A STRATEGIC PLAN FOR SUSTAINABILITY AND GROWTH

2016/17
Dear colleagues and board members,

Housing Visions is in a time of transition.

In 2015, Housing Visions celebrated a milestone: 25 years of leadership and innovation in affordable housing. However, in 2015, Housing Visions also experienced significant cost overruns and unanticipated challenges. The beginning of our next 25 years needs to focus on rebuilding our resources and growing our impact to ensure the sustainability of Housing Visions as a leader in neighborhood revitalization and affordable housing.

Housing Visions’ legacy rests in the scattered-site, urban infill approach. Our hope is that this infusion of investment serves as a catalyst for further investment and fosters a thriving community.

Housing Visions recognizes the higher costs and challenges of our model of development and we are responding with strategic and deliberate actions. We are not abandoning our scattered-site model.

Housing Visions has expanded its reach into 15 communities throughout New York and Pennsylvania and continues to look for opportunities to grow. We partner with community organizations to provide housing services for diverse populations, including homeless veterans, survivors of domestic violence and other special needs residents. We are expanding our portfolio to include market rate units and commercial space. These steps have been strategic and deliberate. In order to be sustainable, Housing Visions recognizes the need to build more resilient sources of funding.

Looking to the future, Housing Visions will concentrate on three strategic directions: building financial stability, building capacity and building opportunities. Concentrating on these three objectives will allow Housing Visions to rebuild itself into an organization with strong human, social and intellectual capital.

This strategic plan provides a broad roadmap for Housing Visions and is intended to be a dynamic and integrated effort. The overarching goals, which each Housing Visions employee and board member will help achieve, provides a balanced framework of what needs to be done to reach our vision and fulfill our mission.

Our success rests with the dedicated employees and board members throughout Housing Visions who strive to revitalize neighborhoods and improve quality of life for all.

Thank you,

Kenyon M. Craig, President & CEO

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### Strategic Concept

Housing Visions will focus on three strategic directions over the next two years. They are summarized here and elaborated on the following pages.

**Building Financial Stability**

**Goal**: Build cash and operating reserves to ensure Housing Visions’ long-term financial health and to support unanticipated costs and emerging opportunities.

**Building Capacity**

**Goal**: Strengthen and increase Housing Visions’ operational and organizational capacity as well as build a pipeline of leaders for strategic succession planning.

**Building Opportunity**

**Goal**: Establish a culture of discipline where Housing Visions furthers its mission to revitalize neighborhoods with a community-centric approach, meeting the unique and specific needs of that community.

### A Legacy of Transformation

**Yesterday…**

When Housing Visions opened its doors in 1990, the organization had one unpaid employee, was housed in a small space at a local church and conceptualizing its first rehabilitation project which included three delapidated houses with the hopes of transforming the immediate neighborhood.

**Today…**

Housing Visions is a dynamic, comprehensive neighborhood revitalization organization providing real estate development, construction services and property management services. Dedicated to transforming struggling neighborhoods into vibrant communities, today it has a portfolio of nearly 1,300 units across 15 cities in Upstate New York and Pennsylvania with a total community investment of more than $340 million. It serves more than 3,000 residents with a growing concentration on special population through ADA accessible units, audio/visual adapted units and supportive housing units, as well as a growing emphasis on whole communities through commercial development and mixed-income properties.

**Tomorrow…**

While the future can never be fully predicted, Housing Visions sees emerging opportunities to revitalize communities and to help those communities meet the evolving needs of its citizens through growing its focus on alternative funding sources, special populations and supportive housing; commercial development; mixed-income properties and expanding its footprints to new markets.
VISION

Strong, vibrant, economically diverse neighborhoods of opportunity and choice.

MISSION STATEMENT

Be the catalyst for sustainable positive change in neighborhoods through real estate development and community collaboration.

CORE VALUES

Quality
Responsibility
Integrity
Compassion

VALUE STATEMENTS

WE BELIEVE...

... in the power of community to change lives.

... that by working together we can accomplish great things.

... that every person deserves quality, safe and affordable housing.

... in building relations.

... that investing in quality upfront yields quality over time.

... that the easiest route is not always the right route.

GOAL

BUILD CASH AND OPERATING RESERVES TO ENSURE HOUSING VISIONS LONG-TERM FINANCIAL HEALTH AND TO SUPPORT UNANTICIPATED COSTS AND EMERGING OPPORTUNITIES.

STRATEGIC INITIATIVES

FOSTER A CULTURE OF CONSTANT EXPENSE EVALUATION AND FISCAL RESPONSIBILITY FROM BOTTOM TO TOP

• Educate employees on budgets and fiscal state of the organization.

• Engage employees to participate in creating efficient methods and empower staff at all management levels with decision-making abilities and accountability.

• Structure policies and processes to empower staff to identify opportunities for efficiencies and cost-savings and to develop and implement process improvements.

IDENTIFY CURRENT PRACTICES CONTRIBUTING TO COST AND BUDGET OVERRUNS AND DEVELOP PROCESSES AND SYSTEMS TO ENSURE BEST PRACTICES

• Review completed projects, identifying factors leading to cost overruns and create action plans to avoid and eliminate these factors in pipeline projects.

• Analyze development and management contracts to ensure efficiencies and reduce added expense.

• Streamline communication and collaboration between owner, contractor, design team, funding sources, project partners and management team to ensure standards and budgets are met, schedules are maintained and occupancy is maximized.

UTILIZE ZERO-BASED BUDGETING

• Task management at all levels to contribute to annual budgets and to regularly analyze and compare actual vs. budgeted expenses.

• Treat projects as independent, self-sustaining entities, with controls in place to manage expenses.

• Base purchasing decisions on the budget by developing processes to analyze expenses prior to purchasing.

