



# Vision & Action



**Edmonton Housing Trust Fund  
Strategic Plan • Public Version  
2005 - 2008**

# Edmonton Housing Trust Fund Strategic Plan 2005 – 2008

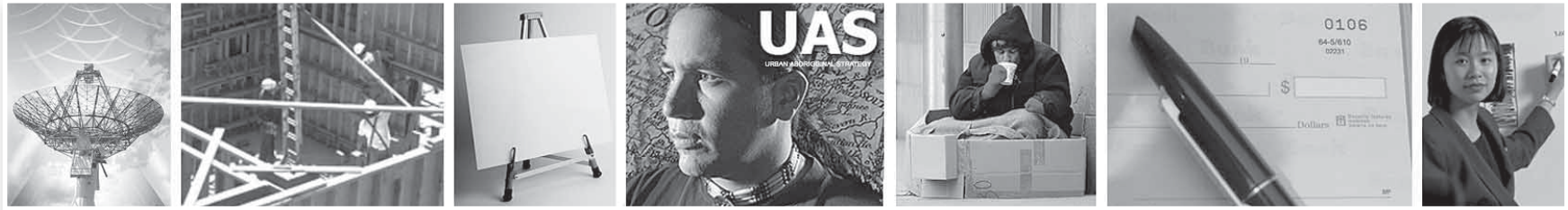
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## Introduction

To address the gaps and priorities established in the Edmonton Community Plan, the Edmonton Housing Trust Fund has provided over \$40 million dollars worth of funding for capital and support service projects since its inception in 1999. Capital project activity has generated close to \$80 million in total construction value in the city.

As an independent, non-profit organization, the Trust Fund seeks funding from the three levels of government, business, foundations and private citizens to accomplish its mission of providing safe, affordable housing for the homeless and the at-risk of being homeless.

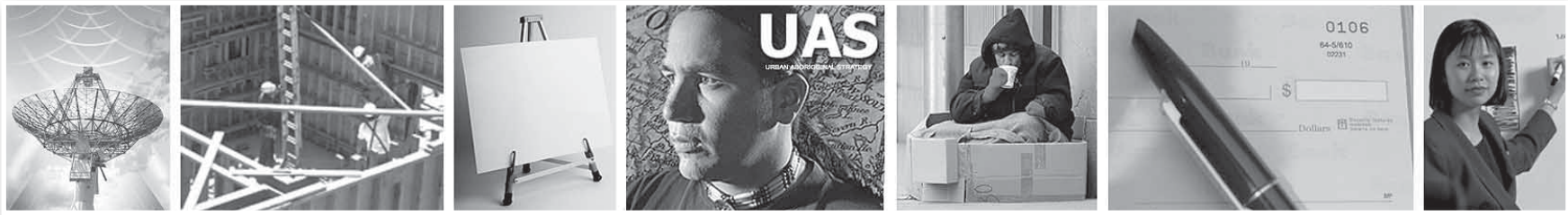
This strategic plan was developed by Trustees and staff to focus on the short and long-term activities of the Trust Fund and to compliment priorities identified in the Community Plan. Both documents provide a clear vision for the Trust Fund as it charts a strategic path during the next cycle of its business phase.

This document sets out the priorities and challenges facing the Trust Fund over the next four years. It deals specifically with building capacity through networking, improving administration processes and building on its core competencies.

In addition, the document is intended to provide guidance and direction on enhancing partnerships within the community and amongst its core funding partners, including Aboriginal partnerships.

Finally, the strategic plan outlines a well-defined strategy to achieve additional funding dollars to assure its long-term sustainability and to support homeless and support service initiatives well into the future.

By improving on community and funding linkages, the Edmonton Housing Trust Fund hopes to build on its success as community-driven, accountable organization which provides leadership and clear direction in tackling homelessness issues in Edmonton.



