



Grande Spirit Foundation  
Strategic Plan  
2014-2017

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## **Introduction**

Under Ministerial Order, as a Management Body for the Alberta Government, the Grande Spirit Foundation provides safe affordable housing and support services to low income seniors, families, and individuals. We currently operate 4 lodges, 15 seniors' apartment buildings, 64 direct rental family housing units, 450 rental subsidies. We also manage a 70 unit affordable building and 17 wheel chair accessible units for the Grande Prairie Residential Society, as well as a 40 unit affordable building for the City of Grande Prairie.

We are led by a 12 member Board comprised of one representative from each of our contributing municipalities. We operate in Grande Prairie, Spirit River, Beaverlodge, Sexsmith, Rycroft, Wanham, Eaglesham, Laglace, Wembley, Debolt, Clairmont and Bezanson.

## **Mission**

We serve seniors, families and individuals by providing quality affordable housing.

## **Vision**

Homes of choice.

## **Values**

We believe everyone should be treated with dignity, compassion and respect. We aspire to the highest standard of integrity, honesty and professionalism. Our common sense approach encourages a positive, safe environment for all staff, residents and visitors.

## Clients

Goal: *Ensure that the level of care that we provide matches the residents' needs*

Strategies:

- Define criteria
- Enhance screening and assessment process including mental illness/mental health of current and future residents
- Analyze service delivery methods (ie. Staffing, contracts, volunteers)
- Survey residents and families to determine the expectations/needs.

Goal: *Strengthen relationships with agency partners*

Strategies:

- Improve Home Care relationship
- Improve local agency support

Goal: *Enhance the range and quality of services for seniors*

Strategies:

- Improve recreational activities to promote wellness and life enrichment
- Maximize seniors bus

## Capacity/Facilities

Goal: *Develop a housing capacity plan*

Strategies:

- Secure land and funding for new seniors facility that includes plans for retail space in new facility – sustainable, walk-in clinic/banking rec space
- Encourage partnerships to increase housing units capacity
- Advocate to ensure provincial budget for subsidy programs meets community needs
- Work with strategic partners to explore GSF affordable housing building
- Continue to work with Province on long term real estate strategy to address vacancies and cost to operate in rural areas
- Investigate alternate use and/or repurposing of outdated facilities as well as mixed use for new and existing facilities

Goal: *Upgrade/Update/Maintain Housing Facilities*

Strategies:

- Expand parking lot at Dieppe Manor
- Address wiring, asbestos, mold in some facilities
- Look at mechanical upgrades to newer advanced technology systems
- Explore options on sprinkler installations and other needed upgrades
- Make units more senior friendly during upgrades
- Review smoking policies for our facilities
- Develop a procurement plan that includes sole source providers, standing purchase orders, bulk buying, common finishes

Goal: *Assess Emergency Response*

Strategies:

- Continue to work with Safe Communities around crime prevention
- Review emergency preparedness including possibility of a pandemic outbreak

## Human Resources

Goal: *Develop a Recruitment/Retention plan*

Strategies:

- Explore flexible hours and staffing models
- Complete wage and benefits analysis
- Educate community on employment opportunities with Foundation
- Attend job fairs, participate in work experience programs
- Develop strategies to minimize staff burnout
- Develop succession planning strategy
- Expand volunteer roles

Goal: *Enhanced Staff Training*

Strategies:

- Investigate staff training/education opportunities including working with mentally ill and high needs residents
- Look at better options for Management and Maintenance staff in terms of restructuring – HR/Procurement/H&S/Budget/Admin
- Work towards cross training between facilities and within departments
- Explore team building strategies

Goal: *Improve H.R. Systems and Processes*

Strategies:

- Update and standardize job descriptions and postings
- Develop a more cohesive interview process
- Review Personnel policies and procedures

## Communications/Technology

Goal: *Promotion of Grande Spirit Foundation*

Strategies:

- Enhance staff and residents recognition
- Attend events and trade shows
- Enhance the website
- Development and distribution of information pamphlets
- Update business cards
- Explore social media opportunities

Goal: *Technology*

Strategies:

- HAL preparation – systems, processes, and equipment
- Develop I.T. inventory and strategy

Goal: *Strengthen Community relations*

Strategies:

- Reach out to Chamber of Commerce - Host a business mixer
- Connect with inter-agency groups
- Continue to build relationships with other housing bodies and non-profits

Goal: *Strengthen Board engagement*

Strategies:

- Regular reports/update bulletins to municipal councils
- Prioritize advocacy efforts with Government departments including Municipal Affairs and Alberta Health
- Succession Planning

## Summary

Grande Spirit Foundation has many accomplishments to be proud of, including a dedicated staff, with over 50% being long service employees. Many improvements have been made to the staffing component and to wages and benefits. There are good relationships in place with CUPE, the Board and the Province.

The addition to Wild Rose Villas and the Amisk Court expansion as well as the building of the Family Housing office have been the most recent completed construction projects

We implemented a safety program and have achieved our COR certification. Our Lodges are all licensed under Accommodation Standards.

This Strategic plan will be used over the next 3 years to build on our achievements and to help develop annual goals in order to position the Foundation for future success. We will have ongoing reviews of our progress at both Board meetings and at monthly Manager team meetings. With Board support and staff support, we are confident we can realize our vision.