



STRATEGIC PLAN

2018-2020

Table of Contents

2018 – 2020 STRATEGIC PLAN

Our Community Our Future.....	2
The Strategic Planning Method and Considerations	2
SWOT	3
Strategic Direction	3
Strategic Goals: 2018-2020.....	3
<i>Strategic Goal #1 – Be the housing provider of choice by providing outstanding customer service</i>	4
Priorities:.....	4
Tactics:	4
Measurements of Success:	5
Key Milestones Necessary to Achieve Success:	5
<i>Strategic Goal #2 – Leverage sector leadership to maintain and grow mutually beneficial relationships and share our lessons learned</i>	6
Priorities:.....	6
Tactics:	6
Measurements of Success:	6
Key Milestones Necessary to Achieve Success:	7
<i>Strategic Goal #3 – Support and sustain a highly engaged and effective workforce</i>	8
Priorities:.....	8
Tactics:	8
Measurements of Success:	8
Key Milestones Necessary to Achieve Success:	9
<i>Strategic Goal #4 – Achieve operational excellence and long-term financial stability</i>	10
Priorities:.....	10
Tactics	10
Measurements of Success	10
Key Milestones Necessary to Achieve Success:	11

Our Community Our Future

Victoria Park Community Homes Inc. is built on a strong foundation of teamwork, collaboration and entrepreneurship. It is this foundation that attracts and retains our passionate, dedicated workforce and fuels our competitive spirit and desire to be the number one affordable housing and management provider of choice in the communities that we serve.

In 2017, the federal government announced Canada's first ever National Housing Strategy (NHS). It is a 10-year, \$40-billion plan to strengthen the middle class, fuel the economy and give more Canadians across the country a place to call home. At the same time, the provincial government announced that they were seeking to "modernize" the housing sector for the future.

This is exciting news! As the housing sector in Ontario focuses on modernization and delivering housing under the National Housing Strategy, Victoria Park is ensuring the highest level of service in all key areas to prepare ourselves for a future that is changing.

Our 2018-2020 strategic plan will support Victoria Park Community Homes and our family to grow together, ensuring a long term sustainable business model that will continue to service residents and communities for many, many years.

The Strategic Planning Method and Considerations

The strategic planning process was initiated by the Board of Directors in October 2017. A series of pre-think questions and conference calls were followed by a one-day intensive planning session with the Board of Directors and management team made up of both Victoria Park Community Homes, Affordable and Management. Four strategic goals were decided on to guide the organization for the next 3 years. These strategies were then reviewed by the management team to develop the tactics necessary to drive results within the next 12-18 months. All ideas were vetted by the team in terms of priority, budget, resources, risk and impact to residents.

In developing VPCH's strategic plan, the Board and Management took into consideration the impact that various non-controllable, municipal/national/political and economic triggers could have on the operation and affordable housing in general. Considerations included the National Housing Strategy's focus on affordable housing, the uncertainty of the 2018 election year, the ever increasing demand for affordable housing, and the looming threat of a recession. These considerations, coupled with discussion on internal constraints and the tactical focus of the past three years, formed our strategic direction.

The strategic planning processes illuminated the need for strategic decisions with respect to how we govern our business and make decisions while being mindful of the impact on tenant communities, our staff and Victoria Park's long-term sustainability.

SWOT

To aid in the development of this strategic plan, the Board and Management team conducted a thorough and honest review of the internal strengths and weakness of the organization as a whole. In addition, they examined external opportunities and threats.

Despite being a small team, the financial strength and reputation of VPCH is directly correlated to the strengths of its people. Their dedication and passion for the organization is instrumental to our success. However, we recognize that long-term sustainability of the organization requires focused attention on ensuring that our staff has the right tools, processes and abilities to effectively manage our growth and adapt to the changing environment.

All organizations face external threats and VPCH is no different. By identifying the threats we are able to manage them. While the growth of our organization is a strength, we have also noted that it could easily become a weakness if the growth is not properly planned and strategic. Therefore this plan focuses heavily on bridging gaps and building processes that ensure our growth is measured, strategic and ensures the highest quality service.

On the flip side, VPCH is faced with many opportunities. We are keenly aware that residents are our most important asset and we will be very focused on tenant satisfaction and capitalizing on the opportunities that come from having highly satisfied customers.

