North Peace Housing Foundation

Strategic Plan 2022-2027

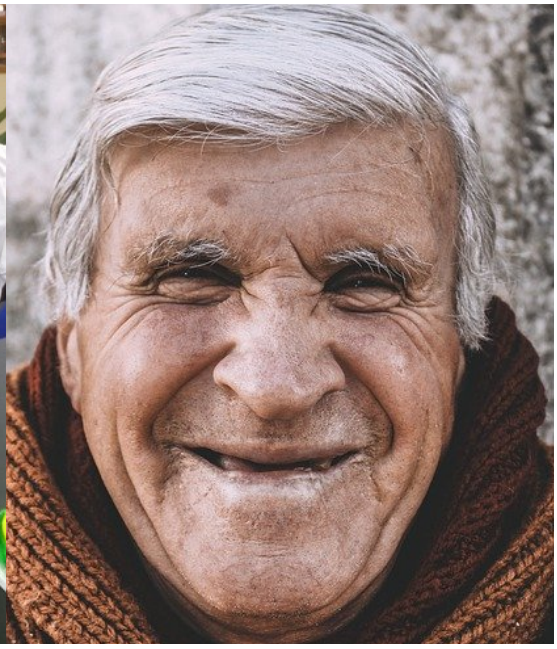
Message from the Board

The North Peace Housing Foundation Board of Directors believes that long-range strategic planning is a core function of its governance and leadership. Developed with support from the Senior Management team, the Strategic Plan provides overall direction to the Foundation in developing its Business Plan.

Effective Strategic Plans incorporate a clearly stated vision, mission, and values, along with well-defined goals that are measurable and attainable. Allowing for flexibility to respond to new information and emergent situations, this plan focuses on client safety and well-being, operational priorities, and financial stability and accountability.

Reviewed annually, the Strategic Plan delivers long-term stakeholder value through clear planning and accountability.

It give the Board great pleasure to share this plan with all stakeholders including clients, municipalities, community members, and staff.



Mission, Vision, Values

Our Mission

To deliver quality, affordable, and supportive housing in healthy, safe, and inclusive communities.

Our Vision

Everyone has a place to call home.

Our Values

Honesty & Integrity
Always demonstrate strong ethical & moral principles with clients, co-workers, colleagues, and the public.

Compassion & Respect
Consider and support the unique circumstances of our co-workers and our clients.

Accountability & Excellence
Achieve and maintain high standards of stewardship and fiscal responsibility.

Collaboration & Teamwork
Develop partnerships and relationships to achieve operational excellence.

Innovation & Empowerment
Encourage and reward creativity, welcoming ideas and acknowledging participants in this process.

Our Programs and Sites

Supportive Living Accommodation (Lodge)

Del-Air Lodge - 49 Lodge units located in the Town of Manning *(an additional 16 DSL units are currently under construction and are due to open in late 2023)*
Harvest Lodge - 66 units located in the Town of Fairview
Heritage Tower - 82 units located in the Town of Peace River
Homesteader Lodge - 27 units located in the Village of Hines Creek

Senior Apartment Accommodation

Autumn Villa - 8 Self-contained apartments in the Village of Berwyn
Garrison Manor - 46 Self-contained apartments in the Town of Fairview
Greene Valley Apartments - 20 Self-contained apartments in the Town of Peace River
Legion Court - 16 Self-contained apartments in the Town of Grimshaw
Legion Place - 8 Self-contained apartments in the Town of Grimshaw
Manning Seniors Apartments - 16 Self-contained apartments in the Town of Manning
Nampa Legion Manor - 12 Self-contained apartments in the Village of Nampa
Pioneer Village - 4 Self-contained apartments in the Hamlet of Worsley

Seniors Affordable Housing Program

Garden Court Apartments - 63 Self-contained apartments in the Town of Peace River

Community Housing Program

32 units in the Town of Grimshaw
81 units in the Town of Peace River
23 units in the Town of Manning
2 units in the Village of Berwyn
8 units in the Town of Fairview
2 units in the Village of Nampa

In 2019, the province transferred title of 15 additional Community Housing units to the Foundation; 7 of those units have been sold to date, 6 continue to be on the market for sale, with the remaining 2 being considered for future development.

