



**BC INDIGENOUS  
HOUSING SOCIETY**

Strategic  
Planning

2023

**January 28 & 29, 2023**

Pinnacle at the Pier, Squamish First Nation Territory

## Executive Summary

The BC Indigenous Housing Society (BCIHS) Board of Directors and Senior Leadership gathered on January 28th and 29th to listen, share, and decide the immediate priorities for BCIHS. BCIHS has a new executive leadership team and it is imperative that the leadership team receives clear direction from the Board of Directors as they embark on the next chapter of BCIHS. The planning session also was the first time many board members and executive staff met in person, providing an opportunity to engage and start building trust. The immediate goal of BCIHS is to build a strong foundation to enable the organization to grow and provide supportive and encouraging housing for residents.

## Broad Strategic Goals

- Strengthening Governance & Operations
- Reflecting Indigenous Culture
- Focused Growth with Intention
- Demonstrating Strong Leadership in the Sector

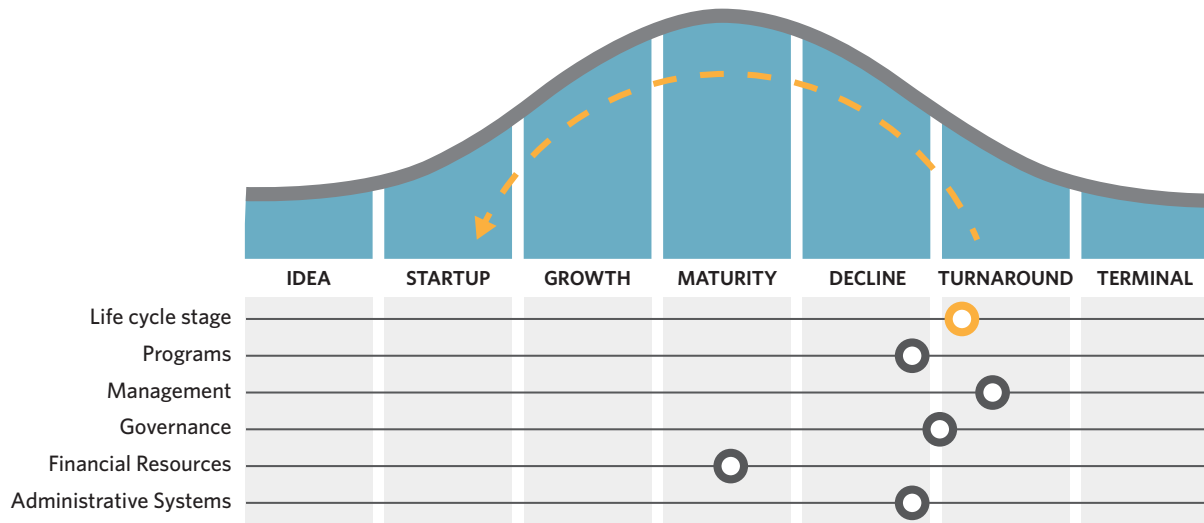
## Current State

*- 4 Pillars of Internal Capacity -*



## Lifecycle analysis:

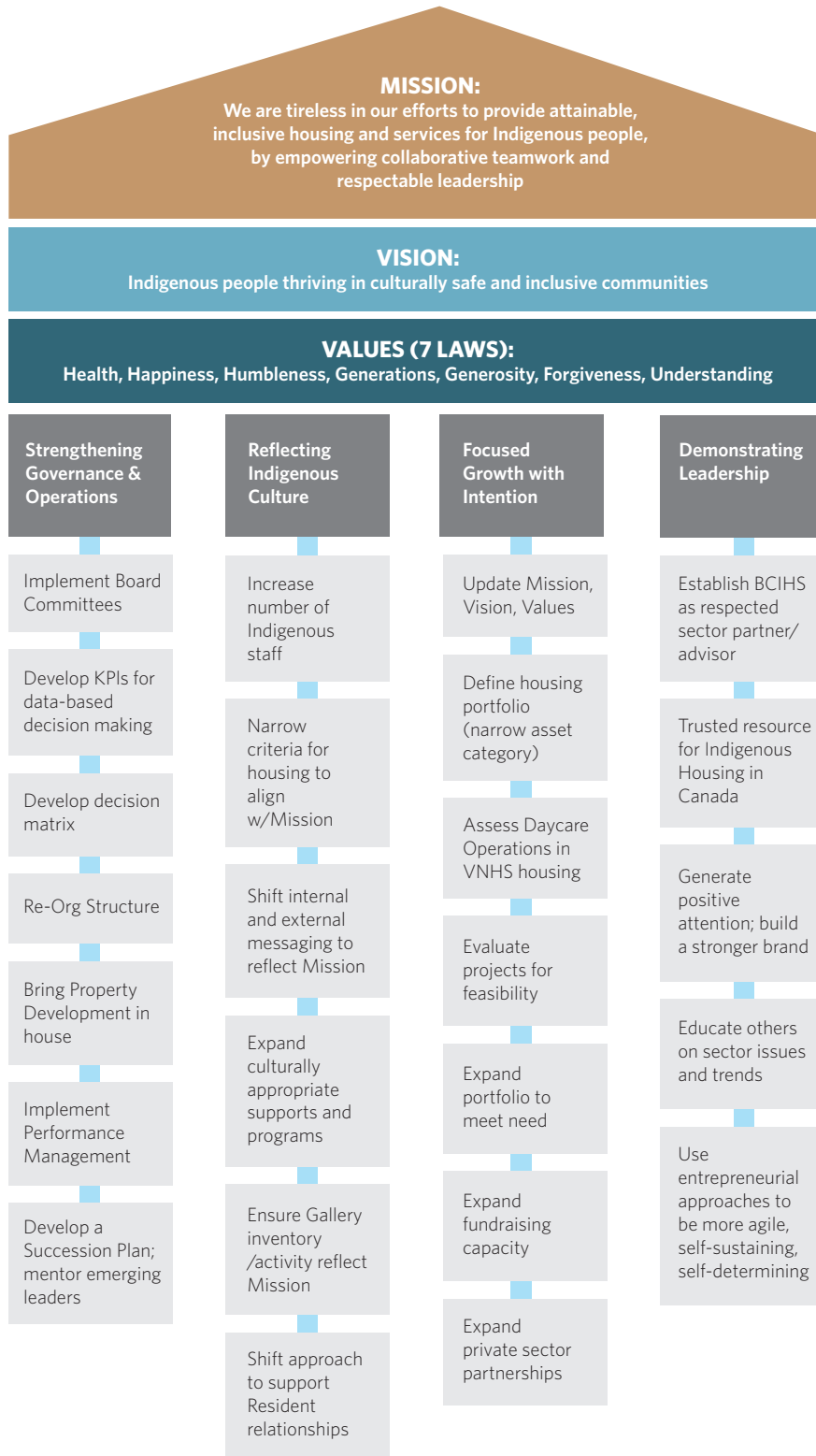
“A (lifecycle) stage is a development period when characteristic patterns of behaviour are evidenced and certain capacities become established” 2019. Nonprofit Lifecycles Institute.



