



ELEVATE 2028 WINDSOR ESSEX STRATEGIC PLAN

2025 – 2028

Message from the Board Chair and CEO

Dear Tenants, Partners, and Colleagues,

As we embark on a new chapter for Windsor Essex Community Housing Corporation, we both want to express our deep pride in our organization. This pride stems not only from our collective achievements but from the dedication and excellence shown daily by our incredible team. Your commitment fuels our mission to provide outstanding housing and support to our tenants.

We are at the start of an exciting chapter for our organization, committed more than ever to enhancing the lives of those we serve and re-invigorating our organization with innovation. Our new strategic plan outlines a bold new direction—one where we strengthen our role as a leader and center of excellence within the community housing sector. This plan is a testament to our promise to deliver exceptional service and innovation in all our endeavors.

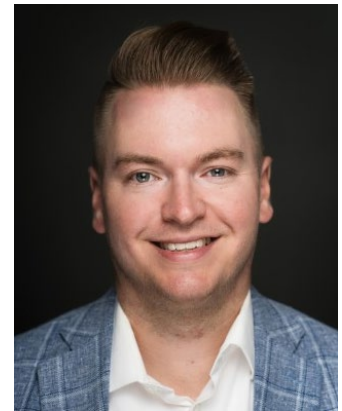
Together, we will continue to build on our success, ensuring our organization remains a beacon of hope and support in our community. Thank you for your unwavering support and commitment. We are excited to step into the future with you, and we are confident that with our talented team and dedicated partners, the best is yet to come.

Sincerely,

Fabio Costante & Nolan Goyette



Fabio Costante
Chair



Nolan Goyette
Interim CEO

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1.0 Introduction

Welcome to the Windsor Essex Community Housing Corporation's Strategic Plan for 2025-2028. As one of the largest landlords in Ontario and the largest in our community, we take pride in our ability to provide safe, affordable, and high-quality housing to over 12,000 residents. Our diverse portfolio of 732 buildings—ranging from high rises and townhomes to detached houses—underscores our commitment to serving the varied needs of our tenants.

The development of this strategic plan was a collaborative effort, with input from our staff, partners, and tenants. Their voices, experience and insights have shaped the direction and priorities outlined in this document and we are thankful for their participation and look forward to working together to fulfill the commitments outlined in this plan.

The housing sector faces significant challenges, including a national housing crisis that is driving an ever-increasing demand for more units, rising costs, and more complex support needs from our tenant population. Our strategic plan is designed to tackle these hurdles head-on, ensuring that we not only meet but exceed the expectations of those we serve. Our objectives include expanding our housing options, enhancing tenant services, and implementing cutting-edge technologies to improve efficiency and accessibility. These goals are ambitious but necessary to meet the growing needs of our community.

As we embark on this journey, our commitment to our tenants remains our guiding star. We are dedicated to maintaining open lines of communication, understanding tenant needs, and adapting our services to enhance their quality of life. Together, we will build stronger supportive communities that people are proud to call home.



2.0 Our Plan

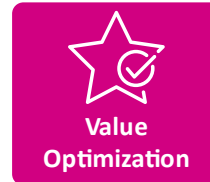
Our strategic framework—comprising our mission, vision, values, and strategic priorities—serves as the cornerstone of our future endeavors. Our mission guides our daily operations and decision-making, while our vision inspires us to reach further, ensuring that every member of our community feels at home. Together, our values and strategic priorities direct our actions, ensuring they reflect our dedication to service excellence, tenant empowerment, and community leadership.

Vision

Excellence in housing, where every journey to home fosters community and belonging.

Mission

WECHC ensures inclusive, safe and sustainable housing for our community through compassionate service, innovative development, and facilitating connections to enabling supports, enhancing the quality of life for tenants.



Values

Inclusive, Responsive, Innovative, Empathetic, Accountable

2.1 Definition of Values

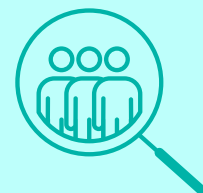
Inclusive: Embracing diversity for stronger, vibrant community connections.

Responsive: Prioritizing community needs promptly and thoughtfully.

Innovative: Taking strategic risks and pioneering solutions with creativity.

Empathetic: Understanding tenant experiences with compassion.

Accountable: Owning outcomes with integrity and transparency.



3.0 Strategic Priorities

3.1 Tenant Focused Services

Enhancing tenant-focused services is a strategic priority, aiming to deepen engagement and improve the overall service experience in collaboration with our partners. This initiative will focus on transparency, collaboration, accountability, and responsiveness, ensuring our tenants are empowered and their needs are met with excellence and equity.

