



# Castor and District Housing Authority Strategic Plan 2019-2020





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## **History of Castor and District Housing Authority**

The Castor and District Housing Authority (CDHA) is a Management Body established by Ministerial Order No. H:038/95, effective January 1, 1996, under the Alberta Housing Act to continue to provide suitable and adequate housing types in the Town of Castor that are accessible to low income households, in the municipalities of Castor, Coronation, Halkirk and the County of Paintearth. The Board of Directors represents these Municipalities

Paintearth Lodge was originally established as a Corporate Body in November of 1960 under the Municipal District Act, and later integrated into the Ministerial Order of 1996. Paintearth Lodge is Supportive Living, the Castor Manors are Independent Living, and Rural and Native (R&N) Duplexes are Low Income (Social) Housing.

We deliver value added service to our customers through active participation and input to the associations that work on our behalf at the provincial levels of decision making, constantly striving to improve our programs. We are active members of the following associations: Alberta Seniors Communities & Housing Association (ASCHA); our Chief Administrative Officer is a Member of Alberta Public Housing Administrators Association (APHAA); our Manager is a member of the Alberta Manager's Society; and our Activity Coordinator is a member of Lodge Activity Coordinators Association of Alberta (LACAA).

The Management Team of Board Members and Administration are running the CDHA business well, although balancing a budget with a limited number of units, due to our low rural population, seems to be an almost insurmountable task.

We are grateful for the RASL Grant we received from the Government of Alberta in 2008, an amount of \$2,018,539, for the purpose of adding 25 units to the Paintearth Lodge, the renovation of 18 suites and a closed in courtyard. Paintearth Lodge matched that grant with a 15-year loan of \$2,194,650.00. In 2016 the loan was renegotiated with ATB Financial with an exceptional interest rate. With all intent purposes, the loan will be paid off by 2021.

We meet and surpass the annual requirements of the provincial Supportive Living Accommodation Standards Licensing Act, as well as the Annual Financial Audit of the Management Body, and the Operational Review. We complete and surpass the Internal and External Safety Audits, and have met all the requirements of a Registered Charity.



## Introduction and Integrated Planning

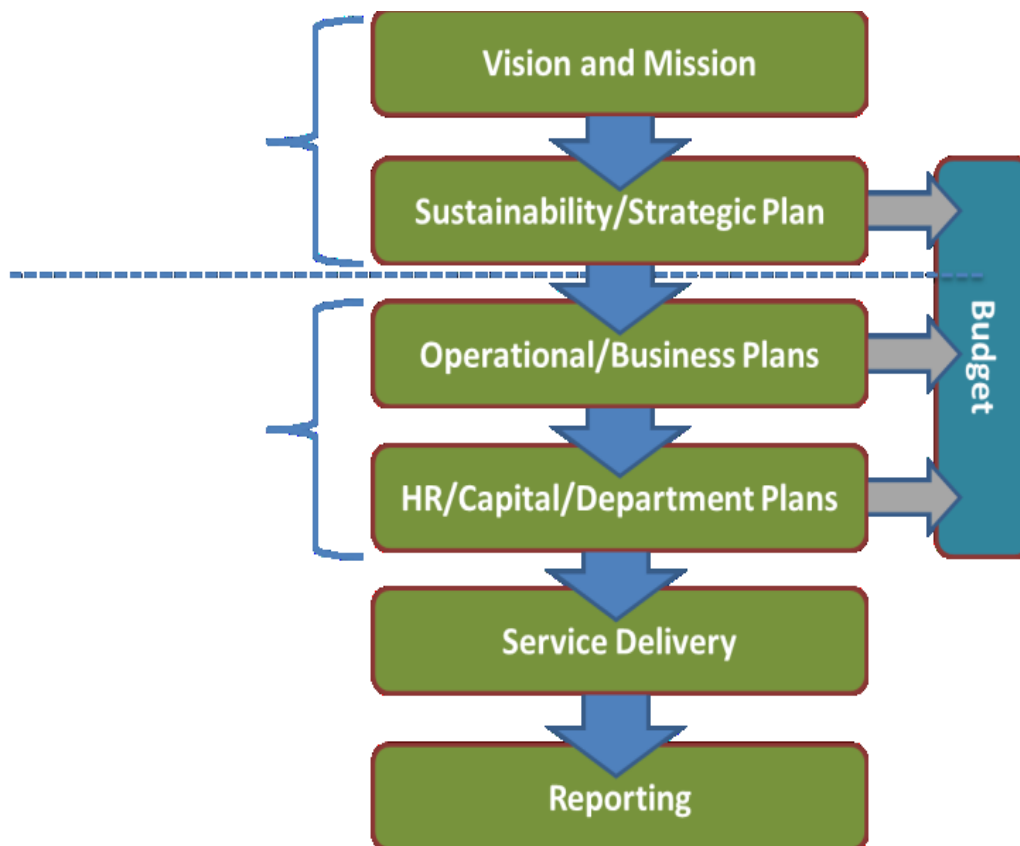
### Background

The Castor and District Housing Authority Board Members, along with the CAO, met in May of 2019 to develop a series of goals to create a Strategic Plan. This plan is comprised of the expressed desires of the Board Members and provides Residents, Tenants, Employees, Community members and volunteers with direction of where Castor and District Housing wants to be.