	Stage	
<b>Programs</b>	Early Turn	Programs (i.e., building) reassessed and/or modified to meet current needs and to address challenges.
<b>Management</b>	Turning	New, permanent CEO in place with relevant competencies for turnaround; turnover in senior management.
<b>Governance</b>	Early Turn	Governance policies and process dated; in/ under active board committees.  Board's commitment to review and tough decisions actioned to restore management capacity and the organization integrity.
<b>Business Model</b>	Mature	Strong financial management practices support break-even to surplus; recent strategic changes to social enterprise efforts.
<b>Systems</b>	Very Early Turn	Many systems no longer serving organization needs are being reassessed. Physical space has deteriorated.

# STRATEGIC OBJECTIVES:

BCIHS strategic objectives in the immediate term, before March 2025, are to prepare the organization for growth to meet the needs of urban Indigenous people. BCIHS has a long history of being a leader in the affordable housing sector in BC and aims to continue that legacy.





## **Year 1: April 1, 2023 – March 31, 2024**

### **Strengthening Governance and Operations**

- Develop organization structure, systems, procedures and supports that align with our purpose.
- Reorganize and engage the staff team to prioritize operational effectiveness and more importantly the Residents.
- Analyze workflows and implement new procedures and software solutions, that drive efficiencies and allow for data driven decision making.
- Determine what Key Performance Indicators should be tracked
- Reconstitute the Board Committees to enable stronger governance, communication and decision making.

### **Reflecting Indigenous Culture**

- Cultural awareness training for all staff.
- Programs that are focused at improving the lives of our tenants, employees and their futures.
- Develop Resident support programs that foster opportunities for Residents to grow and thrive - daycare, cultural teaching, provide space to practice tradition and ceremony that fosters a sense of community; connect Residents to counselling and other social supports to assist Residents in transitioning to/managing city life.

### **Focused Growth with Intention**

- Define the BCIHS target Residence portfolio
- Rebranding of VNHS.
- Evaluate options for daycare within BCIHS buildings.
- Continually evaluate projects that provide opportunity for growth.

### **Demonstrating Strong Leadership in the Sector**

- Provide insight to BC Housing and AHMA on front line status, areas of need, and impact
- Valued ecosystem partner for the urban indigenous



## Year 2: April 1, 2024 – March 31, 2025

### Strengthening Operations and Governance

- Collect baseline data
- Evaluate workflows and implement new procedures that drive efficiencies and allow for data driven decision making.
- Create a decision matrix to allow the Leadership Team and Board to have a clear framework for decisions, aligned with Mission, Vision and Values.

### Reflecting Indigenous Culture

- Assess tenant perception of BCIHS
- Develop Resident support programs that foster opportunities for Residents to grow and thrive - daycare, cultural teaching, provide space to practice tradition and ceremony that fosters a sense of community; connect Residents to counselling and other social supports to assist Residents in transitioning to/managing city life.

### Focused Growth with Intention

- Develop an action plan toward more self-sustaining operations and programs
  - » increase the fundraising pipeline
  - » evaluate social enterprise business opportunities
  - » optimize stakeholder relationships; grow business partnerships
  - » plan for buildings with ending operating agreements
- Expand KLHS to be an active development arm of BCIHS.
- Continually evaluate projects that provide opportunity for growth.

### Leading the Sector

- Establish BCIHS as the respected sector partner and advisor



## **Year 3 and beyond: April 1, 2024 +**

### **Strengthening Governance and Operations**

- Developing a corporate culture over continual improvement; looking for efficiencies and opportunities to serve residents thoroughly and swiftly.

### **Reflecting Indigenous Culture**

- Striving for new initiatives and opportunities to implement culture.

### **Focused Growth with Intention**

- Expand BCIIHS portfolio to meet emerging and growing needs of urban Indigenous population.

### **Demonstrating Strong Leadership in the Sector**

- Establish BCIIHS as the respected sector advisor
- Provide data to BC Housing and AHMA that drives policy change to better support Residents and fulfill the need.
- Lead the way in working with stakeholders to address homelessness.
  - » Maximize opportunities for the Society through an entrepreneurial lens and approach