Strategic Direction

As Victoria Park Community Homes Inc. looks to the future we will build on the success we have achieved, leverage our entrepreneurial spirit and embrace change as the housing sector embarks on a period of modernization. The following 4 strategic goals, which emerged from our rigorous strategic planning process, will guide all future decisions over the next 3 years and keep us focused on achieving our strategic direction.

Strategic Goals: 2018-2020

1. Be the housing provider of choice by providing outstanding customer service.
2. Leverage sector leadership to maintain and grow mutually beneficial relationships and share our lessons learned.
3. Support and sustain a highly engaged and effective workforce.
4. Ensure operational excellence and long-term financial stability.

Strategic Goal #1 – Be the housing provider of choice by providing outstanding customer service

In today's environment of service delivery, it seems almost redundant to have to state that providing outstanding customer service is a strategic goal. Of course it is!

Victoria Park is somewhat unique in that it has several different types of clients with differing needs:

- Our residents
- Our Service Managers
- Our other partners and stakeholders
- Our Board of Directors and
- Our staff

Regardless of which customer category one might fall into, we want to ensure that Victoria Park remains the housing provider of choice to that individual or agency. This Strategic Goal #1 is primarily focused on our residents however achievement of all priorities and tactics will also provide positive impacts to our other customers as well.

As you will see later in the plan, Strategic Goal #2 provides direction to ensure our Board of Directors have a fulfilling and rewarding governance experience. Strategic Goal #3 is primarily focused on our staff while Strategic Goal #4 will help ensure our Service Managers and other partners also view Victoria Park as the housing provider of choice. The four (4) goals **combined** give this strategic plan a true "people focus".

The following outlines the priorities, tactics, measurements and key milestones that are all necessary in order to achieve success with Strategic Goal #1.

Priorities:

- 1.1 Adhere to Customer Service Standards (CSS) to ensure residents and clients are always top priority
- 1.2 Measure and report on all initiatives against set goals
- 1.3 Utilize data and tools to maximize positive customer experiences and minimize barriers to service delivery
- 1.4 Ensure regulatory compliance and continuous improvement practices

Tactics:

- 1.5 Implement Customer Service Standards (CSS)
- 1.6 Implement a strategy to collect Customer Service Standards data
- 1.7 Implement a Resident Communication and Engagement Plan
- 1.8 Ensure data is assessed for improvement opportunities.

Measurements of Success:

- Customer Service Standards published and promoted
- Completion of portfolio wide resident survey, specific to Customer Service Standards, to set benchmark for improvement opportunities
- Completion of Resident Engagement Guide
- Implement an improved Resident Communication strategy

Key Milestones Necessary to Achieve Success:

#	Milestone	Target Date
1	CUSTOMER SERVICE STANDARDS (CSS) ESTABLISHED <i>(Promotes a collaborative, inclusive and communicative environment; Leverages passion and enthusiasm)</i>	December 2018
2	DATA REPORTS ON CSS AVAILABLE <i>(Promotes accountability; fosters collaboration; maximizes technology [3.3])</i>	March 2019
3	CUSTOMER SERVICE STANDARDS PUBLISHED AND PROMOTED <i>(Demonstrates residents and clients are top priority)</i>	December 2019
4	RESIDENT ENGAGEMENT GUIDE ESTABLISHED <i>(Promotes positive customer experiences)</i>	August 2020
5	PORTFOLIO WIDE RESIDENT SURVEY ON CSS CONDUCTED <i>(Tool to set benchmark)</i>	October 2020
6	ANNUAL REPORT TO BOARD OF DIRECTORS ON OUTREACH INTERACTIONS <i>(Monitors participation in relevant groups; leverages passion and enthusiasm of Board)</i>	January 2019, 2020

Strategic Goal #2 – Leverage sector leadership to maintain and grow mutually beneficial relationships and share our lessons learned

Victoria Park is a unique housing provider in Ontario. Its history, corporate structure, portfolio size, diversity and complexity all combine to make Victoria Park a leader in our housing sector. We are only a leader however, if we are willing to share our knowledge, expertise and lessons learned with the broader housing sector as a whole. This is even more important during this period of housing “modernization” so it was very important to specifically state this goal in our strategic plan.

The following outlines the priorities, tactics, measurements and key milestones that are all necessary in order to achieve success with Strategic Goal #2.

