## **Kiwanis North Shore Housing Society Strategic Plan 2024 – 2027**

**Vision:** To provide a total of 1,000 units of below-market rental housing for North Shore citizens in need by 2027.

**Mission:** We believe that a diversity of people builds vibrant, healthy and safe communities where residents are proud to live. We contribute to this through the provision of below-market, secure and inclusive housing.

#### **Core Values**

**Excellence:** We strive for excellence in the delivery of quality living environments and commit to continually improving the organization, our knowledge and our skills.

**Environmental, Social & Economic Sustainability:** We operate our business responsibly to ensure environmental, social and economic sustainability to benefit current and future generations.

**Teamwork / Collaboration:** We work together to pursue excellence and we value and promote effective partnerships that foster our Mission. We believe that trust and respect are essential for teamwork.

**Innovation:** We develop new ideas and solutions creatively in anticipation of future and changing community needs.

**Dedication:** We are energetic, passionate and committed to achieving meaningful outcomes while always being aware of our responsibilities to our residents, employees, each other and the North Shore community.



### **Goal:** Ensure Financial Viability

#### **Objectives**

- 1. Establish key performance indicators for financial management
- 2. Implement opportunities to maximize operational efficiency
- 3. Explore fundraising opportunities to support future development



# **Goal:** Enhance Organizational Capacity and Expand Building Capacity to Deliver 1,000 units **Objectives**

- 1. Attract and retain the right people
- 2. Assess our portfolio to ensure assets are deployed at their highest/best use
- 3. Provide housing options that are well suited to prospective tenants



## **Goal:** Define and Communicate Brand Value Proposition **Objectives:**

- 1. Identify KNSHS key differentiators
- 2. Engage a brand expert to conduct an exercise to define our value proposition and finalize the vision
- 3. Bring the brand to life and communicate with stakeholders and community

Environmental, Social, Governance **Goal:** Ensure Minimum Environmental and Maximum Social Impact of Buildings and Operations

#### **Objectives**

- 1. Conduct environmental audit
- 2. Implement the best economically available standard when retrofitting buildings
- 3. Incorporate sustainable building and landscape strategies
- 4. Identify opportunities for innovation and leadership