



North Peace Housing Foundation

Strategic Plan 2023-2028



North Peace Housing Foundation
Everyone Has a Place to Call Home

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 gives 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)

Provincially Owned:

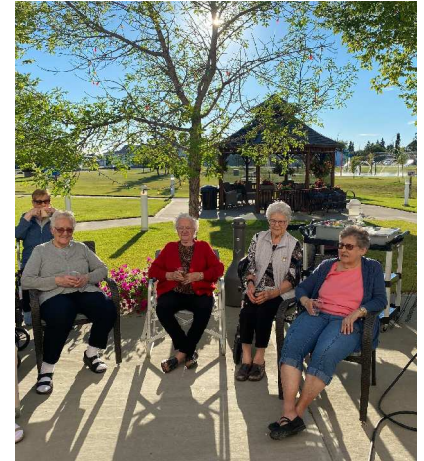
Del-Air Lodge - 50 Lodge units located in the Town of Manning
(16 DSL units are currently under construction and due to open in early 2024; 12 Lodge units are currently being converted into 6, 1-bedroom suites)

Heritage Tower - 82 units located in the Town of Peace River

Homesteader Lodge - 27 units located in the Village of Hines Creek

North Peace Housing Foundation Owned:

Harvest Lodge - 66 units located in the Town of Fairview



Senior Apartment Accommodation

Provincially Owned:

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

North Peace Housing Foundation Owned:

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

Community Housing Program

Provincially Owned:

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

7 units in the Town of Fairview

2 units in the Village of Nampa



North Peace Housing Foundation Owned:

In 2019, the province transferred title of 15 additional Community Housing units to the Foundation; 9 of those units have been sold to date, 4 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 (*North Peace Housing Foundation Owned*)



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



Advocacy





Strategic Goals and Objectives (2023-2028)

Demonstrate Operational Excellence

Objectives

- Continue to review 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 adhere to legislative requirements and industry standards.
- Prioritize filling critical positions within the organization.
- Foster the growth and development of our personnel to cultivate a skilled, empowered, and motivated workforce capable of addressing present and future challenges.

Innovative and Sustainable Funding Models

Objectives

- Investigate innovative, creative, and sustainable sources of revenue in light of current economic realities and challenges, including limitations on our regional tax base; for example CMHC funding, partnerships, Venture Connect, 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

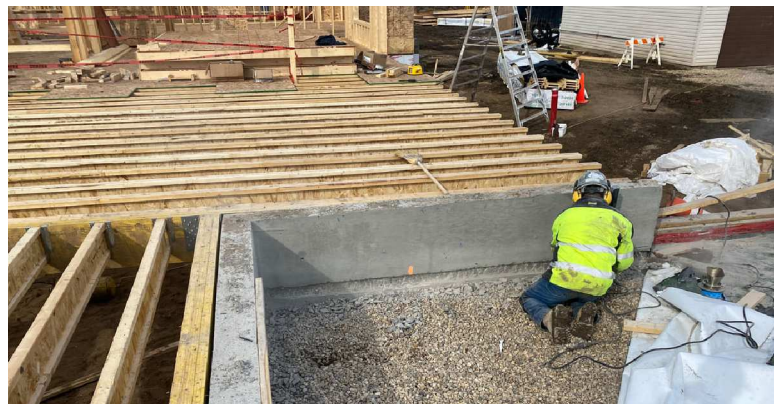
Objectives

- 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, Alberta 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, Women's Shelters, Resource Centre For Suicide Prevention, etc.).

Capital Projects and Maintenance

Objectives

- Explore the Westview development in Peace River and future development opportunities in Fairview on Foundation-owned land.
- Explore the possibility of building a maintenance shop as part of the Westview development to enhance and optimize maintenance operations.
- Continue with the reconfiguration and modernization of lodge units into one-bedroom suites to better reflect the desires of today's seniors.
- Commence the provisioning of internet and Wi-Fi services to residents of North Peace Housing Foundation Lodges, wherever feasible and cost-efficient.



Organizational Branding

Objectives

- Strengthen the Foundation's public image through strategic use of social media and participation in key events, such as tradeshow and seniors' fairs.
- Ensure the curb appeal of properties 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.

Advocacy

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 continue to live in their community.
- Work with the province in prioritizing the maintenance of aging assets to safely meet the current and future needs of our clients.
- Collaborate with government at all levels to advance our vision of providing quality, affordable, and supportive housing within healthy, safe, and inclusive communities.



Accountability

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

Reviewed annually, 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.