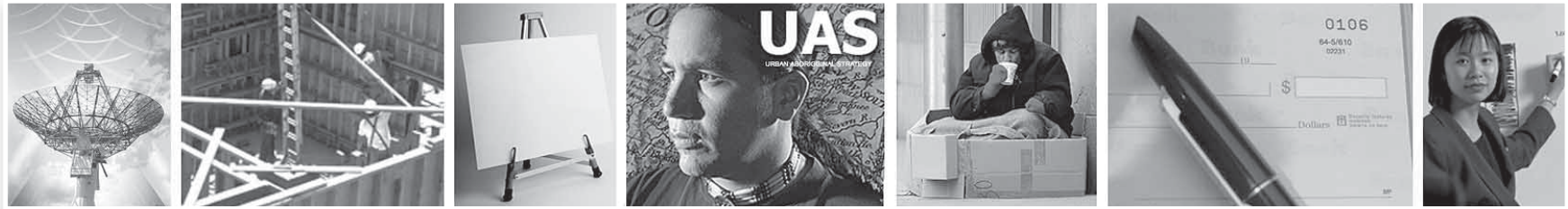
## I - BUILD CAPACITY

Goal	Strategies				Success Indicator → Performance Measurement
	What	By Whom	By When	Resources	
<b>1. Edmonton Housing Trust Fund becomes the "Household Name...A Go To Entity" for funding of affordable housing/homelessness.</b>	Develop a communication plan	Administration	December 31, 2005	Communications Dept.	Edmonton Housing Trust Fund has executed a Communications Plan that; promotes the value of our organization, profiles our successes, reinforces our strengths, uses a broad range of communication tools → 10% increase in new applications, video/media testimonials of success stories, 10% increase in website hits  EHTF is well connected within the community
	Networking	Senior management and Trustees	Ongoing		



## I - BUILD CAPACITY

Goal	Strategies				Success Indicator → Performance Measurement
	What	By Whom	By When	Resources	
<b>2. Edmonton Housing Trust Fund has improved administrative processes that are effective and transparent.</b>	Review and improve application process. Process: <ul style="list-style-type: none"> <li>• Respond in a timely manner</li> <li>• Due diligence process</li> <li>• Customers informed of/at each stage</li> <li>• Risk management process in place</li> </ul>	Administration	August 2005  October 2005	Senior Project Officer and Project Officers	EHTF has trust in and follows our project evaluation processes → minimal failure rate  Project officers have the tools necessary to reduce potential failures
	New Contract with Federal Government	Administration	March 31, 2006	Executive Director and senior staff	Edmonton Housing Trust Fund has negotiated an improved contract for SCPI funded projects → proponents report on quarterly basis
	Review and update internal operations manual	Administration	October 31, 2006	Administration	Edmonton Housing Trust Fund has an amended operations manual



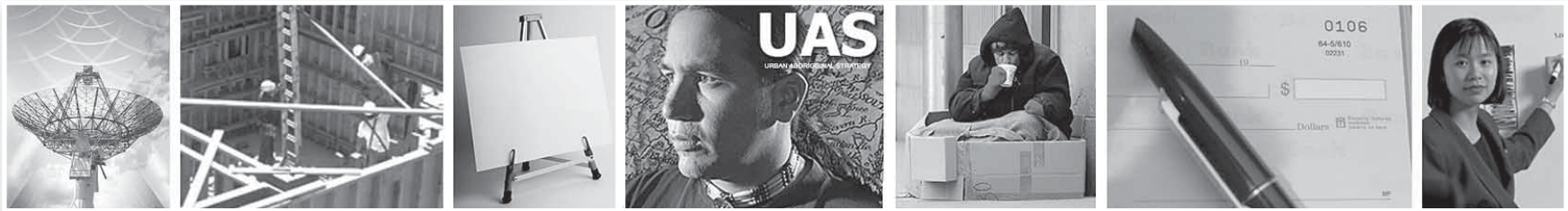
## I - BUILD CAPACITY

Goal	Strategies				Success Indicator → Performance Measurement
	What	By Whom	By When	Resources	
<b>3. Edmonton Housing Trust Fund has a staffing and Trustee plan that effectively maximizes resources and develops and nurtures our core competencies.</b>	Human Resources Development Plan	Human Resources Committee and Administration	December 2005	Staff	Staff are respected for their expertise and service delivery  Plans created → adopted by trustees  High staff morale → low turnover  Trustees actively recruited → increase quality applications  New Trustees feel competent to make well informed decisions  EHTF has improved capability to evaluate support services and technical components of proposals
	Trustee recruitment and succession plan	Trustees and Administration	August 2005	Staff	



