

Victoria Park Community Homes **STRATEGIC PLAN**

2022-2027



CONTENTS

Introduction	3
Our Process	4
Our Vision	5
Our Mission	6
Strategic Goal 1	7
Strategic Goal 2	8
Strategic Goal 3	9
Strategic Goal 4	10
Strategic Goal 5	11



INTRODUCTION

a renewed and future-focused strategic plan

As we look to the future, this renewed Strategic Plan sets us up to grow, innovate, and lead as housing affordability challenges becomes more critical for people in Ontario.

Incorporated in 1974, Victoria Park Community Homes is one of the oldest and largest private non-profit housing corporations in Ontario.

Our portfolio that we own and manage has grown to over 3,122 rental apartments, townhouses, and single-family homes located across Southern Ontario, operating in six (6) Service Manager areas. Our portfolio includes approximately 41% RGI units and 59% affordable market rental units.

Our Growth Strategy developed in 2019 set an ambitious goal of growing the VPCH portfolio by 100 to 150 units per year, through mergers or amalgamations, new clients, development, new service offerings, and acquisitions. This growth will help VPCH continue to strengthen individuals, families, neighbourhoods, and communities by providing more stable quality affordable homes.

This plan complements both the Growth Strategy and our Client Service Standards and speaks to our focus on the people we serve, our effective internal processes, our ability to grow, change, and improve, and our financial sustainability and resilience for the future.

Reading this Strategic Plan

This renewed Strategic Plan for VPCH defines our vision for the future, our mission, and our strategic goals for how to get there.

This plan identifies five strategic goals. Each goal includes:

- A description of the goal's purpose
- An explanation of what the goal means for our organization
- The VPCH "superpowers" we will leverage through the goal
- The tactics we will use to achieve our goal
- The indicators of success to show us we are on the right track

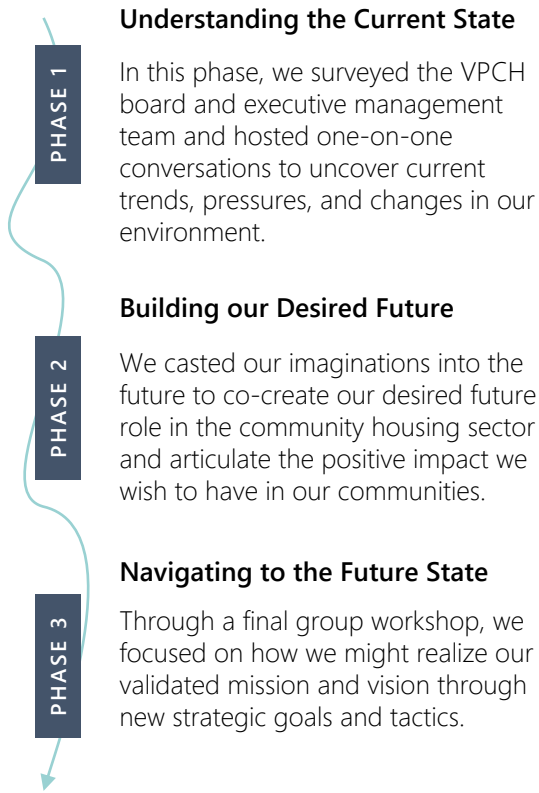
The next page provides an overview of our collaborative process for developing this plan.

OUR PROCESS

an overview of our collaborative strategic planning approach

Reading this Strategic Plan

Our strategic planning process was a four-month journey, beginning in April 2022.



Understanding the Current State

In this phase, we surveyed the VPCH board and executive management team and hosted one-on-one conversations to uncover current trends, pressures, and changes in our environment.

Building our Desired Future

We casted our imaginations into the future to co-create our desired future role in the community housing sector and articulate the positive impact we wish to have in our communities.

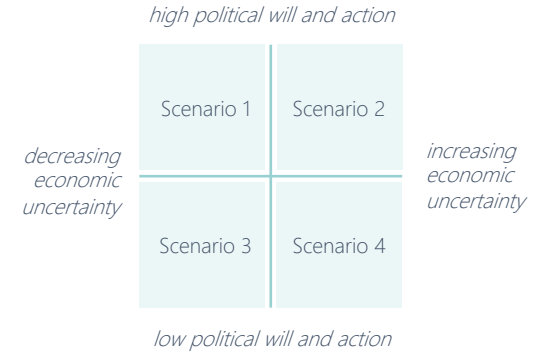
Navigating to the Future State

Through a final group workshop, we focused on how we might realize our validated mission and vision through new strategic goals and tactics.

Using Foresight Scenarios

Our strategic planning process began with a scan of signals, trends, and drivers of change in our environment. From those trends, our board of directors and executive management team built four images of the future, which we used to generate our strategic goals and tactics. We used this approach to help make sense of an uncertain future by contemplating changing circumstances in the community housing sector and beyond.

Our four future scenarios cast our imaginations out to 2042 and were based on the two most “critical” (those which have a high potential for impact) and “uncertain” (those which may be particularly volatile) drivers of change we identified: **political will and action** around housing and **economic uncertainty**.



Starting from our “Superpowers”

Our conversations started by identifying what VPCH does really well today—these are our “superpowers” and can help us achieve our goals and show up throughout this plan. These are our...

- Strong financial and property asset management abilities
- Scale in the community housing sector
- Engagement and communications capabilities
- Exceptional staff and leadership team
- Diverse housing portfolio
- Strong reputation and desire to partner with others in the sector

VISION

our shared aspiration for the future

**Victoria Park
Community Homes
will advance, protect,
and grow the future
of quality affordable
housing.**

MISSION

why we exist

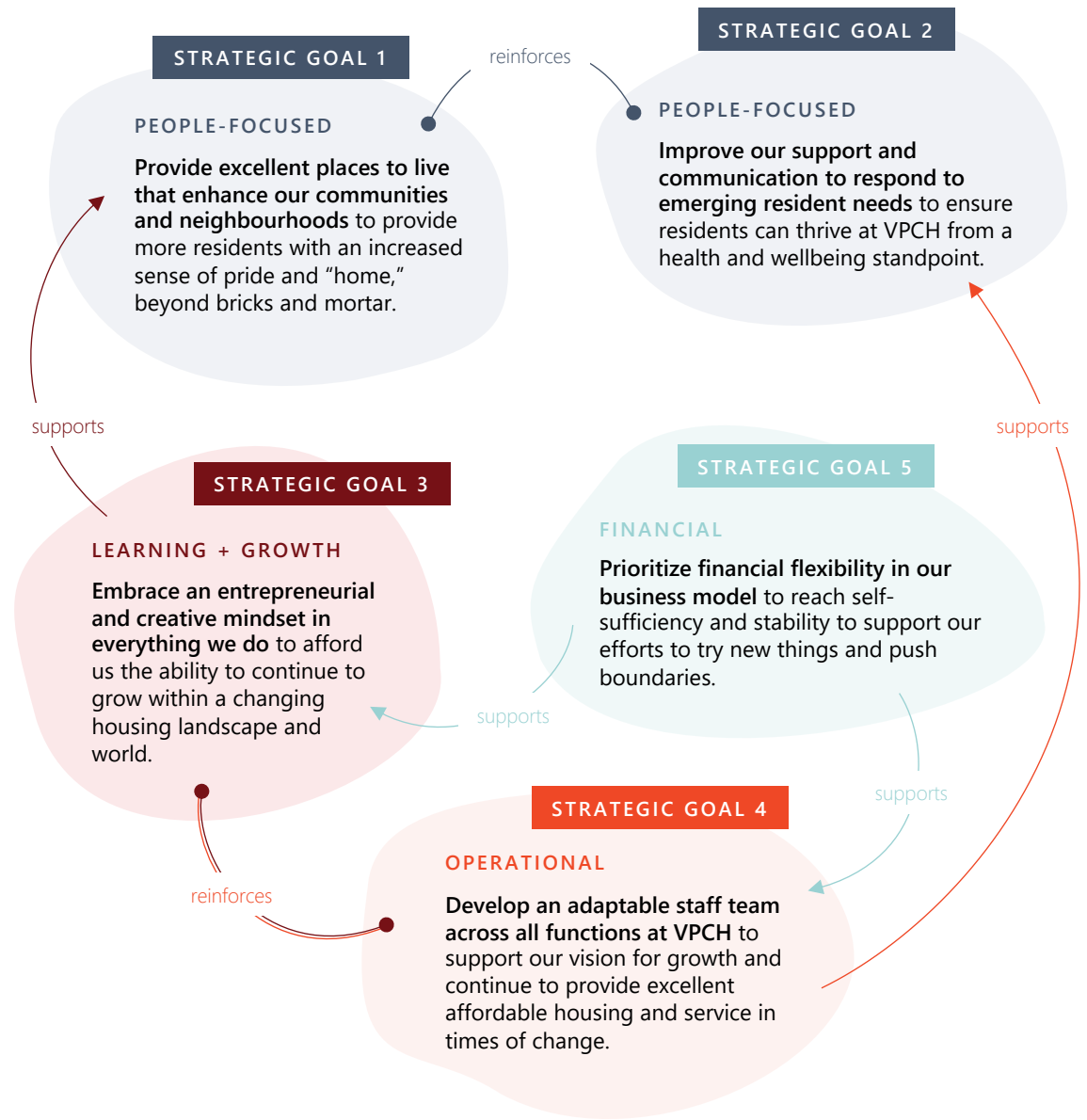
Victoria Park Community Homes is a non-profit corporation committed to strengthening individuals, families, neighbourhoods, and communities by providing stable quality affordable homes.

OUR PLAN AS A SYSTEM

The VPCH Strategic Plan includes five (5) strategic goals, with associated tactics. These five goals work as a system to propel the organization forward into the future.

This page illustrates how the goals work together to support and reinforce one another, while furthering the core vision and mission of VPCH—strengthening individuals, families, neighbourhoods, and communities by providing stable quality affordable homes.

The interplay between the strategic goals provides resilience through a robust strategic plan, informed by the Board of Directors and Executive Management Team’s visions for the future.



STRATEGIC GOAL 1

what we accomplish for our residents

WE WILL

Provide excellent places to live that enhance our communities and neighbourhoods

TO

provide more residents with an increased sense of pride and “home,” beyond bricks and mortar.

This strategic goal is about what we want to accomplish for our residents. At VPCH, we want to continue to focus on making our communities great places to live that enhance the surrounding neighbourhoods and make people feel proud to call VPCH “home.”

While this strategic goal is focused on VPCH’s properties and communities within its buildings as a whole, it works in tandem with **Strategic Goal 2** to enhance resident experience and wellbeing, going beyond bricks and mortar.

This goal provides direction not only for existing buildings, but guides the organization to think strategically about the location, design, and partners involved in future buildings as we grow our reach to house more families within VPCH.

This goal leverages VPCH’s **exceptional staff and leadership team, strong engagement and communications capabilities, and financial and property asset management** strengths.

Tactics

1. Prioritize new developments in areas where residents have access to complete communities (food, recreation, transportation, health, etc.).
2. Offer opportunities for new grads, VPCH residents, and new immigrants to work with us, bringing more voices with lived experience to our team.
3. Engage in an ongoing dialogue with residents and the broader community to learn about their needs and preferences in service of making their home an even better place to live.
4. Monitor and regularly report on client service standards.

Indicators

- Improved resident satisfaction survey results over time
- Resident engagement (or attendance) at VPCH events and activities
- Communication and services delivered within customer service standards

STRATEGIC GOAL 2

what we accomplish for our residents

WE WILL

Improve our support and communication to respond to emerging resident needs

TO

ensure residents can thrive at VPCH from a health and wellbeing standpoint.

This strategic goal is about focusing efforts on strategic initiatives that directly support our residents' health and wellbeing. This includes increasing our ability to provide holistic responses to resident needs.

This effort is focused both on increasing the speed of response, but also on ensuring VPCH has the tools and information to connect residents to the supports and services they need. This goal will become of larger importance as we shift to a more competitive non-profit housing landscape with the expansion of portable housing benefits in Ontario.

This goal is supported by our efforts to adopt an entrepreneurial and creative mindset in **Strategic Goal 3**, and our adaptable team as part of **Strategic Goal 4**. Similar to **Strategic Goal 1**, this goal will continue to be of importance as we grow our portfolio at VPCH.

We will leverage our **engagement and communications capabilities** and our **strong reputation and desire to partner with others in the sector** to further this strategic goal.

Tactics

1. Take initiative to connect our residents to supports and services available in the community, as needed.
2. Prioritize leasing space in our buildings to organizations and agencies providing needed services, to create community hubs and enhance access to supports and services for our residents.
3. Enter into partnerships for support service provision, using the lessons learned from the Bronte and Caledon Community Collaborative projects.
4. Continue to proactively engage with residents to anticipate changing needs.

Indicators

- Improved resident satisfaction survey results over time
- Decrease in the number of escalating resident concerns
- Communication and services delivered within customer service standards

STRATEGIC GOAL 3

sustaining our ability to grow, change, and improve

WE WILL

Embrace an entrepreneurial and creative mindset in everything we do

TO

afford us the ability to continue to grow within a changing housing landscape and world.

