



STRATEGIC PLAN

BANFF HOUSING CORPORATION **Board of Directors Strategic Plan** **2026 - 2028**

BHC BOARD PURPOSE

To oversee strategy, risk, and long-term financial stability of the current and future housing supply in its portfolio.

BHC MISSION

To provide a wide range of below-market housing options to eligible residents of Banff National Park that support the needs of our community within our built environment.

BHC VISION

To provide eligible residents of Banff National Park a place to call home while fostering engaged and connected communities.

BHC PURPOSE

To manage the current and future homeownership and rental portfolios.

BHC BOARD STRATEGIC PRIORITIES

BHC's Strategic Framework, which includes Vision, Mission, Purpose, Values, and Mandate, are outlined as follows:

Strategic Priority #1 Sustainable Housing Portfolio

- Build a community engagement approach that creates regular opportunities for residents, applicants, neighbors, and community partners to provide input on housing needs and priorities
- Strengthening access to below-market housing by reviewing eligibility, allocation, and turnover practices to ensure housing continues to serve community need effectively and fairly.
- Work with partners to identify opportunities that increase housing availability and improve the sustainability of below-market housing models over time.

Strategic Priority #2 Organizational Excellence

- Develop long-term strategy for ensuring ongoing investment in the funding of capital replacement projects in the rental portfolio promoting long-range budget and life cycle forecasting of the capital maintenance requirements.
- Enhance board capacity by building a robust, engaged, and informed board in the following ways:
 - a. creating an opportunity for new board members to complete a post orientation survey
 - b. conduct an annual gap analysis to ensure candidate pool reflects community diversity
 - c. create an exit interview for board members at the end of their term
- Ensure the administration is structured effectively to meet the organization's evolving needs.
- Strengthen Banff Housing Corporation's risk management and compliance by regularly checking for risks, defining responsibilities and controls clearly, and ensuring policies are updated, risks are manageable, and all legal requirements continue to be met.
- Undertake an annual comparison of purchase pricing against market conditions to ensure the below market models continue to be maintained and pricing models evolve with the needs of community.

Strategic Priority #3 Community Relations

- Implement a resident centered communication plan that clearly conveys BHC decisions, services, and performance.
- Collaborate and support housing initiatives in the community beyond the organization.
- Enhance the organization's visibility to increase BHC's impact in community.