Rental Assistance Benefit

Budget Based (Provincially Approved)

Sustainable Remote Housing Initiative

5 units in the Hamlet of Cadotte Lake

Strategic Plan

The following six strategies will guide the organization over the next five years.

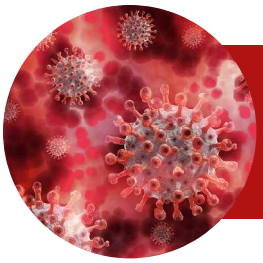
Demonstrate Operational Excellence

Innovative and Sustainable Funding Models

Develop and Foster Strong Partnerships and Connections

Capital Projects and Maintenance

Organizational Branding



COVID-19 Recovery

Strategic Goals and Objectives (2022-2027)

Demonstrate Operational Excellence

Objectives

- Assess management structure and succession plans to protect the resiliency of the organization.
- Review Standard Operating Procedures to reduce redundancy, ensure efficient quality output on a consistent basis, and promote adherence to legislative requirements and industry standards.

Innovative and Sustainable Funding Models

Objectives

- Actively explore other, potentially innovative, sources of revenue in light of current economic realities and challenges, including limitations on our regional tax base, for example CMHC funding, partnerships, etc.
- Identify sustainable development opportunities on Foundation owned land and with existing properties, including mixed-income and mixed-use models.
- Investigate potential fundraising opportunities including non-profit or charitable status.

Develop and Foster Strong Partnerships and Connections

Objectives

- Understand and strengthen partnerships with municipalities, community stakeholders, and agencies to better serve our existing and future clients (e.g. Municipal Council visits).
- Continue to work with other Housing Management Bodies, Health, and related associations to develop relevant standards and efficiencies.
- Investigate opportunities to work with community organizations and agencies to further enhance client services and promote the good work of the Foundation (e.g. FCSS, Sagitawa Friendship Centre, Womens' Shelters, etc.)

Capital Projects and Maintenance

Objectives

- Prioritize the advocacy of the addition of higher level care units to the Harvest Lodge to allow the residents of Fairview and area to age in their community.
- Continue to participate in the Del-Air Lodge redevelopment project and subsequently plan the future of the west wing units.
- Revisit the vision of the Westview development in Peace River.
- Work with the province in prioritizing the maintenance of aging assets to safely meet the current and future needs of our clients, for example Spruce Court Community Housing units in Peace River.
- Investigate the reconfiguration and modernization of lodge units into suites to better reflect the desires of today's seniors.
- Explore the possibility of securing a maintenance shop to enhance and optimize maintenance operations.
- Investigate the provision of internet services and Wi-Fi to all North Peace Housing Foundation Lodge residents.

Organizational Branding

Objectives

- Continue to enhance the perception of the Foundation in the public through social media and public events such as tradeshows, seniors' fairs, etc.
- Prioritize curb appeal of properties to better reflect the well-maintained, clean, and attractive interiors of our units, resulting in an increase of our overall occupancy rates and a sense of pride in residency.
- Develop and maintain consistency across the Foundation in all areas, at all times.
- Tell our good story through the use of resident and tenant testimonials and videos.

COVID-19 Recovery

Objectives

- Continue to investigate ways to respond to circumstances brought on by the global pandemic, including increasing our occupancy, and the health and well-being of our staff and clientele.
- Focus promotional and communication efforts on the benefits, safety, and security of Lodge living at North Peace Housing Foundation.

Accountability

This Strategic Plan was prepared in accordance with Board Governance Policy 3.6 Annual Strategic Planning Meeting.

Reviewed in April of each year, the Strategic Plan provides overall direction of the Foundation in developing the Business Plan.

The Chief Administrative Officer is responsible for the implementation of the goals of the Strategic Plan.