



GRANDE SPIRIT FOUNDATION

STRATEGIC PLAN

2021–2026
STRATEGIES

2021–2024
OBJECTIVES, GOALS, ACTIONS

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WHY PLAN?



In 2020 the Grande Spirit Foundation Board of Directors met in Grande Prairie to establish the Foundation's Strategic Plan.

This Plan is the result of these meetings and this will guide the Foundation's direction for the next several years.

This Plan forms the basis for the operating and capital plans plus the needs of our residents, our staff, our volunteers, our visitors and our numerous stakeholders.

Strategic Planning is a process of reviewing an organization's Mission, Vision and Values plus defining its Strategies, Goals and Plans for years to come. This assists in allocating human and financial resources in pursuit of the direction agreed to.

Such planning is an opportunity to review and establish appropriate tracking mechanisms such as Key Performance Indicators to ensure the Foundation is tracking against the Plan plus adhering to the best practices in Alberta and Canada.

The Board is pleased to be able to share this Plan with everyone.



OUR MISSION



We provide quality housing that serves the needs of our seniors, families and individuals.



OUR 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 residents, staff, volunteers and visitors.





OUR SERVICES AND FACILITIES

RURAL AND NATIVE HOUSING

Spirit River
Beaverlodge
Wembley
Clairmont
Sexsmith

Sunset Homes,
Sexsmith
Sunshine Plaza,
La Glace
Martin Hein Court,
Wembley
Bezanson Cottages,
Bezanson

GRANDE PRAIRIE HOUSING

Grande Prairie (102 Ave.)

SENIORS ENHANCED APARTMENTS (Limited Support Services)

Wild Rose Villas,
Grande Prairie
Amisk Court,
Beaverlodge
Aurora Court,
Grande Prairie

SUPPORTIVE HOUSING FOR SENIORS

Full-Service Lodge and Enhanced Apartments

Clairmont

SENIORS LODGES (Full Support Services)

Pioneer Lodge,
Grande Prairie
Heritage Lodge,
Grande Prairie
Wild Rose Manor,
Grande Prairie
Pleasant View Lodge,
Spirit River

SENIORS SELF-CONTAINED APARTMENT

(Independent Living)

Aurora Court,
Grande Prairie
James Manor,
Grande Prairie
Dieppe Manor,
Grande Prairie
Amisk Courts,
Beaverlodge
Dr. Law Manor,
Spirit River
Rosehaven Manor,
Spirit River
Potter Villa, Rycroft
Poplar Ridge, Wanham
Summerset Manor,
Eaglesham



STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (S.W.O.T.)

STRENGTHS

- > Staff skill and compassion
- > Quality of service
- > Strong leadership
- > Board diversity
- > Transparency
- > Respectfulness
- > Staff and Board longevity
- > Financial position
- > Partnerships
- > No fear of challenges
- > Planning
- > Compassion
- > Empathetic
- > Passionate
- > United
- > Fiduciary responsibilities

WEAKNESSES

- > Capacity of staff
- > Changing environment due to:
 - COVID
 - Municipal revenues
 - Oil and Gas industry (economy)
 - Aging population
- > Changing service requirements
- > Aging infrastructure
- > Increasing needs and demands
- > Keeping up with changes
- > Inadequate technology
- > Not enough facilities to meet needs
- > Internet service

OPPORTUNITIES

- > City of Grande Prairie family housing (including single parents)
- > Beaverlodge Seniors Continuing Care
- > Spirit River Seniors Independent Apartments
- > Federal funding available
- > Expand mandate to include homelessness
- > Land banking for future growth
- > Redefine Grande Spirit Foundation's "Mission"
- > Debolt units
- > Reorganization
- > Provincial Ministers within the region

THREATS

- > Mandate too broad – spreading focus too thin
- > Understanding each members' needs (communications)
- > Possible Provincial mandate change to deliver more family housing
- > Additional Provincial downloading with inadequate resources
- > Provincial understanding of being north and rural
- > Large region low population density (delivery distance)
- > Provincial policy changes
- > Provincial government changes
- > Lack of and out of date policies – operational and governance

OUR STRATEGIC PILLARS

2021–2026
STRATEGIES



Our Plan has four Strategic Pillars that guide us in our commitment to providing quality services and innovative supportive housing options.

Strategy 1: Advocacy

We plan to advocate for the Grande Spirit Foundation with our neighbours, the business community, our region, the Province of Alberta and the Federal Government.

Strategy 2: Governance and Reorganization

We plan to improve our governance and delivery of services through reorganizing the management structure, improving our policy development and better monitoring of performance through such tools as employee and resident satisfaction surveys.

Strategy 3: Partnerships

We plan to strengthen our partnerships with numerous stakeholders that will result in growth of the Foundation to meet the increasing demands.

Strategy 4: Sustainable Growth

We plan to grow the Grande Spirit Foundation through numerous planning approaches including land planning, asset planning and financial planning.



OUR STRATEGIC PILLARS

2021–2024 IMPLEMENTATION



Strategy 1: Advocacy

We plan to advocate for the Grande Spirit Foundation with our neighbours, the business community, our region, the Province of Alberta and the Federal Government.

Key Objective:

The Grande Spirit Foundation will develop an advocacy strategy which will include:

- Advocating for a Grande Prairie Affordable Housing project
- Advocating for additional long-term care beds (150)
- Strengthening relationships with Ministers and MLAs
- Strengthening relationships with Provincial ministry staff
- Communicating with the business communities and business organizations
- A plan to communicate, educate and advocate with all 12 member Councils



OUR STRATEGIC PILLARS

2021–2024 IMPLEMENTATION

(Continued)



Strategy 2: Governance and Reorganization

We plan to improve our governance and delivery of services through reorganizing the management structure, improving our policy development and better monitoring of performance through such tools as employee and resident satisfaction.

Key Objectives:

The Grande Spirit Foundation will improve its governance which will include:

- Board member orientation planning
- Continual policy renewal as opportunities arise
- Perform regular employee satisfaction surveys
- Perform regular resident satisfaction surveys
- Review the CAO and Board performance review processes

The Grande Spirit Foundation will assess a reorganization to help address:

- Reporting ratios and reporting relationships
- Growth opportunities for staff
- Succession planning
- Matters such as growth and operating efficiencies



OUR STRATEGIC PILLARS

2021–2024 IMPLEMENTATION

(Continued)



Strategy 3: Partnerships

We plan to strengthen our partnerships with numerous stakeholders that will result in growth of the Foundation to meet the increasing demands.

Key Objective:

The Grande Spirit Foundation will explore partnerships which will include:

- Opportunities with the Private Sector
- Public Private Partnerships
- Other health or housing providers
- Industry Associations



OUR STRATEGIC PILLARS

2021–2024 IMPLEMENTATION

(Continued)



Strategy 4: Sustainable Growth

We plan to grow the Grande Spirit Foundation through numerous planning approaches including land planning, asset planning and financial planning.

Key Objective:

The Grande Spirit Foundation will develop a Growth Plan which will include:

- A land plan
- A financial plan
- An advocacy plan
- An assessment of current assets and future needs





UNDER DEVELOPMENT

2021–2024 Goals, Actions

A series of Goals and Action plans will be developed in 2021 to accomplish the Strategies and Objectives outlined in this Plan.

Key Performance Indicators

A comprehensive scorecard will be developed in 2021 to track progress against this Plan. Such factors such as regular staff and resident survey data, safety, occupancy and vacancy rates, plus financial metrics will form the Key Performance Indicator scorecard.