Priorities:

- 2.1 Participate in relevant groups and causes that support the mission and vision of VPCH
- 2.2 Prioritize external opportunities based on available resources
- 2.3 Leverage the Board to increase visibility
- 2.4 As sector leader, promote knowledge sharing and collaboration

Tactics:

- 2.5 Explore options for back office sharing that promotes VPCH as a leader and collaborator
- 2.6 Identify and prioritize groups/causes to ensure we participate in most relevant
- 2.7 Ensure all opportunities for Board participation are identified and shared
- 2.8 Leverage the passion and enthusiasm of the Board as brand ambassadors of VPCH

Measurements of Success:

- Deliver at least one workshop annually at a Housing Sector event
- Provide shared learnings to at least two (2) external organizations (governments, stakeholders, other housing providers) per year
- Leadership participation in top 3 most relevant organizations
- Successful partnership maintained or newly established resulting in a social or financial benefit to Victoria Park

Key Milestones Necessary to Achieve Success:

#	Milestone	Target Date
1	WORKSHOPS DELIVERED ANNUALLY AT A SECTOR EVENT <i>(Participation in relevant groups; knowledge sharing)</i>	December 2018, 2019, 2020
2	SHARED LEARNINGS OPPORTUNITIES INCLUDED IN ANNUAL QUALITY CONTROL CHECK <i>(Knowledge sharing; sector leadership)</i>	January 2019, 2020
3	SUCCESSFUL PARTNERSHIP MAINTAINED OR NEWLY ESTABLISHED <i>(Mutually beneficial relationship(s); operational excellence)</i>	December 2018, 2019, 2020
4	ANNUAL ASSESSMENT OF SECTOR INVOLVEMENT & BOARD ENGAGEMENT <i>(Participation in relevant groups; Knowledge sharing)</i>	January 2019, 2020
5	BOARD PRESENTATIONS OF STAFF AWARDS <i>(Mutually beneficial relationship(s); operational excellence)</i>	Quarterly as required
6	PARTICIPATION IN SECTOR ORGANIZATIONS <i>(Knowledge sharing; sector leadership)</i>	Continued and on-going

Strategic Goal #3 – Support and sustain a highly engaged and effective workforce

There is a direct correlation between Victoria Park's successes and its dedicated and passionate staff; the Victoria Park team. Funding opportunities and a period of modernization both offer great opportunities for our housing sector. It can also lead to increased work pressures on the Victoria Park team so it was key to identify ways through the strategic planning process to ensure we continue to support and sustain the highly engaged and effective workforce we value so very much.

The following outlines the priorities, tactics, measurements and key milestones that are all necessary in order to achieve success with Strategic Goal #3.

Priorities:

- 3.1 Have a staff organizational structure that optimizes growth and opportunity
- 3.2 Promote a culture of continuous improvement and empowerment
- 3.3 Review technology requests and opportunities against strategic plan and objectives, and balance cost and reward with an eye toward keeping infrastructure current
- 3.4 Create an accountability culture that is supported by competency based performance management
- 3.5 Leverage the passion and enthusiasm of staff as brand ambassadors of VPCH
- 3.6 Operate in a highly collaborative, inclusive and communicative environment
- 3.7 Be solutions forward always

Tactics:

- 3.8 Investigate core competency based model
- 3.9 Develop a succession plan for all key staff
- 3.10 Support employee growth, productivity and competency through individual performance plans
- 3.11 Determine measurements for staff efficiency, workload and engagement
- 3.12 Design a measurement program that is supported by the staff review process
- 3.13 Investigate and recommend a recognition plan for staff

Measurements of Success:

- Increased overall job satisfaction rating (benchmark set Fall 2017 = 3.47/5.0)
- Inclusion of all staff in feedback survey
- Increased response rate to staff survey (benchmark set Fall 2017 = 19/26 or 73.08%)
- All job descriptions include position core competencies
- Measurement program in place which aligns to pillars of service and CSS

Key Milestones Necessary to Achieve Success:

