

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Clear vision, common goal • Uniqueness of model (mixed income; sustainable; inclusive affordable housing) • Niche (understand limitations) • Ability to adapt, demonstrate flexibility • Sense of community; “create homes, not just housing” • Respect of residents; create meaningful connections • Culture of compassion; care; inclusivity; individuality; people-focused • Reputation in community (expertise, willingness to collaborate, respected) • Nimble; small team makes a big impact • Responsive to residents’ needs • Safety of staff and residents – paramount especially during COVID and staff was thankful for this. • Regularly seek stakeholder feedback • Internal collaboration and teamwork • Staff competency, professionalism, desire to excel and evolve, efficiency • Staff are proud to be a part of the team • Location of properties • Strong relationship with Partners • Diversity of staff and board (different perspectives) • Proven acquisition model (test case was Riley) 	<ul style="list-style-type: none"> • Limited growth opportunities (for organization and staff – limited upward professional mobility) • Cautious Board (slows growth) • Staff is at capacity • Not enough time to engage at the strategic level • Small portfolio of units • Limited resources to support COVID modifications (technology budget) • Lack of software management system • Insufficient time for professional development • Knowing what professional development opportunities are out there (available, applicable, affordable) • Internal communication (sharing of who is doing what; due to the small team, some things just need to get done without sufficient communication or updates) • Governance structure (Board turnover slows momentum; lack of parameters and commitment to levels of debt across the portfolio, acceptance of alternate income mix, and partnership philosophy, impact the organization’s ability to be nimble in responding to opportunities)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Build awareness of organization (share our story and resident stories more broadly) • Demand for more mixed income housing in vibrant, thriving communities • Scale; increase portfolio • Increase community connections • Rapid housing initiatives and new funding for the sector – COVID-19 has highlighted the need and importance of housing with general population and this has not been the case in our history. • Conversions of existing structures into rental properties • Rethink how we engage with residents and foster community • Technology – software, digital resident files, online resources • Consider alternative model for structure (ex. Charitable status) • Advocacy (promoting mixed-model and outcomes) 	<ul style="list-style-type: none"> • Stigma attached to non-profit, “low-income” or community housing • Increased need for supports for residents (consider demographics) • Reduction in funding for many partnering agencies • Increase in mental health struggles • Increased social isolation; online connection • COVID-related Federal funding reduced or ends • Government funding cuts to the sector and community supports; access to AISH • Increased operating expenses (property taxes, insurance) • Weak economy • Staff loss from being too stagnant • Reduced rental revenue (especially from commercial spaces) • Community resistance • COVID outbreak (staff or in building); reputation impact