## II - ENHANCE PARTNERSHIPS

Goal	Strategies				Success Indicator → Performance Measurement
	What	By Whom	By When	Resources	
<b>1. Edmonton Housing Trust Fund and Edmonton Joint Planning Committee on Housing will examine their role/relationship/structure/governance of the dual entity</b>	a) Governance Review; several options developed & considered by each Board	Executive of both Boards, Administration Full Boards	September/October 2005	Consultant and EJPCOH/EHTF Staff	Review Completed – An organization(s) which is/are strategic and effective to move ahead in the future environment in Edmonton
	b) Communication/research strategy; set of common priorities	Executive of both Boards, Administration	March 2006	Consultant Administration	There is wide spread support in the community and by both boards for the messages and research being conducted
	c) Revised Community Plan; A more comprehensive Community Plan (e.g. a plan to end homelessness)	Edmonton Joint Planning Committee on Housing	March 31, 2007	Consultant Administration EHTF/EJPCOH	A 10 year comprehensive plan to end homelessness has been endorsed by the community and all orders of government



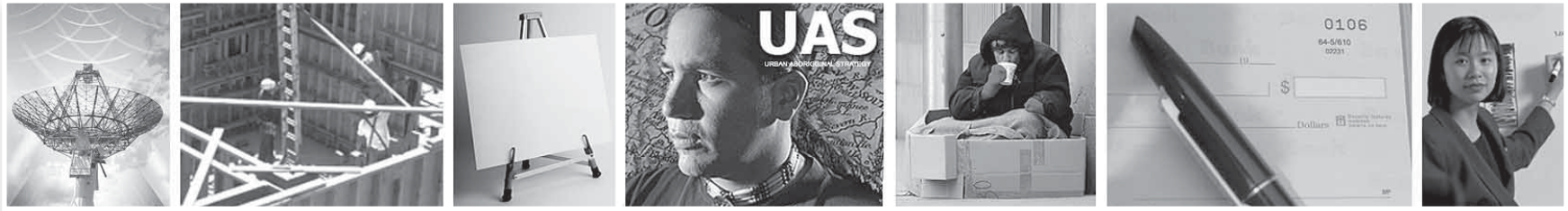
## II - ENHANCE PARTNERSHIPS

Goal	Strategies				Success Indicator → Performance Measurement
	What	By Whom	By When	Resources	
<b>2. Edmonton Housing Trust Fund has enhanced relationships with core partners and has built new partnerships with private, non-profit and for-profit entities.</b>	Capital Health – arrange a meeting to discuss points of common interest	Trustees (3) Administration	Fall 2005	Administration Trustee	EHTF has a strong working relationship with Capital Health
	Annual partners information sharing sessions, recognition event, regular meetings with elected officials	Administration, Trustee	November 2005 or February 2006	Administration	All elected officials are familiar with Edmonton Housing Trust Fund → annual personal contact  Excellent working relationships with key bureaucrats  Definitive improvement in current partnerships
	Define qualitative relations with partners				
	Define partners including funding recipients Form new partnerships - community leagues, service delivery partnerships etc.	Administration	Winter 2005/2006	Senior Project Officer, Project Officers and Administration	Federation of Community Leagues recognizes EHTF as a credible community based organization and maintains ongoing contact/ communication with EHTF
Organize a major EHTF fund raising dinner/ mixer/ appreciation dinner/ lunch; get a hotel to sponsor; acquire a sponsor	Trustees (2) Administration	February 2006	Administration & Fund Raising Committee	Annual event held, number of attendees increase each year	



## II - ENHANCE PARTNERSHIPS

Goal	Strategies				Success Indicator → Performance Measurement
	What	By Whom	By When	Resources	
<b>3. Edmonton Housing Trust Fund will facilitate the delivery of an Urban Aboriginal Strategy in a clearly articulated, flexible and innovative manner.</b>	Build partnerships with Aboriginal community in Edmonton  Coordinator hired; Work plan and budget to be developed	Trustee, Administration and Strategic Planning Coordinator	2007  Coordinator hired by September 2005	UAS funding	A significant percentage of the Aboriginal population in Edmonton supports EHTF's initiative/delivery  The strategies result in specific action being taken and resource allocation being made  UAS program evolves into permanent funding  Increased funding  Increase community awareness → media coverage, public awareness  Recognition in Aboriginal community → increased proposals  Increased organizational capacity in specific Aboriginal entities
	Process to develop strategies to address issues facing urban Aboriginal people in Edmonton a) Framework for community consultation b) Identify primary issues c) Funding priorities	Working sub-committee for various social issues	March 2007	UAS funding	
	Approval of specific projects to build capacity of the urban Aboriginal people in Edmonton	Aboriginal Review Committee	Ongoing	Administration	



