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COMMUNICATION, COLLABORATION & ENGAGEMENT

VPCH will maintain an energized and respectful atmosphere for our Staff and Board

- The bedrock of any organization is its people. The key to any relationship is communication. These are changing times and strong collaboration at VPCH and within the sector is crucial. We will create a plan to engage and inform our Staff and Board Members regularly with the goal of developing transparent communication that fosters an atmosphere where innovation and collaboration can thrive.

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BUILD UPON OUR STAKEHOLDER RELATIONSHIPS

Build Community and Develop Stakeholder Relationships

- In our sector, none of us does it alone. We serve our communities and our communities, in turn, support us. Investment in our partnership and communication with one another is an important key for our success together. To improve communication with our residents we will leverage emerging technology tools and identify areas of improvement through a phased, comprehensive resident satisfaction survey. To enhance our current stakeholder relationships we will identify and implement the best methods to keep regular communication channels open that will best help drive collaboration.

We promise to manage our clients the same as ourselves with the goal of elevating property management services each and every day.

www.vpch.com



VICTORIA PARK COMMUNITY HOMES

STRATEGIC PLAN 2015-2018

We are on the precipice of change.

The expiring of Operating Agreements brings significant challenges to our sector. Our 3-year road map identifies 7 strategic priorities as key drivers that will help position Victoria Park to meet these challenges head on.

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Through our Strategic Plan, Victoria Park aims to:

- Improve organizational performance to better serve our clients and residents
- Secure our ability to continue to provide affordable housing by identifying opportunities to generate revenue and by practicing strong asset management
- Develop and nurture partnerships and stakeholder relationships that strengthen the sector through increased communication and collaboration

BUILDING ON OUR ORGANIZATIONAL STRUCTURE

Governance & Corporate Structure

- Over the course of this 3-year plan, VPCH will move from a functional to a matrix-based corporate structure that will increase internal collaboration and productivity. In addition, we will continue to develop ways to leverage one of our strongest assets, our Board Members. As highly knowledgeable professionals from the community, our Board Members have the skills and experience to help create solutions that will help ensure Victoria Park is successful in meeting the objectives of our mission.

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GROWING OUR BUSINESS

Enhance & Strengthen our Fiscal Assets and Revenue Sources

- Our revenue drives our ability to sustain our mission to provide housing for those in need. To generate more revenue, VPCH will offer flexible, client-specific property management service offerings and will implement a growth strategy to assess new opportunities and business lines that fill gaps for the non-profit housing sector.

OUR 7 STRATEGIC PRIORITIES

1

INVESTING IN OUR PEOPLE

Leadership, Performance and Training

- As the world changes, we need new skills. VPCH is committed to investing in its staff and to provide them with the best opportunity to succeed. Our goal is to offer the training and the tools to strengthen the leadership skills of our Management Team and planned development for all staff. As an organization, Victoria Park will be prepared to be at the forefront of the rapidly changing landscape of social housing.

3

SECURING OUR FUTURE

Enhance & Strengthen our Property Assets and Related Services

- Victoria Park Community Homes has always held the belief that everyone deserves access to a safe, affordable place to live. To ensure that we can continue to provide access to these homes, we will develop a comprehensive asset management plan and explore opportunities for expansion of the VPCH property portfolio.

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MODERNIZING OUR OPERATIONS

Gain Operational Efficiencies

- Our industry today relies more than ever on doing a lot with a little. Victoria Park will maximize available technologies and process map our core services to gain operational efficiencies and to identify gaps. These technologies will also support access to reliable building and resident data in order for Victoria Park to make informed decisions about future direction.