

Board



CEO



Clients

Money and service always have an inverse relationship

Board serves the CEO the CEO service employees, employees serve clients

The meaning of service gets subverted when it is defined as treating your boss as your most important customer.

Mission Statement

start with why we are here

What does the world look like if MQHS is successful

Vision Statement

A vision statement should briefly describe what a company wants to achieve or become

MQHS exists because people are inherently valuable and deserve the best possible future.

Vision

Everyone belongs to a thriving community

Everyone would have a home

Safe / Opportunity

Affordable

Sense of community

Pride/maintain their home

Sense of ownership

Equity & Equality

Contribute

MISSION

Build homes designed for supportive community

We design, build and manage affordable community minded homes, creating foundations for people to flourishing

Advocation

Supporting

Directing

Education

Foundation

Values

What someone will pay!

Energy

Time

money

As an inclusive and diverse Indigenous society we value:

1. Ethical Practices
2. Excellence and Innovation
3. Healthy Culture
4. Growth and Development
5. Financial Stewardship

Fundraising – proposal writing/grant

Growth

Build

Deliver programs (Daycare)

Re-develop

Partner

Train

Manage

Occupy

Administer

Tenant Engage

Network

Advocate

Design

Stakeholder Engagement

Educate

Staff

Policy and procedures

Marketing

Communications

Visibility

Asset management

Governance

Financial over- sight

Strategic Objectives

Asset Management

Growth
Design/build
Redevelop
Partner

Strengths We have great buildings Clarity of mission positive buildings Strong construction team Relationships: AHMA / BCHousing	Weakness Non-mission stock Weak asset management plan
Opportunities Aging building provide redevelopment potential Capital Improvement Funding Training Potential new partner National housing strategy Provincial housing strategy	Threats BC housing regulations Municipal Government relations Affordable property

Staffing and Admin Objectives

Train
Manage
Client manage
Occupancy
Recruiting
Meeting
Policy and procedures

Strength High occupancy Trained staff High proposal success Successful delivery of current programs	Weakness Operational manual (don't have) HR Management Effective meetings
Opportunities Train more proposal writers Proper roll out of new strategic plan New operational manual	Threats Staff turnover Limited talent to hire

Tenant Engagement Objectives

Advocacy
Education
Program delivery
Communications/visibility

Marketing

Strength More than a house Tenant relations staff Ready to rent program Easy of application Info TV Crime multi housing	Weakness Clarity of website Intake process Streamline Clarity Transparencies Community awareness
Opportunities Develop feedback channels Pandemic friendly programs Clear Mission Statement Open Houses for Community Develop alternate housing partnerships	Threats COVID Lack of clarity around service

Highlights of Planning

Values are something we pay for
Person Mission statement with the organization
Mission statement A+B = C
Mission statement is so clear now, we needed to walk an 8 year road to get here
M.V.V. really make the path forward very clear
Honour the prework of staff and the “why” statement
Vision statement is so big you never get there, but always in front of you
Clear values allow us to align people throughout the organization
Full group engagement
Service down

Governance Strategic Objective #4

Financial oversight
Stakeholder engagement
Policy and Procedures
Recruiting
Meeting

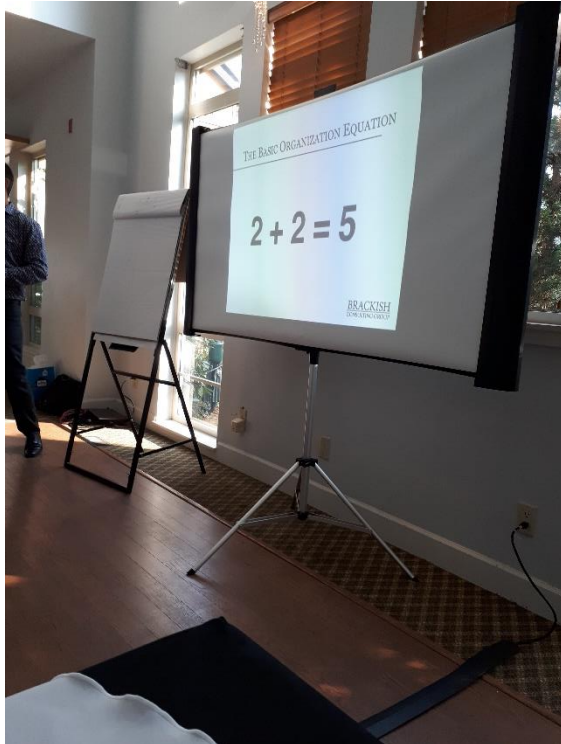
Strengths Policy/procedure work done Engaged board Governing Board (clear) Trained Board	Weakness Only 4 Board members No male board member Need accounting/finance perspective Advocacy Effective/efficient meeting
Opportunity Refine policy/procedure More Governance training Onboard more Board members Stakeholder engagement Advocate Financial training	Threat No interest in board Potential self-serving members Single funding train Risk Assessment with affiliate societies Power struggle between AMHA & FN Hic

