Transformational Directions

Financial Sustainability and Stewardship

Strategically manage and leverage resources to build lasting financial strength and operational excellence.

> Objective: We will strengthen our financial position through strategic asset planning, innovative financing approaches, and expanded social enterprise activities, establishing BHSS as a model for sustainable growth and financial resilience.

Client Sustainability and Success

Establish clear and sustainable frameworks to effectively deliver housing and supportive services

> Objective: We will develop and implement clear, data-informed policies that define service eligibility, quantify support costs and align resources effectively, enabling sustainable client outcomes and informed decision-making.

Scaling Housing Impact

Expand and innovate housing solutions responsibly through disciplined planning and strategic collaboration

> Objective: BHSS will responsibly scale housing solutions through disciplined planning, strategic partnerships and pilot innovations, positioning itself as a catalyst for sustainable housing impact across Niagara.

Collaborative Strategic Partnerships

Facilitate unified strategies, shared investments and collective advocacy to enhance housing outcomes

> Objective: We will lead and facilitate coordinated partnerships within Niagara's housing sector, using the Community Land Trust of Niagara as a platform for collaboration, resource-sharing and joint advocacy. BHSS will prioritize partnerships for all future housing developments, focusing its role on service delivery rather than sole property development or ownership.

Awareness, Impact, Leadership and Human Resources

Enhance BHSS's visibility, strengthen leadership and build capacity to influence sector-wide change

> Objective: BHSS will reposition itself publicly and strategically to clearly communicate its secular identity, leadership role and innovative practices within the housing sector, while strengthening internal leadership capacity.

The housing challenges facing the region of Niagara today demand new approaches, innovative solutions and unprecedented cooperation.

This Transformational Plan was supported by funding from the Ontario Trillium Foundation

Ontario Trillium Foundation
Fondation Trillium de l'Ontario

An agency of the Government of Ontario
Un organisme du gouvernement de l'Ontario

Call To Action

This plan provides the roadmap for Bethlehem Housing and Support Services to help lead the necessary transformation, one that will strengthen the organization while simultaneously enhancing the capacity of the entire housing sector to meet community needs.

Because transformational change cannot happen in isolation. Bethlehem Housing and Support Services is committed to help lead the way forward together.

bethlehem
housing and support services

Lori Beech (she/her)
Executive Director
111 Church Street, St. Catharines, ON L2R 3C9
Tel: 905.641.1660 ext. 208
email: lbeech@bethlehemhousing.ca
www.bethlehemhousing.ca

Transforming Housing. Transforming Lives.

bethlehem
housing and support services

TRANSFORMATIONAL PLAN 2025

Purpose

Bethlehem Housing and Support Services, in partnership with the community, provides affordable housing and services to support the personal growth of individuals and families.

Stable affordable housing with support services contributes to a vibrant, caring and inclusive Niagara where everyone has a home.

Our Vision

A coordinated, scalable and sustainable housing system for Niagara.

BHSS will lead as a catalyst and facilitator, fostering partnerships and strategies that align resources, amplify impact and deliver more sustainable housing solutions.

Central to this vision is BHSS's support for the Community Land Trust of Niagara, unlocking land, facilitating partnerships, expanding development capacity and securing permanent housing affordability.

Our Values

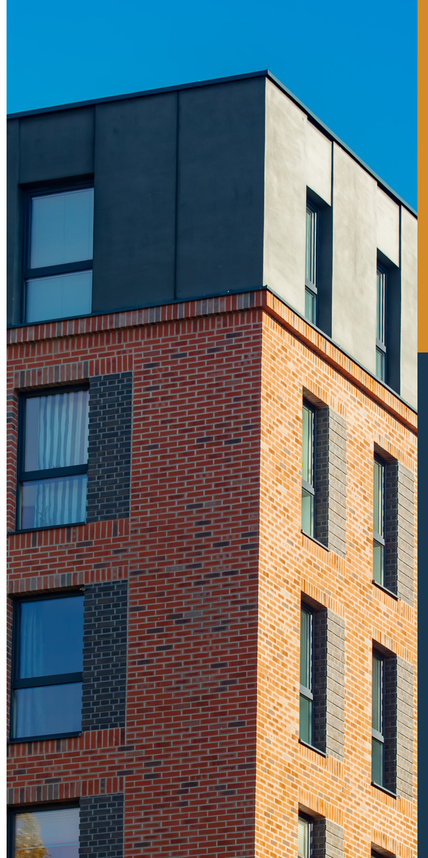
Inclusiveness
Embracing diversity and fostering belonging

Dedication
Delivering superior results with passion for the mission

Accountability
Striving for excellence through responsibility and continuous improvement

Compassion
Providing the highest quality services with empathy, hope, understanding and care

Integrity
Acting with honesty and fairness, respecting all people



The Challenge

The Niagara Regional Housing waitlist has 11,000 households.

Since the COVID-19 pandemic homelessness has increased, encampments have become commonplace and the severity of mental health and addiction has escalated.

Housing prices in Ontario have climbed over 60 percent since 2020 and the cost of residential construction has increased by over 50 percent. Persistently high interest rates mean BHSS's traditional approach to housing development is no longer viable.

Recognizing these realities, BHSS understands that the path forward cannot be navigated alone.

Our Impact

The impact we have on our clients is life-changing.

Through both our housing and supports in combination, BHSS provides a path forward, stability and a future for individuals and families that otherwise face insurmountable challenges related to mental health, addiction, housing insecurity, domestic violence and homelessness.

280+

Through our five facilities in St. Catharines, Niagara Falls and Fort Erie, BHSS houses **280+ households annually.**

100%

The Transitional Housing support program has consistently accomplished a **100 percent success rate to keep our clients housed** after graduating from a BHSS transitional housing unit.

98%

With no government funding for providing permanent housing support services, we achieve a **98 percent rate at keeping people housed over the long term** through a successful eviction prevention service model.