organizational Sustainability

Definition:

Desired Outcome:

Limitations:

5. Community Engagement

Definition:

Desired Outcome:

Limitations:

6. Development

Definition:

Desired Outcome:

Limitations: