



2021 - 2023 STRATEGIC PLAN



GREATER VICTORIA
HOUSING SOCIETY

Since 1956

Mission Statement

Greater Victoria Housing Society provides affordable, secure rental housing to low-to-moderate income households contributing to healthy, thriving and livable communities.

Introduction

Greater Victoria Housing Society (GVHS) will build upon the successes of the 2018-2020 strategic plan. Even with the pandemic, the Society adapted and stayed on track to accomplish its mission. We look forward to more stability and continued plans to excel.

About Us

Founded in 1956, GVHS is a non-profit charitable organization created in response to the shortage of affordable housing facing many seniors, persons with disabilities and families in our region. GVHS now manages 932 units in 17 buildings throughout Greater Victoria, serves over 1200 tenants and growing!

WE ARE:

- affordable rental housing for low-to-moderate income individuals and families
- an essential housing continuum component
- property development and management
- reinvestment of surpluses back into housing

WE ARE NOT:

- transitional housing/shelters
- market rental housing
- social services
- assisted/supportive living

Our Priorities

Our priorities are the five areas that GVHS focuses on in order to achieve our mission. While these priorities are inter-dependent, each priority has a specific goal, descriptions of success and strategic directions to guide our work.

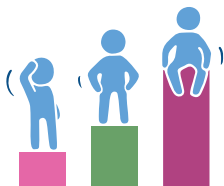
Here is the planning process we followed to finalize our five priorities:

WHERE ARE WE GOING?



- **Mission**
- **Priorities**
- **Goals**
- **Descriptions of Success**

WHERE ARE WE NOW?



- **Current Situation**
- **Strengths, Weaknesses, Opportunities & Threats**
- **Progress Since Last Strategic Plan**

HOW DO WE GET THERE?



- **Strategic Directions**

PRIORITY 1 Our Clientele



★ GOAL

To meet our diverse tenants' housing needs for high quality, secure, affordable rental housing, and excellent service.

🔍 WHAT SUCCESS LOOKS LIKE

- Tenants are highly satisfied with housing and staff interactions.
- Current and prospective client needs are met quickly and efficiently.
- People's choice for high quality affordable housing.
- Consistently high occupancy rates.

🔄 STRATEGIC DIRECTIONS

- Increase opportunities for tenants to be engaged and to provide feedback.
- Ensure efficient processes for selecting and housing new tenants.
- Ensure decision-making processes are clear and transparent.
- Provide staff with more information so they can be ambassadors for GVHS.
- Foster a sense of community in our buildings and with interested neighbours.

PRIORITY 2 Our External Relationships



★ GOAL

To build valuable, lasting partnerships to help achieve our mission.

🔍 WHAT SUCCESS LOOKS LIKE

- Open and accessible resource and partner for communities, local societies, philanthropic organizations and all levels of government, consistently called upon to provide advice.
- Advocate for affordable housing in Greater Victoria.
- Access to decision-makers at all levels of government.
- Trusted partner in evaluating, assisting, and managing other society's properties.
- Innovative partner in exploring new ways to achieve affordable housing.
- Good community neighbour with buildings that contribute to thriving communities.

🔄 STRATEGIC DIRECTIONS

- Increase awareness of our work and expertise through ongoing communication and participation in initiatives with local, regional, provincial and/or national stakeholders.
- Assist other organizations with our expertise.
- Seek opportunities to network, build partnerships and maintain relationships with community, philanthropic organizations, and all levels of government.
- Safeguard and enhance our reputation as a leading provider of high quality affordable rental housing.
- Continue to seek opportunities to showcase GVHS and share stories.
- Take advantage of opportunities to discuss affordable housing with people beyond our traditional stakeholder groups.

“...I am so comfortable here, finally getting finishing touches to my suite, it's turning out so perfect, I'm absolutely loving it, and I go for evening walks every night and its also so nice to walk to the grocery store, it's just so perfect for me. 😊”

PRIORITY 3 Our Organization



★ GOAL

To ensure a sustainable, healthy, inclusive, resilient and financially stable organization.

🔍 WHAT SUCCESS LOOKS LIKE

- Sufficient qualified staff to accomplish goals.
- Fulfilled, engaged and productive staff.
- Employer of choice.
- Efficient and effective systems and management with proven adaptability to manage change.
- Diverse staff and board with equitable and inclusive practices.
- Effective, fulfilled board that continues to improve GVHS.
- Operational decision making guided by sustainability principles.
- Sustainable, diverse and stable revenue sources.

🔄 STRATEGIC DIRECTIONS

- Ensure GVHS continues to be an attractive place where people are proud to work.
- Develop clear paths to secure diversified and reliable financing/funding.
- Create a culture of mentorship and support, providing opportunities for skill development and training.
- Continually evaluate and refine business systems.
- Define and apply sustainability principles.
- Review, update and improve our standard operating procedures, including recruitment and succession processes.
- Explore, learn and educate ourselves about equity, reconciliation, inclusion and diversity, and develop a clear understanding of what it means for GVHS.
- Continue to ensure clear and updated policies, procedures and protocols.

“I recommend GVHS to many and won't hesitate to apply again with you in the future. Thank you for 5 yrs + of affordable housing.”

PRIORITY 4 Our Existing Housing



★ GOAL

To proactively maintain and upgrade our existing housing.

🔍 WHAT SUCCESS LOOKS LIKE

- Our tenants are happy with the quality and level of maintenance of their homes.
- Buildings achieve their longest useful life.
- Strategies are in place to address buildings that are no longer economically viable or functional.
- Buildings adapted for climate change and other risks.
- Buildings are fully accessible.

🔄 STRATEGIC DIRECTIONS

- Ensure up-to-date building condition data (including maintenance, capital asset management and risk management plans).
- Increase accessibility and livability in all buildings.
- Ensure alignment between capital plan and maintenance/repair priorities.
- Ensure unit turnover processes are cost effective and efficient.
- Measure tenant satisfaction.
- Retrofit existing buildings as needed to deal with climate change.
- Identify opportunities for rezoning existing land to increase density and allow redevelopments.

Implementation

Staff will develop a detailed workplan with timelines, deliverables, and responsibilities, including key performance indicators and targets.



Annual review of the strategic plan will be implemented to assess changes to the current situation and funding environment. Strategic directions will be updated if required.

This strategic plan sets the path for another exciting and successful three years for GVHS.

PRIORITY 5 Our Growth

★ GOAL



To respond to the community's affordable housing needs by increasing our housing stock.

🔍 WHAT SUCCESS LOOKS LIKE

- Continuously having projects in various stages from proposal to completion.
- Increase the number of units managed.
- New buildings are recognized for their contribution in advancing innovation in design and building sciences.

🔄 STRATEGIC DIRECTIONS

- Continue to have development expertise on our project teams.
- Continue to build our housing to highest standards.
- Seek funding support for new projects from all levels of government and other organizations that support development of affordable housing.
- Identify and secure land for housing.
- Look for merger and acquisition opportunities within our core business areas.
- Use current properties to leverage future development.

The GVHS staff and board are excited to continue providing high quality service to our tenants and to keep building more homes, to address housing needs in Greater Victoria.

GVHS Board Chair – Lisa Edwards.



Tel: 250.384.3434 Fax: 250.386.3434

Email: info@greatervichousing.org

www.greatervichousing.org



Registered Charity 10817 3238 RR0001