This goal is about sustaining our ability to grow, change, and improve. For VPCH, this shift allows us to continue to be trailblazers in the community housing space.

For our staff team, adopting an entrepreneurial mindset means supporting each other in thinking outside the box, by creating safe environments for infusing creativity and calculated risk-taking, especially in a highly-regulated housing and development environment.

This goal works alongside our adaptable team as part of **Strategic Goal 4** and is supported by financial flexibility in our business model in **Strategic Goal 5**.

This strategic goal sets the organization up to leverage our **scale in the community housing sector** to continue to take on this broader role as a leader in the Ontario community housing sector and raise the potential of the sector as a whole. In addition, our **diverse housing portfolio** and **strong reputation and desire to partner with others in the sector** can provide VPCH with the tools to bring new ideas for growth and change to life.

Tactics

1. Begin conversations to initiate collaborative projects and models with partners outside of housing, including those who VPCH has not yet worked with (e.g., the health sector).
2. Leverage our relationships with governments (including our Service Managers) and other like-minded housing providers to share innovative practices, update on our happenings, and create new initiatives together.
3. Engage meaningfully with our residents and the community to continually identify new opportunities for change.
4. Hire, train, and maintain a skilled housing development team who can take on more complex growth projects.

Indicators

- Events hosted to create collaborations with new partners and share lessons learned
- Staff team retention rates
- 10-Year Development Strategy

our effective internal processes

WE WILL

Develop an adaptable staff team across all functions at VPCH

TO

support our vision for growth and continue to provide excellent affordable housing and service in times of change.

This strategic goal supports VPCH in continuing to improve and enhance its internal processes to support its vision for growth and continue to provide excellent affordable housing and service to its residents.

This goal is about ensuring we have a strong team in place to serve our clients—this includes supporting our team to think globally across the organization to continually identify opportunities for collaboration and improvement.

Through this goal, VPCH staff will have the opportunity to gain experience in different areas of the organization and benefit from ongoing training and skills upgrading.

This goal directly supports our efforts to improve our support and communication to respond to emerging resident needs in **Strategic Goal 2** and is reinforced by our financial flexibility in **Strategic Goal 5**.

To accomplish this, we will leverage our **exceptional staff and leadership team** we have today, and our **strong financial and property asset management abilities**.

Tactics

1. Provide and incentivize training in multiple areas for staff—enabling VPCH team members to adopt a broader set of skills.
2. Consider more broad skillsets when hiring for future positions at VPCH.
3. Build a constant flow of recruitment into the VPCH model to provide some 'slack' in our workforce.
4. Retain and continue to attract an amazing staff by providing opportunities for training, growth, and leadership, supported by progressive HR policies.

Indicators

- Our rate of filling roles with internal people—meaning our staff have the training and opportunity to grow within VPCH
- The frequency of staff training and skill development opportunities
- Staff team retention rates

STRATEGIC GOAL 5

our financial viability and stability

WE WILL

Prioritize financial flexibility in our business model

TO

reach self-sufficiency and stability to support our efforts to try new things and push boundaries.

Similar to **Strategic Goals 4 and 5**, focused on our entrepreneurial and adaptive staff team, this goal provides some of the fuel necessary to deliver excellent resident experiences and wellbeing at VPCH.

This strategic goal is focused on both VPCH's balance sheet and on our business model. For us, self-sufficiency means we are able to thrive in environments of high or low government involvement in housing. When funding is available, our team is ready to take advantage of the opportunity, however we are not threatened by dry spells in government focus on housing.

Through this goal, we will take a strategic approach to negotiating funding attached to our properties, to balance those which are tied in to long-term agreements with those providing us more flexibility for growth and change.

This financial flexibility will directly support our efforts to continue to innovate and introduce new housing opportunities (especially relevant to **Strategic Goals 3 and 1**). This goal leverages all of VPCH's "superpowers" and enhances our already **strong financial property and asset management**.

Tactics

1. Maintain ownership of our portfolio to use our scale to provide flexibility and opportunities for growth.
2. Infuse our vision and mission into conversations with service managers when negotiating future service agreements.
3. Support increasing internal efficiencies to reduce operating costs by exploring and implementing new technologies that help VPCH team members excel at their jobs.

Indicators

- 10-year forecast for our properties considering affordability and including both operating and capital needs
- Progress in meeting the targets within our 10-Year Growth Strategy
- Rents remain as affordable as possible without sacrificing wellbeing or satisfaction



Victoria Park Community Homes

STRATEGIC PLAN

2022-2027