For WEHC, this means:

- We will ensure transparency and open communication with our tenants, prioritizing clarity and honesty on issues that impact their lives, fostering a culture of trust and mutual respect.
- We will collaborate closely with community partners to align our services with the needs of our tenants, ensuring that everyone receives equitable and quality support.
- We will uphold accountability for services we provide, ensuring that all tenants benefit from consistent, fair, and helpful services.
- We will enhance accessibility and responsiveness to tenant needs, streamlining our processes to ensure quick and effective responses, while empowering tenants to actively participate in decision-making, shaping the future of their communities.

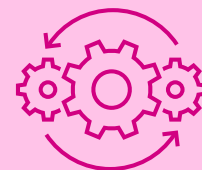
Expected Outcomes

- Improved quality and number of partnerships
- Improved access for tenants to programs and services offered through partners
- Improved service experience
- Improved tenant satisfaction

Key initiatives

- **Community Partnership Program:** Establish a structured program to identify tenant needs and build/manage partnerships with local health and social service providers to deliver integrated support services to tenants.
- **Service Framework:** Implement a standardized service framework that outlines clear accountability for the level of service and sets expectations for how services will be provided to tenants.
- **Tenant Communication, Engagement and Empowerment Initiative:** Design multi-modal tenant communication and engagement program to communicate more effectively with tenants and engage them in decision making on their homes and communities.





3.2 Asset Stewardship

Asset Stewardship is a critical strategic focus, guiding our efforts to expand and maintain a high-quality housing portfolio that is sustainable and responsive to tenant needs. Through strategic investments, innovative solutions, and robust management practices, we aim to enhance the durability, efficiency, and environmental integrity of our assets, ensuring they continue to meet the needs of our community.

For WECHC, this means:

- We will expand our housing portfolio through strategic investments in new development and restorations; increasing availability, and ensuring each unit meets the needs for our tenants and supports sustainability.
- We will seek innovative housing solutions, integrating climate resilience and energy efficiency to enhance the long-term viability and affordability of our portfolio.
- We will prioritize the resiliency of our assets, through regular condition assessments and sound preventive maintenance strategies.
- We will ensure the ongoing integrity and sustainability of our housing stock, by implementing a comprehensive asset management strategy to drive down costs and environmental impact.

Expected Outcomes

- Decrease in overall maintenance and operational costs
- Reduce energy consumption and greenhouse gas emissions
- Achievement of targeted environmental certifications or ratings for housing units
- Increase in the number of housing units available from new developments and restorations
- Improve quality and timeliness of maintenance and repairs

Key initiatives

- **Asset Management Review:** Implement an assessment management review to improve financial viability, integrity, and sustainability of assets.
- **Strategic Housing Expansion Initiative:** A focused plan to increase housing portfolio through new development and restoration opportunities based on tenant needs.
- **Maintenance Process Optimization:** A program to streamline and improve planned and requested maintenance and repairs along with quality tracking.
- **Preventative Maintenance Plan:** Implement a process for condition assessments to forecast and plan maintenance requirements.





3.3 Digital Transformation

Digital transformation is a strategic imperative aimed at enhancing access, efficiency and strengthening data-driven decision-making across our operations. This focus will enable us to realize the benefits of digital advancements such as improving service delivery, security, and sustainability through technology and optimized processes while also ensuring appropriate access through non-digital channels.

For WECHC, this means:

- We will harness high-quality, accessible data to enhance transparency and improve decision-making, ensuring our reports and analysis drive strategic actions and meet all reporting deadlines.
- We will transition to a digital organization, streamlining our processes and communications, reducing our environmental footprint, and achieving cost savings through efficient data management.
- We will embrace technology to enhance accessibility, providing digital services that ensure convenient, user-friendly interactions for all our tenants and our employees.
- We will prioritize data security and integrity, implementing robust protection measures and conducting regular intrusion testing to safeguard tenant and organizational data, while also making data readily available to stakeholders through transparent and reliable dashboards.

Expected Outcomes

- Improved data accuracy and completeness for decision-making
- Improved efficiency in report generation
- Decrease in paper use
- Enhanced communication
- Improved service response times
- Improved tenant satisfaction
- Reduced cybersecurity risk



Key initiatives

- **Data Quality & Accessibility Initiative:** Implement an integrated data system that optimizes Yardi use, improves data quality, and facilitate more informed decision-making and timely reporting.
- **Digital Process Optimization Initiative:** Modernize internal processes to become fully digital, significantly reducing paper use, and enhancing communication and efficiency.
- **Digital Portal Development:** Create a staff, tenant and vendor digital portals for service requests, feedback, collaboration, and community engagement.
- **Cybersecurity Enhancement:** Strengthen data protection with cybersecurity program.