MEASURABLE OUTCOMES

• GROW OUR CASH RESERVES TO $1 MILLION BY END OF 2017

• ESTABLISH A CREDIT LINE UP TO $1 MILLION

• INCREASE VISIONS FOR CHANGE’S ANNUAL GRANT FUNDING TO $125,000 IN 2017

• DEVELOPMENT, CONSTRUCTION AND PROPERTY MANAGEMENT WILL CASH FLOW BY END OF 2017
STRENGTHEN AND INCREASE OUR OPERATIONAL AND ORGANIZATIONAL CAPACITY AS WELL AS BUILD A PIPELINE OF LEADERS FOR STRATEGIC SUCCESSION PLANNING TO ENSURE THE SUSTAINABILITY OF THE ORGANIZATION.

STRATEGIC INITIATIVES

BUILD AND SUSTAIN FINANCIAL AND POLITICAL CAPACITY

• Increase staff and board training, use of volunteers, and public outreach programs to reduce expenses, build a stronger community constituency and to initiate fund raising campaigns.
• Prioritize resources to more profitable activities or services and effectively use resources.
• Adopt new resource strategies to address uncertainty and to heighten the prospects of organizational survival, foster relations with other groups in the community, and reduce over dependence on specific sources of funding.
• Increase outreach to strengthen and extend the work of Housing Visions and to build social capital and support. Efforts to include marketing and public relations; community education and advocacy; collaborations, alliances, and partnerships.

STRENGTHENING MANAGEMENT SYSTEMS AND GOVERNANCE IN ORGANIZATIONS

• Establish policies and processes to ensure cost-effective, efficient procedures and integrate accountability at all levels of management.
• Implement value engineering and company-wide standardization policies.
• Cultivate staff to lead Housing Visions into the future and create a plan for departmental and overall organization successions.

IMPROVED TECHNOLOGY TO ENABLE THE ORGANIZATION TO USE ITS RESOURCES IN NEW AND MORE EFFECTIVE WAYS

• Build digital fund raising capabilities.
• Broaden and facilitate Housing Visions’ ability to communicate with regional staff and collaborate with people and organizations both locally and around the region.
• Enable stronger efficiencies in communications and property management systems.

MEASURABLE OUTCOMES

• INCREASE AND MAINTAIN PROPERTY OCCUPANCY RATES AT OR ABOVE 95% ACROSS THE PORTFOLIO
• ONEONTA HEIGHTS AND BEECH STREET FACTORY ARE COMPLETED ON SCHEDULE AND WITHIN BUDGET
• INCREASE PUBLIC AWARENESS THROUGH MEDIA EXPOSURE AND USE OF SOCIAL MEDIA
• APPLY FOR TECHNOLOGY GRANT FOR CAPACITY BUILDING
• FORMALIZE SUCCESSION PLANS FOR ORGANIZATION AS A WHOLE AS WELL AS FOR EACH DEPARTMENT

BUILDING OPPORTUNITY GOAL

ESTABLISH A CULTURE OF DISCIPLINE WHERE RESOURCES ARE UTILIZED TO FURTHER OUR MISSION TO REVITALIZE NEIGHBORHOODS WITH A COMMUNITY-CENTRIC APPROACH, MEETING THE UNIQUE AND SPECIFIC NEEDS OF THAT COMMUNITY.

STRATEGIC INITIATIVES

REDUCE DEPENDENCE ON SINGLE FUNDING SOURCE

• Research additional funding sources such as market-rate apartments, commercial development, supportive housing and 4% tax credit projects.
• Develop collaborative projects.
• Increase Housing Visions’ footprint and impact to increase its opportunities for additional funding sources.
• Solicit board members to fund raise and contribute to the organization.

REVITALIZE NEIGHBORHOODS

• Determine the basic needs and assets of a community to identify opportunities for Housing Visions to serve as the catalyst for its revitalization.
• Bring a collaborative, wholistic approach by integrating mixed-income, mixed-use development to encourage socioeconomic diversity of residents.
• Develop and maintain partnerships with local service organizations to identify need-base supportive housing opportunities.

GROW AND MAINTAIN OUR PORTFOLIO

• Maintain current portfolio in excellent condition.
• Strengthen our portfolio in established service areas to increase fiscal solvency, deepen our impact and achieve economies of scale.
• Preserve affordable housing through sound acquisitions and third-party management.

INCREASE OUR SOCIAL IMPACT

• Expand Visions for Change’s programming to additional communities.
• Create a Housing Preparedness Program for VFC participants to bridge the gap between the populations Housing Visions serves and the population VFC serves.

MEASURABLE OUTCOMES

• START OF CONSTRUCTION ON MARKET-RATE PROJECT
• SUBMITTAL OF A PROJECT APPLICATION FOR A 4% TAX CREDIT PROJECT AND AN APPLICATION SUBMITTED IN PA.
• 100% PARTICIPATION OF BOARD MEMBER FINANCIAL CONTRIBUTIONS
• DEVELOP CURRICULUM MODULES FOR VISIONS FOR CHANGE’S HOUSING PREPAREDNESS PROGRAM
• ESTABLISH A VFC PILOT PROGRAM IN OSWEGO BY END OF THE YEAR 2016
• CREATE AND PRESENT A 5-YEAR SUSTAINABILITY PLAN FOR VFC TO THE HVU BOARD
Real Plans. Real People. Real Progress.
Housing Visions Unlimited, Inc. • Housing Visions Development Group, Inc.
Housing Visions Consultants, Inc. • Housing Visions Construction Co., Inc.
Housing Portfolio Unlimited, Inc. • Visions For Change, Inc.
HV Acquisitions, LLC • East Side Business Center, LLC • Dynamic Building Solutions, LLC

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