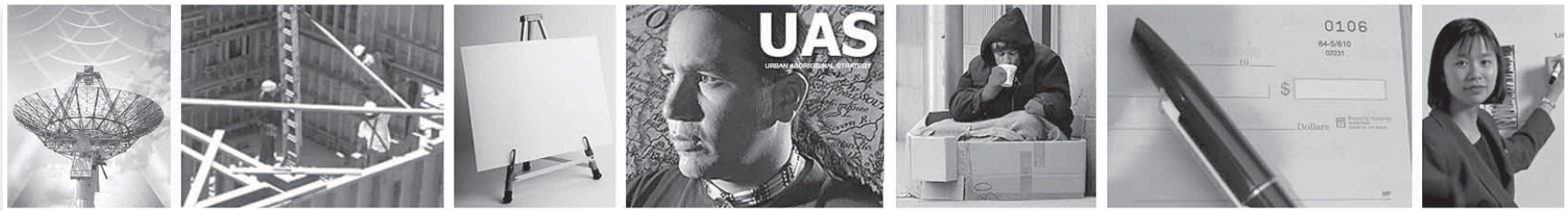
### III - INCREASE FUNDING

Goal	Strategies				Success Indicator → Performance Measurement
	What	By Whom	By When	Resources	
<b>1. Edmonton Housing Trust Fund is the delivery agent of choice for funding related to homeless/affordable housing and support services</b>	Position EHTF for any new funding under SCPI and/or other Federal, Provincial or Municipal funding	Trustees (2) Government Relations Committee (GRC)	November 2005  December 2006	Administration	Formal agreements secured Stabilized funding sustained Increased funding for programs Increased programs Number of first time contracts for funding
	Develop strategy for each level of government:				Strategies in place
	1) Provincial – prioritize Government Relations Committee, e.g. lobbying during the Provincial P.C. leaders race	GRC	November 2005 (Draft) Meeting within 5-6 months of Leader being selected Oct 2005	Administration	City, Province, Community look to EHTF as one of the key funders
	2) City – Become a partner in the delivery of Council's Cornerstones Affordable Housing Initiative	Trustees (2) GRC, Staff		Administration	
3) Aboriginal – on reserve; off reserve (UAS)	GRC,	Long term strategy after next Federal election; Short term strategy (positioning and action plan) by Oct 2005	Administration	Recognition	
4) Federal – lobby; direct negotiation; First Ministers Conference	Staff				



### III - INCREASE FUNDING

Goal	Strategies				Success Indicator → Performance Measurement	
	What	By Whom	By When	Resources		
<b>2. Edmonton Housing Trust Fund has secured dedicated funding sources in order to help assure its long-term sustainability.</b>	Review past EHTF work on this goal  Investigate other models of dedicated funding sources/levies municipal and/or provincial e.g. hotel tax/tourism, land depository, portion of GST tax - .5% for housing  Develop a detailed proposal in consultation with partners i.e. province (pulling information already developed, research Canadian and American Housing Trust Funds)	GRC  Administration, Trustees (one lead)	First 6 months of 2006	Consultant, Administration	<ul style="list-style-type: none"> <li>Secure a dedicated funding source → one source for (within the) next 3 years</li> <li>Secure long term agreements</li> <li>Ongoing process</li> </ul> <hr/> Provincial government creates an endowment fund for the homeless	
	Participate in the development of an Endowment Fund (Legacy Fund) for support services with an Alberta focus	GRC	Fall 2005	Consultant		
	Homebuilders/Homebuyers donations; become relevant to the private sector; dollars to promote to the private sector	Trustee, Administration	March 2006	Administration		\$1 Million has been donated to EHTF
	Luncheon fundraising feasibility study; explore other fundraising strategies	GRC, Administration	August 2005	Administration		Decision is made on whether or not to proceed



### III - INCREASE FUNDING

Goal	Strategies				Success Indicator → Performance Measurement
	What	By Whom	By When	Resources	
<b>3. Edmonton Housing Trust Fund has an effective mechanism for receiving charitable dollars.</b>	Viable charitable status – framework developed (one pager) to circulate to Trustees; Research the pros and cons	Administration Trustee	Sept./Oct. 2005	Administration	Easy to donate to work of Edmonton Housing Trust Fund → donors receive charitable tax receipt within 30 days  One registered charitable organization is fundraising for Edmonton Housing Trust Fund
	Investigate charitable status options - own entity - utilize existing entity (Edmonton Community Foundation or Capital Region Housing Corp.)	Administration Trustee	March 2006	Administration	



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