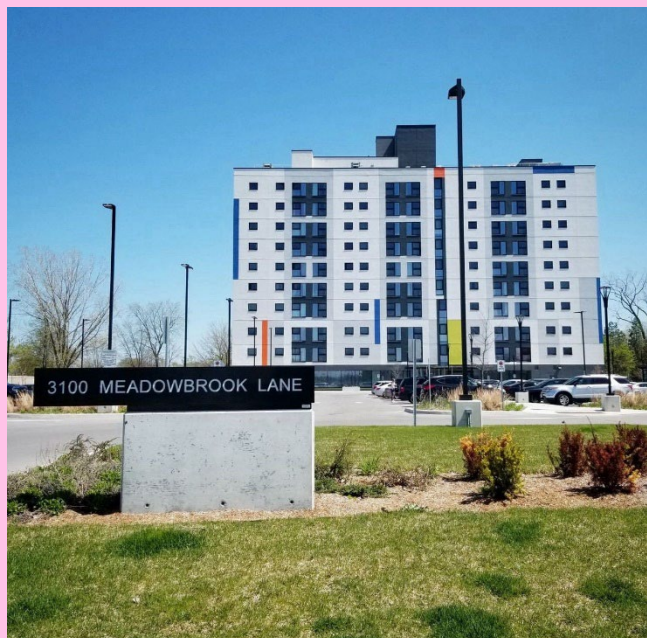


3.4 Value Optimization

Our strategic focus on Value Optimization emphasizes fiscal responsibility and the sensible use of public funding to enhance our service delivery and mission fulfillment. This commitment ensures that our financial decisions and practices are transparent, value-driven, and aligned with our strategic objectives to maximize benefits for our community and stakeholders.

For WECHC, this means:

- We will uphold our role as good stewards of public funding, using funding with sound judgement to support our tenants and contribute to our mission.
- We will ensure decisions are made with consideration for value, demonstrating fiscal responsibility and value-for-money through sound financial practices that align with our strategic objectives and maximize economy, efficiency, and effectiveness.
- We will maintain transparency in our financial operations, providing clear, detailed financial reports that guide our decision-making processes, ensuring stakeholders are fully informed on how funds are utilized.
- We will strategically focus our spending to directly support the achievement of our strategic plan's goals, regularly evaluating our financial performance through audits and reporting.



Expected Outcomes

- Increase in policy compliance
- Improve value, cost efficiency and service experience with vendors
- Enhanced understanding of organizational value

Key initiatives

- **Financial and Procurement Policy Review:** Review and update existing financial and procurement policies to ensure they are effective, compliant with regulations, and aligned with best-practices.
- **Value-for-Money Framework:** Develop and embed a value-for-money framework for WECHC that outlines outcomes relative to costs for housing and considers broader system savings.



3.5 People & Culture

Our focus on People and Culture aims to create an environment where diversity, learning, and well-being are at the forefront of our organizational culture. This strategic area will empower our employees through continuous professional development, inclusive decision-making, and a supportive work culture, enhancing overall engagement and satisfaction.

For WECHC, this means:

- We will foster an inclusive workplace culture that celebrates diversity and encourages continuous learning and collaboration.
- We will invest in our employees by providing training and professional growth opportunities to support their career paths.
- We will prioritize employee well-being by ensuring a supportive environment that promotes work-life balance and recognizes individual contributions.
- We will collaborate with employees in decision-making processes to harness their insights for organizational improvement and innovation.

Expected Outcomes

- Increased employee engagement
- Reduced employee turnover
- Improved training and development opportunities and participation

Key initiatives

- **Mission-Driven Culture Initiative:** Foster a mission-driven culture where employees embed the organizational values and mission in their work and understand how their role directly contribute to the collective vision.
- **Recruitment and Retention Initiative:** Implement a system to attract quality talent and reward employee contributions to foster diversity, representation, and service excellence.
- **Learning and Development Program:** Develop training and development opportunities centred on role skills, capabilities, and competencies to meet current and future organizational needs.
- **Performance Management Plan (PMP):** Design and implement an organization wide PMP to measure employee performance and alignment with organizational priorities.



4.0 Measuring Our Progress

Are part of our commitment to excellence, transparency and continuous improvement, Windsor Essex Community Housing Corporation will measure and communicate the progress we make against this plan. We will continuously monitor progress internally and commit to sharing updates with our tenants, service manager and partners regularly. This structured approach not only underscores our dedication to improvement but also allows us to share openly with our community and stakeholders about our progress and potential areas for enhancement. As we move forward, we are committed to refining our strategies and operations to better serve and support our tenants and the broader community.





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