



Slovak Village Non-Profit Housing Corp. – Strategic Plan Activities 2024 – 2028 Rev. B April 18/24

		Strategy	Board/Staff Activities	Responsible PM-S=Property Management Staff Board= Board of Directors	Time Frame	Status
COMMUNICATION	1.1.	Website	1.1.1. The Board will conduct a SVNPH website review in February of each year, to ensure content is up to date, informative and upon request AODA compliant where possible.	1.1.1. - Vlad	1.1.1. - April 2024	
			1.1.2. Website changes and/or updates will be given to the PM-S to determine a cost to make requested changes or include additional website content.	1.1.2. - Board & PM-S	1.1.2. - June 2024	
			1.1.3. Following Board approval the PM-S will work with the website design service provider to complete the enhancements. (Note: See Section 1.2.3. newsletter addition to website)	1.1.3. - Board & PM-S	1.1.3. – November 2024	
	1.2.	Seasonal Newsletter	1.2.1. A "Board Member Corner" feature will be added to the SVNPH seasonal newsletter (Spring, Summer, Fall, and Winter). The Corner will include tenant/staff/ board member profiles, and added content specific to SVNPH operations.	1.2.1. Board (Lead: BM) Adhoc Board Communications Committee for drafting some content and reviewing newsletter draft for circulation	1.2.1. Four newsletters per year (Seasonal) 2024: April/June/Sept/Dec 2025: March/June/Sept/Dec New Board Member Corner to commence spring 2024	
			1.2.2. All newsletters commencing 2024 will be copied to the Board.	1.2.2. PM-S	1.2.2. Four times each year following distribution	



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			1.2.3. A newsletter folder will be added to the website and older newsletter versions will be archived for future reference.	1.2.3. PM-S to continue seasonal messaging and coordinate website version	1.2.3. Spring version 2024 with Winter uploaded as well	
1.3.	Tenant Orientation Package		1.3.1. The current tenant orientation package will be reviewed by the Board to assess and possibly propose additional content that will focus on the Village concept and ensuring successful tenancies. (Additions may include tenant resources, strategic plan information, cultural/traditional communications, etc.)	1.3.1. Board (Lead: BM + KJ) & Staff	1.3.1. All board members will review the package in April 2024. The Lead will then submit suggestions to the full Board and PM-S in June 2024	
1.4.	SVNPH Profile		1.4.1. A SVNPH Corporate Profile will be created by February 2024.	1.4.1 Board & PM-S (Lead: VK)	1.4.1. Draft profile to be completed in February	
			1.4.2. In May 2024, the corporate profile will be provided to municipal political representatives along with an invitation to the SVNPH 2024 – 30 th year anniversary celebration. (Note: See Section 4.1.1. to 4.1.3.)	1.4.2. Board & PM-S	1.4.2 SVNPH Profile & anniversary invite to municipal / political representatives in May 2024.	
			1.4.3. Where possible, the SVNPH President and Executive Board members will meet with the local councilors to enhance awareness and build a positive working relationship.	1.4.3. Board Executive (TC, BM, MG)	1.4.3. Board Executive to meet with local councilors - late June 2024.	
			1.4.4. Consideration will be given to creating a list of community stakeholders and how sharing the corporate profile might enhance	1.4.4. Board & PM-S (Lead: TC) Community stakeholders	1.4.4. May 2024	



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			community awareness.			
1.5.	Tenant Survey	1.5.1.	A board meeting discussion will include how a tenant satisfaction survey will be issued: questions to be asked - distribution in September every two years - opportunity to win a prize for submitting a survey response- data analysis completed in October- survey summary communication back to tenants in November.	1.5.1. Board & PM-S	1.5.1. Survey to be discussed at Board Meetings and 1st draft ready by June 2024. Edits completed by September 2024.	
		1.5.2.	First survey to be issued October 2024.	1.5.2. PM-S	1.5.2 Survey distributed in October 2024. Return date November 2024 and data analysis to be completed in December 2024.	
		1.5.3.	The Board will acknowledge and assess feedback received from tenants as noted in the tenant satisfaction survey.	1.5.3. Board	1.5.3. November 2024	
		1.5.4.	Efforts will be made to identify additional community partners that will support SVNPH tenants and promote tenant engagement initiatives.	1.5.4. Board (Lead: KD)	1.5.4. - 2025	
1.6.	Awareness Campaign	1.6.1.	With the intent of increasing and enhancing a community presence, a SVNPH awareness campaign will be implemented	1.6.1. Board	1.6.1. 2025	
		1.6.2.	Strategies will include researching and developing a partnership with post-secondary institutions and how they might support this campaign (example: video development, awareness strategies, student placements, co-ops, etc.)	1.6.2. (Lead: TC)	1.6.2. TC will reach out to post-secondary institutions throughout 2025	



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			1.6.3. The Board will determine how the strategic plan visual will be utilized (example: included in the corporate profile, added to the website, etc.)	1.6.3. Board	1.6.3. 2025	
	1.7.	Strategic Plan Project Charter	1.7.1. SVNPH Strategic Plan review and approval	1.7.1. Board	1.7.1. December 2023	
			1.7.2. A standing item will be included on all board meeting agendas, to review action lists, and describe progress. Action lists to include KPI and milestone data with those responsible for providing updates.	1.7.2. Board	1.7.2. All Board Meetings 2024 - 2028	
		Strategy	Board/Staff Activities	Responsible	Time Frame	Status
FINANCIAL	2.1	Budgeting & Comprehensive Financial Reports	2.1.1. Ensuring a strong capital reserve account is a critical priority for the Board so that sufficient funds will be available for ongoing capital improvements.	2.1.1. Board	2.1.1. - 2024	
			2.1.2. A budget line item will be added to the annual operational budget for Web site changes and updates.	2.1.2. PM-S	2.1.2. January 2024	
			2.1.3. A budget line item will be added to the 2024 operational budget in anticipation of tenant satisfaction survey expenses and outcome strategies to be implemented.	2.1.3. PM-S	2.1.3. - 2024	
			2.1.4. Board reports continue to provide current financial statements outlining surplus/deficit projections and 3 positive/3 negative budget line items.	2.1.4. PM-S	2.1.4. - 2024	
	2.2	Increase Revenue	2.2.1. All grants, contributions and fundraising strategies will be identified and implemented with the goal of acquiring surplus revenues to further the goals and objectives of SVNPH.	2.2.1. Board & PM-S	2.2.1. - 2025	



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	2.3	Key Performance Indicators	2.3.1. A strong focus on performance measurement will provide needed feedback on both internal business processes and external outcomes to continuously improve strategic results. (Sample KPI Appendix "A").	2.3.1. Board & PM-S	2.31. – Sept. 2024	
		Strategy	Board/Staff Activities	Responsible	Time Frame	Status
ASSET REVITALIZATION	3.1	Capital Improvements	3.1.1. Planned capital improvements over the next 5 years will be listed in the SVNPH Capital 5-year budget.	3.1.1. Board & PM-S	3.1.1. - 2026	
			3.1.2. Improvements include common area window replacements, common area flooring replacement, and plumbing riser pipe replacement/refurbishment.	3.1.2. Board & PM-S	3.1.2. – 2026 -2028	
			3.1.3. Planned improvements will follow the recommendations noted in the Building Condition Audit with timing adjusted depending on inspections and the anticipated life expectancy of each building element.	3.1.3. Board & PM-S	3.1.3. - 2026 -2028	
			3.1.4. The Board has expressed a desire to provide a standard window covering to be implemented on turnover or by floor over an extended period - funding permitted, with the intent of achieving a consistent appearance across all units.	3.1.4. Board & PM-S	3.1.4. - 2026 -2028	
			3.1.5. Asset Management Plan	3.1.5. PM-S	3.1.4. - 2024	
	3.2	Building Operations	3.2.1. The PM-S provide excellent day-to-day property management services. The Board acknowledges the importance of regular inspections to ensure legislative compliance and the provision of safe, affordable, adequate housing.	3.2.1. PM-S	3.2.1. - 2024 - 2026	



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			3.2.2. PM-S will provide a SVNPH Preventative Maintenance Plan for Board review and approval.	3.2.2. PM-S	3.2.2. - 2024 - 2026	
			3.2.3. PM-S will advise the Board when the need for an on-site Security Guard is deemed necessary to protect tenants/staff and enhance building security.	3.2.3. PM-S	3.2.3. - 2024 - 2026	
	3.3	Development Opportunities	3.3.1. The Board will consider engaging a consultant to determine opportunities for the development of a new second housing development.	3.3.1. Board	3.3.1. September 2026	
		Strategy	Board/Staff Activities	Responsible	Time Frame	Status
CULTURE & COMMUNITY	4.1.	SVNPH 30 Year Anniversary	4.1.1. A Board Member committee will be formed to work with staff in planning the SVNPH 30 year anniversary event to be held in October 2024.	4.1.1. Board - PM-S	4.1.1. January 2024	
			4.1.2. Planning needs to begin in early 2024 to facilitate invites to local political members and other key stakeholders.	4.1.2. Board - PM-S	4.1.2. August – September 2024	
			4.1.3. 30-year celebration is held.	4.1.3. Board - PM-S	4.1.3. October 19, 2024	
	4.2.	Village (Town Hall) Meetings	4.2.1. The Board Members working with PM-S will conduct two annual town hall meetings.	4.2.1. Board - PM-S	4.2.1. Annually - Spring & Fall	
	4.3	SVNPH Koliba	4.3.1. An ad hoc Board committee is formed to give focus to the SVNPH Koliba initiative.	4.3.1 Board (Lead: TC, AC, MG)	4.3.1. Commence 2025	
			4.3.2. In lieu of a built structure, the common room may be considered as an alternative Koliba space with added wall coverings depicting the village and Koliba concept.	4.3.2. Board	4.3.2. Discussions 2026	
			4.3.3. The opening of the SVNPH Koliba is celebrated and provides incrementally additional	4.3.3. Board	4.3.3. - 2028	