### Integrated Planning

CDHA's governance role includes the mandate to provide strategic direction for the Housing Industry within the County of Paintearth, Town of Coronation, Town of Castor, and the Village of Halkirk. Once the Board has set the strategic direction, administration is able to build plans that carry out the Boards direction. In the image below, examples of administration's plans may include Business Plan, Operational Plan, and a Capital Plan.

### *Governance and Management Plans*





## 2. Sustainability Pillars

### Overview of Sustainability Based Planning

Good governance principles and various funding arrangements require strategic planning or address the *Pillars of Community Sustainability*. Castor and District Housing Authority created this Strategic Plan around five Pillars of Community Sustainability that include; Governance, Culture, Social, Economy, and Environment. An overview of what is included within each pillar follows below:

#### **Governance:**

Castor and District Authority Board members are appointed through their respective Municipal Councils on a yearly basis. They have the capacity to develop and implement sound policy and governance structure.

#### **Culture:**

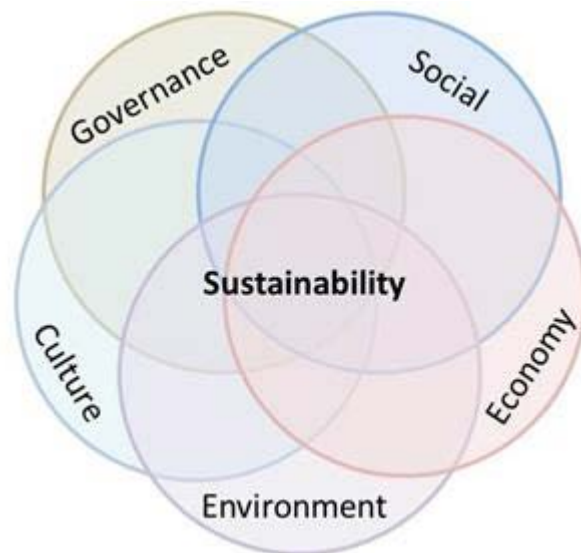
Shared values and cultural and recreational activities that reflect the diverse traditions, customs, values, heritage, identity and history of Castor and District Housing Authority.

#### **Social:**

Health, well-being, safety and quality of life of individuals, families and the communities we serve.

#### **Economy:**

Achieving economic solvency, growth and development that simultaneously improves quality of life for the Residents and Tenants and the organization. This includes the health, the quality and the diversity of Residents, Tenants, Family, the employees, the businesses and all the partnership organizations and stakeholders.





### 3. Vision, Mission and Values

Castor and District Housing is looking towards the future of Housing within the Region. Forward thinking into the future requires a common vision, and direction. With this in mind, core and non-core values were discussed.

#### **Vision Statement**

A vision statement is a declaration of an organization's objectives, intended to guide our long-term planning. This vision is also a guidepost to what makes Castor and District Housing Authority unique.

***To provide sustainable housing through an exceptional level of service unique to Alberta.***

#### **Mission Statement**

A mission statement answers what actions Castor and District Housing Authority will take. The statement lets readers know the organizations direction and who benefits.

***Castor and District Housing Authority offers improved quality of life through safe and affordable housing options for eligible Canadians.***

#### **Values**

These are the guiding principles, determining how the Castor and District Housing Authority will operate.

- **Respectful to our Stakeholders**
  - **Community Well Being**
    - **Connected**
    - **Quality**

## 4. Goals and Strategies

### Castor's High Priority Strategies

Sustainability Pillar	Strategy
<b>Governance</b>	Participate actively in lobbying and fundraising efforts with both provincial and federal bodies.
<b>Economy</b>	Be creative and consistent in fostering core and non core services to attract prospective housing clients
<b>Culture</b>	Promote governance directed at a balanced quality of life for those clients we currently serve or prospective clients
<b>Social</b>	Provide reasonable access to recreational activities and programs targeted at the community as a whole.





## 5. Conclusion

The Castor and District Housing Authority's strategic plan provides a guide to the operations of our organization over the three years. This was developed by the Board Members and CAO Management and needs to be a cornerstone of our decision making.

We must keep in mind that the environment in which we work is constantly changing. To remain relevant and we need to be adaptable to the times. As with any strategy this document should be reviewed and updated on a regular basis.