#	Milestone	Target Date
1	JOB SUMMARIES REVIEWED AND UP TO DATE <i>(Promotes empowerment and a collaborative, inclusive and communicative environment; Leverages passion and enthusiasm; Fosters continuous improvement)</i>	December 2018
2	CORE COMPETENCIES ESTABLISHED FOR EACH JOB SUMMARY <i>(Promotes empowerment and accountability; Fosters collaboration)</i>	June 2019
3	BEHAVIOURAL EVIDENCE ESTABLISHED FOR ALL CORE COMPETENCIES <i>(Promotes accountability; fosters collaboration)</i>	October 2019
4	PERFORMANCE REVIEW READINESS IN NEW CORE COMPETENCY SYSTEM <i>(Promotes continuous improvement and empowerment; a communicative environment and an accountability culture supported by competency based performance management)</i>	September 2020
5	STAFF FEEDBACK SURVEY CONDUCTED <i>(Tool to measure success)</i>	August/September 2020
6	JOB SPECIFIC TRAINING PROGRAMS ESTABLISHED <i>(Promotes continuous improvement & empowerment)</i>	December 2020

Strategic Goal #4 – Achieve operational excellence and long-term financial stability

Victoria Park has been experiencing the effects of EOA (End of Operating Agreements) since 2010. During the period of this 3-year strategic plan, almost half of Victoria Park's overall portfolio will no longer be regulated through the municipal, provincial or federal governments. It also means Victoria Park can no longer rely on operating subsidies for these properties either. As such, it is crucial that Victoria Park look into the future on a portfolio wide basis to ensure the long-term financial stability of the organization to protect and preserve its assets valued at over \$50 million while still maintaining our mission of strengthening individuals, families, neighborhoods, and communities by providing stable quality affordable homes.

The following outlines the priorities, tactics, measurements and key milestones that are all necessary in order to achieve success with Strategic Goal #4.

Priorities:

- 4.1 Build stakeholder confidence
- 4.2 Balance growth and resourcing needs
- 4.3 Contingencies and risk to be reflected in all decision making
- 4.4 Ensure sufficient funds are available to deal with long-term needs
- 4.5 Continue to be open to strategic growth opportunities

Tactics

- 4.6 Develop an achievable capital plan
- 4.7 Pursue optimal funding sources
- 4.8 Develop an organizational Quality Control Checklist that streamlines reporting and governance
- 4.9 Establish guidelines that deal with reserve funding
- 4.10 Complete accurate building assessments with verified data, and roll-out Asset Planner
- 4.11 Prepare a plan that would position VPCH for future service delivery growth

Measurements of Success

- Rating of 90% or higher on all four pillars of Service during next Operational Review
- Annual operating budgets include 5 year projections
- 20 Year Capital Plan available with a high degree of confidence
- Financial plan in place to support the capital plan and adequate reserve funding
- 5% growth in managed clients by year 2020 (determine if by # of units/revenue/# of projects)

Key Milestones Necessary to Achieve Success:

#	Milestone	Target Date
1	ANNUAL OPERATIONAL QUALITY CONTROL CHECK (QCC) ESTABLISHED <i>(Promotes continuous improvement and empowerment; a communicative environment; promotes accountability; Solutions focused and pro-active)</i>	December 2018
2	MANAGED CLIENT GROWTH PLAN ESTABLISHED <i>(Solutions focused and pro-active; leverages passion and enthusiasm of staff)</i>	February 2019
3	CAPITAL PLAN VALIDATED FOR 3 YEARS <i>(Promotes accountability; solutions focused)</i>	October 2018
4	CAPITAL PLAN VALIDATED FOR 5 YEARS <i>(Promotes accountability; solutions focused)</i>	October 2019
5	20 YEAR CAPITAL PLAN PREPARED <i>(Promotes continuous improvement)</i>	February 2020
6	FINANCIAL ASSESSMENT & PLAN COMPLETED AT A PROPERTY LEVEL <i>(Financial Stability)</i>	October 2019
7	LONG-TERM (5 YEARS) OPERATIONAL FINANCE PLAN IN PLACE <i>(Promotes a collaborative, inclusive and communicative environment; Leverages passion and enthusiasm)</i>	October 2020
8	DASHBOARD REPORTING ON CRITICAL KPIS AVAILABLE <i>(Promotes accountability; fosters collaboration; maximizes technology [3.3])</i>	September 2019
9	GROWTH TARGETS ACHIEVED <i>(Engaged workforce; long-term financial stability)</i>	December 2020
10	SUCCESSFUL OPERATIONAL REVIEW <i>(Promotes accountability; solutions focused)</i>	Fall 2020