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			services and resources in support of recreational, social and community building activities.			
			4.3.4. Consideration will be given to renaming the Mary Klass room.	4.3.4. Board	4.3.4. - 2026 upon the opening of the Koliba	
		Strategy	Board/Staff Activities	Responsible	Time Frame	Status
GOVERNANCE	5.1.	Policies	5.1.1. The Board will review all current policies to ensure compliance with legislative requirements, and recommend additional policies as needed. Policy areas may include Human Resources, Health & Safety, Operational, Financial, Succession, and Governance policies.	5.1.1. Board & PM-S (Lead: KJ, MG)	5.1.1. January - December 2024	
			5.1.2. Working with the PM-S, all policies will be scheduled for an annual or biannual review.	5.1.2. Board & PM-S	5.1.2. Annual and/or Bi-Annual review as noted in the policy review date.	
	5.2.	Operational Activities	5.2.1. Acquire a checklist and perform a preliminary review of operational activities that will be scrutinized during a Service Manager operational review audit. (Note: See Section 5.6.2.)	5.2.1. Board - review list August to prioritize areas needing discussion and schedule created to address potential issues.	5.2.1. August 2024 - August 2025	
	5.3.	Evaluations	5.3.1. Conduct a Board Governance evaluation in 2024.	5.3.1. Board	5.3.1. Commencing May 2024 and annual thereafter each May.	
			5.3.2. Conduct a Property Management Services evaluation and provide feedback as needed in 2024.	5.3.2. Board & PM-S	5.3.2. February 2025 and annual thereafter each February during term of contract.	



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			5.3.3. The Board Member handbook will be reviewed every third year to ensure it contains current corporate information, Board of Directors' responsibilities, By-laws, the strategic plan, meeting calendar, and any other information relevant to a new or returning Board Member.	5.3.3. Board - (Lead: TC)	5.3.3. January 2025 and January 2028	
			5.3.4. Conduct a SVNPH Staff evaluation and provide feedback as needed in 2025.	5.3.4. Board	5.3.4 February 2025 and annual thereafter each February during term of contract.	
5.4	EOM/EOA	5.4.1. The Board recognizes that it is accountable to fulfilling strategic expectations with regard to overall performance of the SVNPH Corporation.	5.4.1. Board (Lead: TC, BM)	5.4.1. January 2025 - ongoing		
		5.4.2. The Board is committed to ensuring due diligence and readiness work is completed by prepping for the Service Manager Operational Review that is normally conducted prior to EOA.	5.4.2. Board (Lead: TC, BM)	5.4.2. August 2025 and ongoing		
		5.4.3 As the SVNPH community is nearing the End of Mortgage/End of Operating Agreement (EOM/EOA), strategic conversations will affirm readiness for both the regulatory and operational future.	5.4.3. Board (Lead: TC, BM)	5.4.3. August 2027 and ongoing		
5.5	Board Retreat	5.5.1. Plan for and schedule a board retreat for March 2026, to revisit the strategic plan, and reaffirm how SVNPH will align with the changing, developing and evolving landscape of affordable housing.	5.5.1. Board (Lead: BM)	5.5.1. Commencing October 2025 with retreat scheduled March 2026		
		5.5.2. The retreat will affirm the Board's exit strategy and future direction at the time of EOM/EOA. (Note: See Section 5.4.3.)	5.5.2. Board (Lead: TC)	5.5.2. March 2026		
		5.5.3. The retreat will discuss ongoing property management services and strategic planning.	5.5.3. Board & PM-S	5.5.3. March 2026		



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	5.6	Succession Planning	5.6.1. Moving towards ongoing changes to housing regulation, the Board has strong management practices including a Board succession and recruitment plan.	5.6.1. Board (Lead: TC)	5.6.1. August 2025 & ongoing	
			5.6.2. Adoption of a Board Member Rotation Schedule	5.6.2. Board	5.6.2. March 2026	
			5.6.3. The Board Chairperson and/or Nominating Committee members will meet with all new Board Members.	5.6.3. Board Chair/Nominating Committee	5.6.3. Commencing 2025	