



**Pacifica Housing**  
**Strategic Plan 2016 - 2019**  
*(adopted by the Board of Directors January 18, 2016)*

**VISION:**

Better lives through affordable homes and community connections

**MISSION:**

To be a leading innovative provider of affordable homes and support services that contribute to the independence of individuals and families

**VALUES:** Honesty ~ Compassion ~ Commitment ~ Respect ~ Consistency

**SERVICE DELIVERY PHILOSOPHY: Housing with Heart**

Our Service Delivery Philosophy is practiced at all levels of the organization and is based on the following principles:

- We believe that the safety of our tenants, clients and staff comes first.
- We believe in the principles of harm reduction.
- We will ensure that we treat everyone with respect and compassion, and without judgment or bias.
- We believe in person-centered service delivery.
- We will maintain a welcoming and collaborative atmosphere where staff, tenants and clients work together.
- We will maintain open, honest, clear and respectful communication at all levels of the organization.
- We will form links and partnerships with other stakeholders and service providers to ensure an integrated and optimal package of services for our tenants and clients.
- Our decisions will evaluate the business, social and fiscal components of our service provision.
- Our operations and service delivery will reflect the best practices in our sector.

## **GOALS**

1. Increase quality of life for those we serve
2. Ensure that Pacifica has the infrastructure and resources necessary to carry out its Strategic Plan
3. Continue to be a trusted and sought after partner in delivering affordable housing and support services on Vancouver Island
4. Meet the housing and support services needs of our communities

## **OBJECTIVES**

The objectives for each of these goals provide the foundation for our operational planning.

### **Goal 1: Increase quality of life for those we serve**

- 1.1 Increase and / or diversify support services
- 1.2 Enhance a sense of community for those we serve

### **Goal 2: Ensure that Pacifica has the infrastructure and resources necessary to carry out its Strategic Plan**

- 4.1 Build financial capacity
- 4.2 Build organizational capacity
- 4.3 Invest in the continuing professional development of staff

### **Goal 3: Meet the housing and support services needs of our communities**

- 3.1 Seek creative, effective and diverse housing and support models
- 3.2 Recognize and continue to improve upon successful approaches to housing and service delivery
- 3.3 Continue to use green building principles wherever possible
- 3.4 Enable the construction of affordable housing projects that would not be possible under conventional financing structures

### **Goal 4: Continue to be a trusted and sought after partner in delivering affordable housing and support services on Vancouver Island**

- 2.1 Maintain strong relationships with existing partners and stakeholders
- 2.2 Develop new partnerships consistent with the strategic goals and society's needs
- 2.3 Continue to build profile with the public and stakeholders
- 2.4 Continue to create excellence in all we do