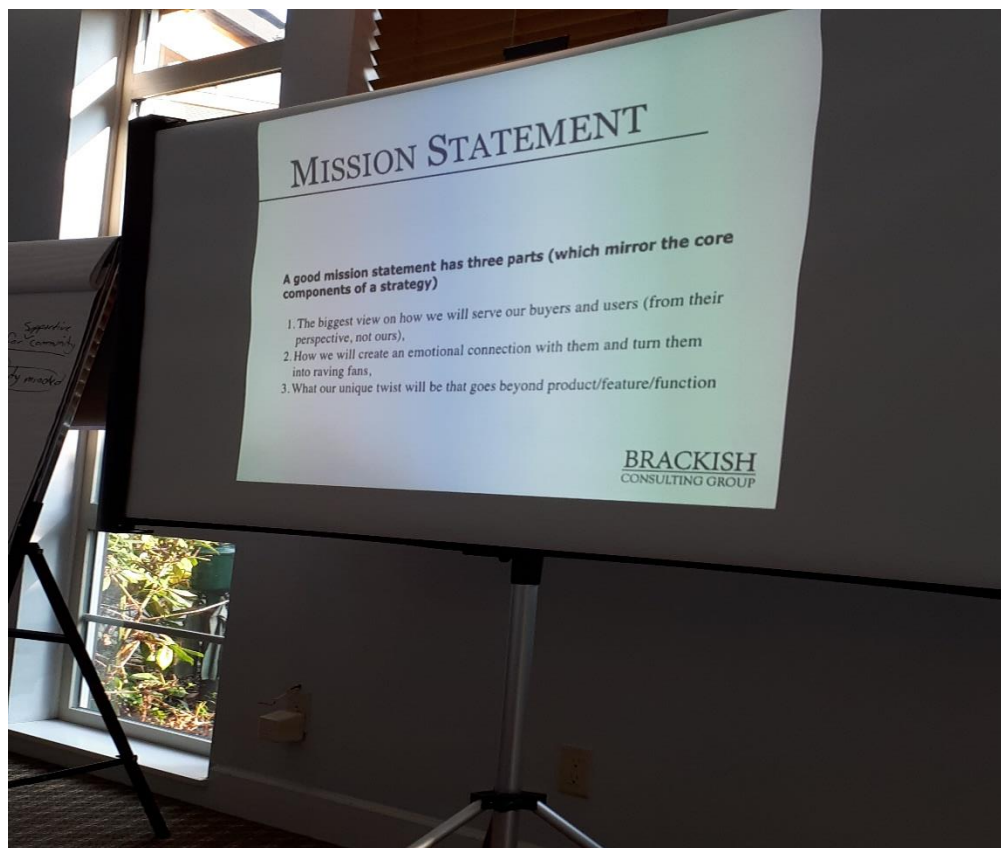
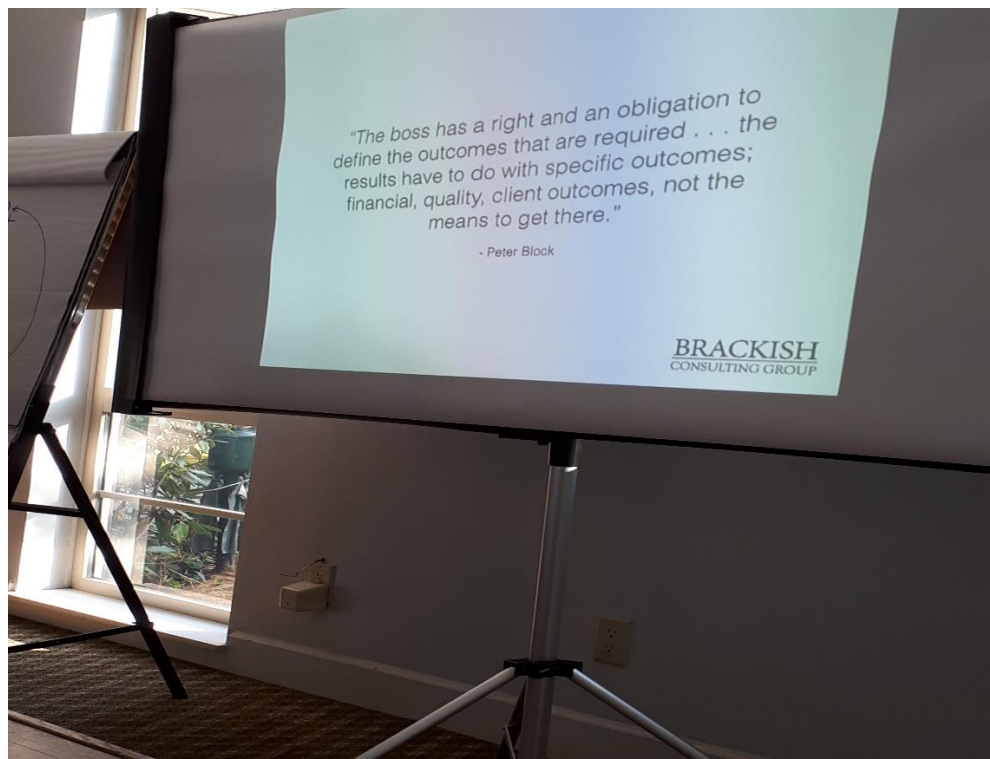
Strategic Plan

1. Executive summary

2. Message from CEO
3. Message from Board Chair
4. Vision
5. Mission
6. Values
7. Strategic Objectives
 - a. Asset Management
 - b. Staff/Admin
 - c. Tenant Relations
 - d. Governance
8. Conclusion

Slides





VISION STATEMENT

Mission Statement vs. Vision Statement

A mission statement is intended to clarify the *what, who, and why* of a company. On the other hand, a vision statement *describes* where the company wants a community, or the world, to be as a result of the company's services. A mission statement is a roadmap for the company's vision statement.

BRACKISH
CONSULTING GROUP

VALUES

These are the principles that an organization stands for and abides by.

BRACKISH
CONSULTING GROUP

MQHS: "HOW"

- We have a respectful and empowering team.
- We build connections to individuals and communities.
- We provide support and education to encourage growth.
- We strive for excellence and innovation in our projects and programs.
- We promote accountability to develop safe and trusting environments.

BRACKISH
CONSULTING GROUP